

PROPOSED ANNUAL BUDGET

FY2016

A 10 YEAR LOOK BACK: 2005—2015



OFFICE OF THE TOWN MANAGER
JANUARY 27, 2015

Reader's Guide to the Fiscal Year 2016 Budget

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

<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> Department Descriptions	This section contains descriptions for the General Fund, Enterprise Funds and Community Preservation Fund which identifies 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> Departmental Budget Submissions	This section contains budget submissions for General Fund, Enterprise Funds, and the Community Preservation Fund.
<u>Section 5</u> Glossary of Terms and Appendices	This section contains definitions that may prove useful in reviewing this budget document and appendices such as the Plan Executive Summary for the FY2016-2020 Capital Improvement Plan which was published as a separate document on January 6, 2015.



Name: Town of Needham

Incorporated: 1724

Total Area: 12.61

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

Public Roads: 138.35 miles

County: Norfolk

Population: 28,886 (2010 census)

Form of Government:
Representative Town Meeting

School Structure: K-12

FY2015 Tax Rate:

\$11.29 Residential

\$22.43 Commercial

FY2015 Average Single Family Home Value: \$818,436

FY2015 Average Single Family Tax Bill: \$9,240

Coordinates:

42° 16' 52" N 71° 14' 11" W

Town Hall Address:

1471 Highland Avenue
Needham, MA 02492

Website: www.needhamma.gov

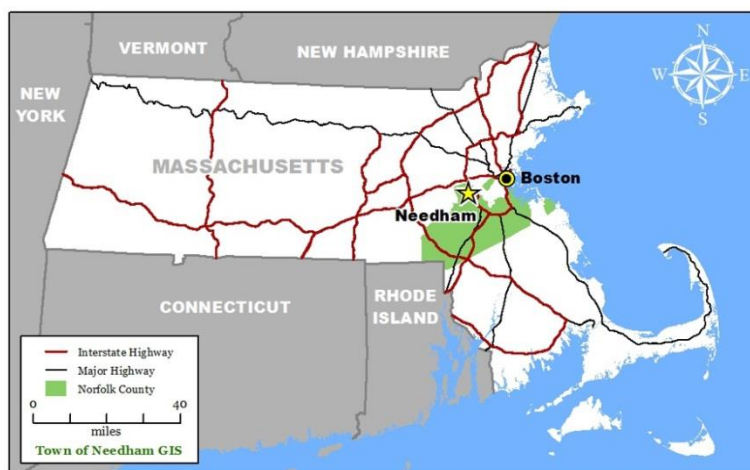
Facebook: Town of Needham

Twitter: @TownofNeedham

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.



Sustainable Needham:

A Ten Year Look Back 2005 - 2015

The "Proposed Annual Budget" celebrates its 10th anniversary in FY2016, providing an opportunity to reflect on the accomplishments the community has made during that period. The successes highlighted throughout this document were achieved through the efforts of Town staff and volunteers, non-profit organizations, and the business sector. Working together in a sustainable way, even during a period that has come to be known as the "great recession," we have ensured the desirability of Needham as a place to live, work and play.

A major factor in that success has been our emphasis on sustainability - meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable budgeting remains as relevant today as when we started down this road ten years ago, and continues to be our guiding principle.

Budget in Brief

Department spending requests were submitted to the Finance Committee on December 10, 2014. The total department spending requests represented an increase of 4.8% over FY2015.

The recommended FY2016 General Fund operating budget totals \$135,799,837, or \$6,420,438 more than FY2015, representing a change of 5.0%. This includes an increase of 6.1% for the Public Schools (5.7% excluding the transfer of cash capital as fully outlined below), 4.7% for municipal departments, and 4.1% for true Townwide expenses. Total General Fund appropriations total 6.4% more than in FY2015, reflective of the stronger than normal Free Cash position, which is recommended for non-recurring items. A comparison of the FY2015 budget to the FY2016 recommended budget is shown in Table 1.1 below:

Table 1.1
General Fund Spending Plan

Description	FY2015 Current	FY2016 Recommended	\$ Change	% Change
Townwide Expenses (excludes CPS)	\$35,301,063	\$36,735,091	\$1,434,028	4.1%
General Departments (includes CPS)	\$27,151,898	\$28,256,575	\$1,104,677	4.1%
Department of Public Facilities	\$8,071,939	\$8,610,363	\$538,424	6.7%
Needham Public Schools	\$57,961,288	\$61,497,808	\$3,536,520	6.1%
Minuteman Assessment	\$893,211	\$700,000	(\$193,211)	-21.6%
Total Operating Budget	\$129,379,399	\$135,799,837	\$6,420,438	5.0%
Cash Capital	\$2,667,260	\$2,852,111	\$184,851	6.9%
Financial Warrant Articles	\$53,805	\$1,152,500	\$1,098,695	2042.0%
Other Appropriations	\$1,924,125	\$2,782,490	\$858,365	44.6%
Total General Fund Appropriations	\$134,024,589	\$142,586,938	\$8,562,349	6.4%

Budget Process

Budgeting Best Practices

In developing the FY2016 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 FY2016:

1. Support for items that contribute to the achievement of the Board's goals and objectives.
2. Support for a five to ten year plan for the renovation, reconstruction and/or preservation of the Town's capital assets in the most prudent, realistic, and efficient manner.
3. 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 creative financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.

10 YEAR LOOK BACK: 2005 - 2015

25% Funded OPEB Liability •
AAA bond rating • Capital Facility
Stabilization Fund •
Athletic Facility Stabilization Fund

4. Support for initiatives aimed at achieving greater coordination and efficiency among Town 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 for the stewardship of existing land and resources, including expansion (both in terms of amount and usability) of Town-owned land for active and conservation uses.
 7. Promote initiatives that contribute to the appearance of the Town.
-

Fiscal Year 2016 Proposed Budget

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 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 Board of Selectmen 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 FY2016 budget calendar is shown in Table 1.2.

Table 1.2
Key Dates for the FY2016 Budget Process

July	1	2014	Start of Fiscal Year 2015
August	1	2014	Capital Improvement Plan submission guidelines released
August	19	2014	Town Manager budget consultation with the Board of Selectmen
September	3	2014	Town Manager budget consultation with the Finance Committee
September	29	2014	FY2016 Budget submission guidelines released
October	14	2014	Town Manager budget consultation with the Board of Selectmen
October	17	2014	Department capital requests due to the Town Manager
October	24	2014	FY2016 Department Spending Requests due to Town Manager
October	27	2014	Special Town Meeting
November	12	2014	Town Manager budget consultation with the Board of Selectmen

Fiscal Year 2016 Proposed Budget

November	25	2014	Preliminary FY2016 capital recommendations to the Board of Selectmen
December	9	2014	Preliminary five-year capital recommendations to the Board of Selectmen
December	10	2014	FY2016 Department Spending Requests due to the Finance Committee
December	23	2014	Board of Selectmen votes CIP recommendation
January	6	2015	FY2016 – FY2020 Capital Improvement Plan released
January	6	2015	Town Manager budget consultation with the School Committee
January	31	2015	Town Manager's Balanced Budget due
February	2	2015	Warrant Articles for the 2015 Annual Town Meeting due to the Board of Selectmen
February	22	2015	Finance Committee's FY2016 draft budget is due to the Town Manager
March	15	2015	Finance Committee's budget recommendations are due for inclusion in the Annual Town Meeting Warrant
April	14	2015	Annual Town Election
May	4	2015	Annual Town Meeting Begins
July	1	2015	Start of Fiscal Year 2016

Budget guidelines were distributed to departments, boards, and committees on September 29, 2014, with spending requests due on October 24, 2014. The senior management team held budget review meetings with all departments during the month of November. Finance Committee and Community Preservation Committee liaisons were invited to attend these meetings in order to prepare for their own deliberations. Discussions with the Board of Selectmen, Finance Committee, and School Committee continued during the fall and winter. The Town Manager's official budget consultation with the School Committee occurred on January 6, 2015. At the time of the distribution of this proposed budget, the School Committee had not yet voted its FY2016 budget recommendation.

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 School enrollment growth has also placed a significant demand on available resources.

Salary Related Expenses

Personnel-related costs remain the highest proportion of the Town's budget. Table 1.3 details the number of General Fund and Enterprise Fund benefit-eligible employees by department. The number of General Government benefit-eligible full-

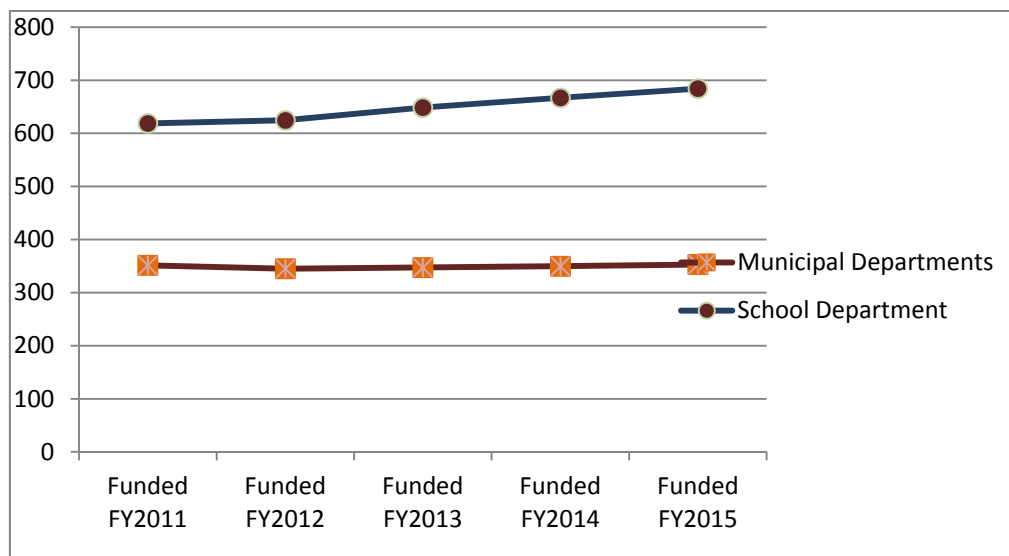
Fiscal Year 2016 Proposed Budget

time equivalent employees (FTE) remained relatively constant from FY2011 to FY2015 increasing by 0.43%. The number of School Department FTEs grew by 10.6% over that same period.

Table 1.3
General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions
FY2011 to FY2015

Department	Funded FY2011	Funded FY2012	Funded FY2013	Funded FY2014	Funded FY2015	FY2011- 2015 % Change
Town Manager/Selectmen	8.00	8.00	8.00	8.00	8.00	0.00%
Town Clerk	4.00	4.00	4.00	4.00	4.00	0.00%
Finance	21.00	21.00	23.00	23.00	23.20	10.48%
Police	58.00	57.00	57.00	57.00	59.00	1.72%
Fire	74.00	72.00	72.00	72.00	71.00	-4.05%
Building	7.00	7.00	7.00	8.60	8.60	22.86%
DPW	89.00	86.00	86.00	86.00	87.00	-2.25%
Public Facilities	53.80	54.80	55.00	55.80	56.00	4.09%
Health	4.60	4.60	4.60	4.60	5.40	17.39%
Human Services	8.30	7.80	7.80	7.80	7.80	-6.02%
Planning & Community Development	5.58	5.80	5.80	5.80	5.80	3.94%
Library	14.00	13.00	13.00	13.00	13.00	-7.14%
Park and Recreation	4.00	4.00	4.00	4.00	4.00	0.00%
Municipal Departments	351.28	345.00	347.20	349.60	352.80	0.43%
School Department	618.50	624.40	648.50	666.90	684.20	10.62%

Chart 1.1
Change in Benefit Eligible FTEs FY2011 – FY2015



Fiscal Year 2016 Proposed Budget

As noted on Table 1.4, average annual increases in salary line items from FY2011 to FY2015 are slightly higher than our sustainability target due to increases in headcount for program improvements, predominantly in the Needham Public Schools (5.2% overall, 6.2% for the Needham Public Schools, and 3.5% for General Government departments).

Table 1.4
Changes in Salary Line Items FY2011 to FY2015

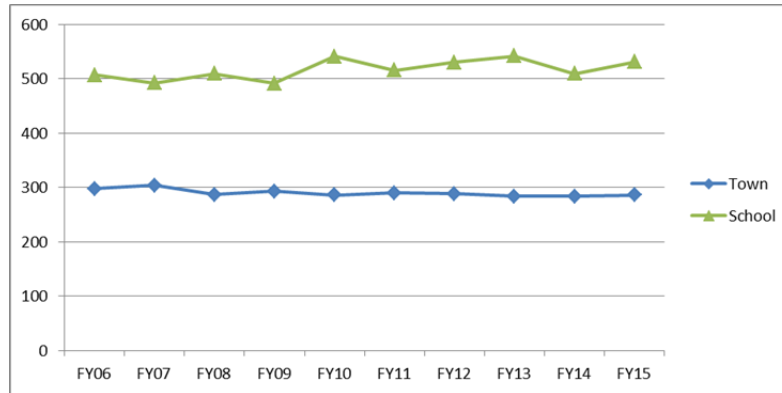
Description	FY2011	FY2012	FY2013	FY2014	FY2015 - Current	Average % Change
Board of Selectmen and Office of the Town Manager	644,644	649,992	669,819	691,474	715,158	2.6%
Town Clerk and Board of Registrars	282,308	281,663	296,301	282,647	312,927	2.8%
Town Counsel	68,664	68,664	70,039	71,790	73,584	1.8%
Personnel Board	600	600	600	600	0	
Finance Department	1,342,043	1,399,514	1,600,620	1,637,963	1,690,829	6.1%
Finance Committee	27,493	28,524	30,289	31,668	32,462	4.2%
Municipal Administration	2,365,752	2,428,957	2,667,668	2,716,142	2,824,960	4.6%
Planning Department	218,028	235,022	244,849	259,826	267,920	5.3%
Community Development Department	102,588	112,305	118,626	129,899	135,795	7.3%
Land Use & Development	320,616	347,327	363,475	389,725	403,715	5.9%
Police Department	4,884,190	4,863,916	4,959,157	5,175,845	5,581,122	3.4%
Fire Department	5,812,408	6,100,123	6,249,767	6,581,793	6,758,282	3.8%
Building Department	445,919	443,280	460,619	528,614	553,286	5.7%
Public Safety	11,142,517	11,407,319	11,669,543	12,286,252	12,892,690	3.7%
Department of Public Works (including enterprise employees)	5,705,831	5,603,635	5,693,797	5,853,827	6,110,486	1.8%
Department of Public Facilities	2,870,212	3,087,351	3,227,402	3,407,208	3,512,871	5.2%
Health Department	383,012	388,665	401,658	418,295	483,055	6.1%
Human Services Department	488,996	498,717	510,811	555,478	599,275	5.3%
Commission on Disabilities					1,500	
Public Library	1,076,094	1,077,213	1,071,967	1,103,803	1,156,157	1.8%
Park and Recreation Department	443,185	443,118	453,499	468,456	483,633	2.2%
Community Services	2,391,287	2,407,713	2,437,935	2,546,032	2,723,620	3.3%
Total	24,796,215	25,282,302	26,059,820	27,199,186	28,468,342	3.5%
Education	40,264,790	40,908,300	43,903,789	46,455,864	51,156,319	6.2%
Combined Total	65,061,005	66,190,602	69,963,609	73,655,050	79,624,661	5.2%

Fiscal Year 2016 Proposed Budget

Health Insurance Expenses

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 Chart 1.2, health insurance enrollment for active employees has fluctuated over the past ten years, increasing by 3.0% from FY2014 to FY2015.

Chart Table 1.2
Health Insurance Enrollment
FY2006 - FY2015

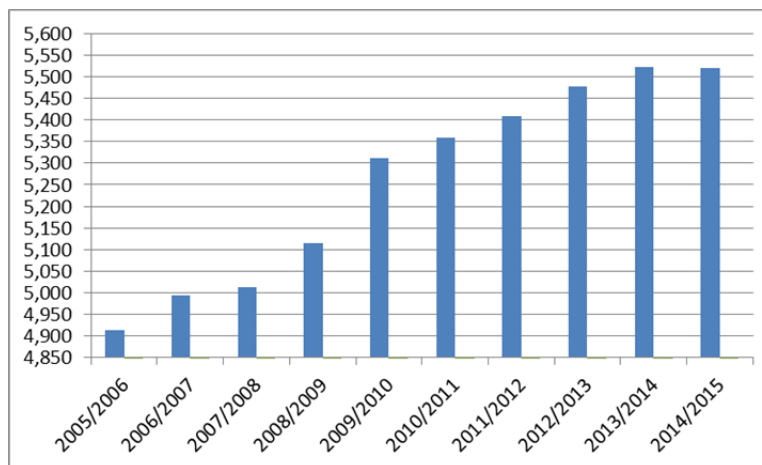


The Town has absorbed the savings associated with converting the workforce to the Rate Saver program, and should expect increases in line with projected health insurance costs (in the range of 6 – 9%) in FY2017 and beyond. That increase, along with potential increases in headcount, will put greater pressure on the operating budget.

School Enrollment

Over the past ten years, School enrollment in Needham has increased by 12.3%, or 605 additional students. Chart 1.3 and Table 1.6 detail the School enrollment growth.

Chart 1.3
Needham Public Schools Enrollment 2005/2006 to 2014/2015



Source: DESE

Fiscal Year 2016 Proposed Budget

**Table 1.6
Needham Public Schools Enrollment**

	Enrollment	Percentage Change
2005/2006	4,914	1.6%
2006/2007	4,995	1.6%
2007/2008	5,013	0.4%
2008/2009	5,115	2.0%
2009/2010	5,311	3.8%
2010/2011	5,358	0.9%
2011/2012	5,409	1.0%
2012/2013	5,476	1.2%
2013/2014	5,523	0.9%
2014/2015	5,519	-0.1%
Increase	605	12.3 %

Source: DESE

When compared to other jurisdictions in the comparable community group, Needham's school enrollment growth is at the high end of the range – 12% from the 2005/2006 school year to 2014/2015 - compared to the average of 8% (Table 1.7). Needham's enrollment grew by 605 children during that period, ranking 6th of 18 comparable communities. The percent of 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 15%, or 6th of 18 communities (Table 1.8).

Community	10 year Change
Brookline	25%
Winchester	18%
Natick	16%
Belmont	16%
Arlington	15%
Needham	12%
Wellesley	11%
Bedford	11%
Westwood	10%
Milton	10%
Newton	10%
Lexington	9%
Walpole	2%
Watertown	2%
Framingham	0.4%
Dedham	-4%
Weston	-4%
Wayland	-9%
Average without Needham	8%

**Table 1.7
Comparable Enrollment Growth
2005 / 2006
to
2014 / 2015**

Source: DESE

Community	% School Age
Westwood	22%
Lexington	22%
Winchester	21%
Wayland	20%
Weston	20%
Needham	19%
Bedford	19%
Wellesley	18%
Belmont	17%
Walpole	16%
Natick	16%
Newton	15%
Milton	15%
Brookline	13%
Arlington	12%
Framingham	12%
Dedham	11%
Watertown	8%
Average without Needham	15%

**Table 1.8
School Enrollment as a Percent of Population
2014 / 2015**

Source: DESE

Balanced Budget Highlights

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

Townwide Expenses

The **Retirement Assessments** budget increased by 9.4% over FY2015 based on the January 1, 2014 funding schedule. The Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return from 8% to 7.75%. This is a more conservative approach.

Employee Benefits and Employer Assessments The recommended employee benefits budget reflects an increase of 7.5%. The submitted budget has been increased by \$75,252 to account for the increase of 9.2 FTEs recommended in the General Government (2) and School Department budgets (7.2). 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 FY2016, so this budget is still preliminary.

Retiree Insurance and Insurance Liability Fund This budget request increased by 8% from FY2015 to FY2016. The proposed budget is based on the July 1, 2013 funding schedule, which includes a reduction in the assumed rate of return from 8% to 7.75% - a more conservative approach.

General Fund Debt Service The recommended debt budget has been reduced by 3.1% for FY2016. The change reflects a reduction in excluded debt and CPA debt – FY2014 was the peak debt service year for both categories. The allowance for General 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.

Casualty, Liability and Self-Insurance The recommended budget has increased by 3.3% over FY2015 based on the number and value of facilities covered.

Classification, Performance and Settlements This line provides a reserve for funding General Government personnel-related items as they occur during the year. Three of the Town's collective bargaining agreements are not yet settled for FY2016. The Classification, Performance and Settlements line includes a reserve for those three settlements, as well as for performance increases, merit pay, and reclassification for non-represented personnel.

The purpose of the **Reserve Fund** is to provide an annual budgetary reserve for unforeseen or extraordinary expenses. The FY2016 Reserve Fund request presented by the Finance Committee is calculated at 1.4% of the projected operating budget – a budget increase of 1.7% over FY2015.

Finance Committee This budget increased by 4.6% from FY2015 to FY2016 due to projected compensation adjustments for existing staff.

Planning and Community Development

[illegible]

Section 1 - 10

reduced by \$17,500 which was proposed for additional consulting services. A special warrant article has been recommended for this purpose in the amount of \$25,000, as noted below.

Public Safety

The Police Department budget is proposed to increase by 1.6% over FY2015; however, the recommended budget does not include potential wage increases for union employees. An allowance for such increase has been included in the Classification, Performance and Settlements budget. The recommended budget includes an allocation of \$20,000 as a contingency in the event there are police detail fees that are deemed uncollectable.



Fire Department The recommended Fire Department budget is 2.0% higher in FY2016 than FY2015, which covers expenses for existing staff and operations.

Building Department The recommended budget for the Building Department is 3.8% higher than FY2015, covering expenses for existing staff and operations.

Education

Minuteman School The Town has received a preliminary assessment from the Minuteman School in the amount of \$654,134 which is \$239,077 or 27% lower than the FY2015 budget. Since the Minuteman School Committee's proposed budget includes reliance on additional State Aid and is subject to change, the recommended budget for the Minuteman School Assessment is \$700,000 until more information about the State budget is available.

Needham Public Schools The Town Manager's recommended budget for the School Department is \$61,497,808, representing an increase of 6.1%.



This recommendation includes the Superintendent's submitted budget request of \$61,073,288, and an allocation for operating capital removed from the Capital Improvement Plan of \$259,520 (as described more fully in the Executive Summary of the FY2016 – FY2020 Capital Improvement Plan under Section 5). The Superintendent presented a revised budget request for the School Committee for its consideration, including an additional \$276,934, primarily for identified special education tuition payments that will be needed in FY2016.

Fiscal Year 2016 Proposed Budget

The development of the recommended School budget begins with an evaluation of the traditional formula for the allocation of revenue available for appropriation. Revenue is first reserved for Townwide expenses, the Minuteman School Assessment, and Public Facilities. Remaining funds are then reviewed for allocation between the School Department and municipal departments based on the percent that each bears to the total. The School Department budget accounts for 66% of the total after accounting for the exclusion of the items listed above.

The FY2016 recommended allocation for the School Department is higher than the traditional formula for two reasons - the allocation of \$259,520 for operating capital, and the allocation of an additional \$165,000 to address the unusually high out-of-district tuition costs that the Department is experiencing. Finally, the proposed increase in benefit-eligible employees contained in the School budget (7.2) necessitated an increase in the employee benefits line as noted above.

Public Works

The Department of Public Works General Fund operating budget is recommended to increase by 4.4% which will cover expenses for existing staff and operations. The recommended budget includes an allocation of \$5,000 for personal protective gear for employees working in and around tree damage and downed wires caused by storms.

Municipal Parking The recommended Municipal Parking budget is 36.8% higher in FY2016, attributable to an increase in the number



of parking lots that will be maintained by the Town, the annual increase in the lease payment to the MBTA for the Needham Center Lot, and the transition of parking lot rental payments for the Needham Public Library from the Library's State Aid account to the General Fund. New parking lots include the expanded Lincoln Street Lot, the new public lot at the corner of School Street and Lincoln Street, the new Public Safety lot on School Street, and the expanded Eaton Square Lot and new pedestrian plaza.

Municipal Streetlight Program The recommended Municipal Streetlight Program budget is 15.3% higher than FY2015 based on projected contractual increases and energy costs.

10 YEAR LOOK BACK: 2005 - 2015

Reservoir B Pump Station • St. Mary's Pump Station • Chestnut Street reconstruction • Webster Street reconstruction • Water main replacement • I/I removal • South Street / Willow Street bridge • Kendrick Street bridge over Charles River • Needham Center Streetscape Design • Great Plain Avenue Pumping Station • Route 128 Water and Sewer Line replacement • Traffic Signals at Forest and Central, Charles River and Central, High Rock and Chestnut, South and Chestnut

Public Facilities

The recommended budget for the Department of Public Facilities is 6.7% higher than FY2015, and does not include projected compensation adjustments for most union personnel. An allowance for projected salary increases for those employees is included in the Classification, Performance and Settlements budget. The recommended budget includes the addition of one full-time custodian to support both the Center at the Heights and the Emery Grover Building. Operations and hours at Center at the Heights are limited by the assignment of only one custodian – the addition of the custodian will allow increased operating hours, and more appropriate cleaning after Senior Center business day. The Emery Grover Building has no permanently assigned custodian. The requested budget of \$47,934 has been reduced to \$27,934 by the transfer of funds allocated to these facilities for services previously provided on an overtime basis. As noted above, the recommended employee benefits budget has been increased to account for this additional benefit-eligible position.



The budget request includes \$31,050 in funding to support the engagement of a consultant to monitor and ensure appropriate savings from the photovoltaic solar array to be constructed on the landfill during 2015. The Town will pay the provider – SolarCity – for electricity generation, and NSTAR will provide the Town will energy credits through the various electricity meter accounts. Given that the Town expects to receive energy credits in FY2016, the funding for the consultant can be absorbed in the recommended energy budget, and no additional funding is proposed for this important service.

After several years of moderating energy prices, projections over the next several years are for significant cost increases associated with the limited supply of natural gas during the winter months, and the budget has been increased accordingly.



Human Services

Health & Human Services

Department The Health and Human Services Department was consolidated by vote of the Board of Selectmen in 2014, and FY2016 is the first time the consolidated department is included in the budget process. The total budget recommendation reflects an increase of 8.9%. In addition to projected compensation increases for existing personnel, the proposed budget includes \$10,000 in funding to support the Traveling Meals Program, including funds for substitute drivers and funds to reimburse volunteers for out of pocket costs. The recommendation also includes the addition on one full-time administrative assistant to support the Center at the

Fiscal Year 2016 Proposed Budget



Heights, which currently has no dedicated administrative help and relies heavily on volunteers. The administrative assistant will relieve full-time professional staff from administrative duties, allowing them to make progress toward the community's goal of increased programming and service delivery. The administrative assistant will also assist in the rental of the facility for community use – another goal of the Town. As noted above, the recommended employee benefits budget has been increased to account for this additional

benefit-eligible position. Other HHS priorities, including additional social work hours at the Senior Center (\$25,902), traveling meals staffing (\$47,906), a part-time substance abuse program coordinator (\$22,725) and Public Health accreditation (\$3,500) have been deferred.

Commission on Disabilities The Commission on Disabilities budget has been increased by \$1,500 to appropriately account for the stipend provided to the Committee Liaison. The previous liaison was paid a stipend from the Park and Recreation Budget.

Historical Commission No change is recommended for the Historic Commission budget in FY2016.

Public Library The recommended Library budget is 6.4% higher than FY2015 due to projected compensation adjustments for existing staff, and a recommended increase in part-time hours to support a Children's Programming Librarian (\$1,766) and the Circulation desk (\$15,922) for a total of \$37,688. 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. The submitted budget was reduced by a total of \$14,093 for a network transfer page, museum pass software, and Sunday openings during the month of June.

Park and Recreation The Park and Recreation budget increased by 2.1% from FY2015 to FY2016 attributable to projected compensation adjustments for existing staff. As noted above, the submitted budget was reduced by \$1,500 for the Commission on Disabilities Liaison which is now included in that Commission's budget.

10 YEAR LOOK BACK: 2005 - 2015

Carol-Brewster Property Acquisition
• Greene's Field & Play Structure •
Memorial Park • DeFazio Park •
Walker Gordon Field and
Acquisition • Trails Master Plan •
Newman School, Mills Field, Claxton
Field and Riverside Park
Playgrounds • Tennis Courts at
Newman, Mills & NHS • Bike Racks
Throughout Town • Community
Farm at NIKE • Off-leash Dog Area at
NIKE



Memorial Park No change is proposed for the Memorial Park budget for FY2016. A special warrant article to fund landscaping improvements to the Memorial Park Garden is proposed as noted below.

Beyond the General Fund Operating Budgets

Capital Budget Summary

The focus of this document is the FY2016 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2016 – FY2020 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2016 - FY2020 CIP. An integral part of the balanced budget proposal contained herein, however, is the funding of capital and other non-operating budget items. The FY2016 proposed annual budget includes \$2,852,111 in General Fund cash capital projects. 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 infrastructure improvement project including the installation of new traffic signals, and street and sidewalk layouts.

10 YEAR LOOK BACK: 2005 - 2015

High Rock 6th Grade Center •
Needham High School •
Mitchell Modular classrooms •
Pollard Roof • Newman HVAC •
Town Hall • PSAB •
Center at the Heights • Needham
Public Library • New Salt Shed •
DPW Garage Bays • Energy Efficiency
improvements Town-wide

Enterprise Fund Summary

RTS The recommended Recycling & Solid Waste Enterprise Fund budget has been reduced by 1.1% primarily attributable to the favorable renegotiation of the Town's waste disposal contract with Wheelabrator – a \$100,000 reduction from FY2015. The Department's request for \$48,000 for roll-off container replacement catch-up is proposed for funding through a special warrant article, as noted below.

Sewer The recommended Sewer Enterprise Fund budget is 1.3% higher than in fiscal year 2015, and covers expenses for existing staff and operations. The budget includes \$25,000 for services to inspect, test and calibrate ten permanent sewer flow meters and two portable sewer flow meters, all of which are integral to the Town's infiltration and inflow removal program. The MWRA Assessment line has been level-funded as the Town's 2016 assessment is not yet available. A request for consulting services to review environmental compliance has been eliminated and will be conducted with other available funds.

Fiscal Year 2016 Proposed Budget



Water The recommended Water Enterprise Fund budget is 0.4% lower than the FY2015 budget. The recommend budget includes two new items: \$20,000 for water leak detection equipment to help minimize unaccounted for water, and \$10,000 for calibrating commercial and industrial water meters. The MWRA Assessment line has been level-funded as the Town's FY2016 assessment is not yet available.

Community Preservation

The administrative budget of the Community Preservation Fund is unchanged from FY2015.

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 FY2016 proposed budget includes allocation of funds to one time programs and projects, and to reserves.

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. Given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year.

Senior Corps Program The FY2016 proposed budget includes \$15,000 for the Senior Corps Program.

Property Tax Relief Fund The balanced budget includes \$27,500 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 Board voted to recommend the higher amount for FY2016 given the impact on lower income homeowners of the most recent property revaluation and override. The voluntary fund received \$10,976 in fiscal year 2014.

GF/RTS Contribution The balanced budget includes an estimated contribution to the RTS Enterprise Fund of \$1,420,000 - unchanged from the FY2015 budget.

Drains/Sewer Contribution The balanced budget includes a \$496,078 contribution to the Sewer Enterprise Fund to offset the cost of the Drains program – an increase of 7% over FY2015, attributable mostly to property-related and public works supply categories associated with addressing the increasing number of flooding concerns around Town. 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.

DPW/PSAB Location Feasibility The Facility Working Group examined the 470/500 Dedham Avenue location for the establishment of a modern and comprehensive Public Works facility, consisting of administrative offices, garage maintenance bays, employee facilities, shops, wash bays, and appropriate vehicle storage, and related support systems. The Working Group concluded that the Dedham



Avenue site is not adequate to support the entire facility with or without the location of a school at DeFazio Field Complex. The recommended option in the Facility Master Plan is for the relocation of operations and administration to Parcel 74 on Greendale Avenue at an estimated cost of \$45,000,000. The purpose of this study is to further evaluate and identify alternatives to relocating the full program to Greendale Avenue. The evaluation will include opportunities for phasing the project, alternatives to co-location of all facilities, and implication of phasing and scattered site options on Public Works, other departments co-located at 500 Dedham Avenue, a potential school, and DeFazio Park. The recommended funding for the DPW location feasibility study is \$40,000.

Quiet Zone Feasibility – Given the recent renewed interest in evaluating options to the train horn, and the planned infrastructure investment at the Town's at-grade crossings in the coming years, a quiet zone feasibility analysis is recommended for funding in the amount of \$35,000. The evaluation will consider alternatives to train horns at the Town's at-grade crossings and any impact on pedestrian and motorist safety.



Public Facilities Maintenance Program - A component of the FY2016 Capital Improvement Plan is the transition of items that do not meet the definition of capital from the CIP to the operating budget. Transitioning the Public Facilities Maintenance Program to a financial warrant article, in the amount of \$570,000 was deemed appropriate given that the program supports maintenance activities, and many of the projects do not meet the capital expenditure test. This warrant article covers annual necessary 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. Unless circumstances require otherwise, the FY2016 program will fund duct

cleaning at the Pollard School, Fire Station #2, and Broadmeadow School; xeriscape gardening at the High School; wood floor refinishing in various school buildings; asbestos abatement at the Pollard School; flooring replacement at the Pollard School; renovation of two restrooms at the Pollard School; repairs to the auditorium at the Pollard School, and replacement of a portion of the lockers at the Pollard School.

Memorial Park Garden – The amount of \$20,000 is proposed for improvements to

Fiscal Year 2016 Proposed Budget

the Memorial Park Garden at the intersection of Highland Avenue and Rosemary Street. The funds would support the removal of most of the existing plant material that has become unsightly, and the planting of low maintenance and low water use varieties.

Sidewalk Needs Assessment – Originally requested in the FY2016 Capital Improvement Plan, this item was reallocated to a special warrant article and proposed for funding at \$100,000. The purpose of the assessment is to evaluate the Town's sidewalk network to determine where sidewalks should be installed (numerous requests to improve pedestrian safety are received each year), and where there may be opportunities to remove sidewalks. The Department's goal is to maintain the same or reduce the linear footage of sidewalks throughout the Town.



Planning Consulting – The Planning and Economic Development Department requested \$17,500 as part of its operating budget for professional and technical assistance in support of the Department's evaluation of applications for projects and the development of new zoning proposals. In lieu of including the request in the operating budget, an allocation of \$25,000 is recommended as a special warrant article for this purpose. The funds will then be available for several years and used as projects arise.

RTS Roll-Off Replacement Catch-up – The roll-off container replacement catch-up originally requested in the RTS Operating budget is proposed for funding as a special warrant article. A roll-off replacement program was established in the operating budget in FY2015 to ensure appropriate replacement of the containers in future years. This funding will support the acquisition of six containers to replace the most severely deficient containers at the site in the amount of \$48,000.



OPEB Trust Fund The balanced budget includes an allocation of \$320,000 to the OPEB Trust Fund.

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 and associated structures, particularly at Memorial and DeFazio. Replacement of the synthetic turf fields is estimated at \$2.4 million at the time of replacement in 2020.

The Town Manager's recommendation for funding the Athletic Facility Stabilization Fund in FY2016 includes the traditional match of the Park and Recreation administrative fee receipts (\$45,700 in FY2014) and the unexpended balance of the Memorial Park Track warrant article in the amount of \$20,712. Additional funding is recommended on an annual basis in the amount of \$300,000 as circumstances permit, in order to achieve the \$2.4 million goal by 2020.

Fiscal Year 2016 Proposed Budget

Finally, the recommended budget includes an appropriation of \$500,000 to begin setting aside funds to support the renovation or reconstruction of the Memorial Park Building. It is expected that a combination of funding sources will be required to achieve that goal.

A request for a special warrant article for predictive catch basin cleaning in the amount of \$756,000 for a multi-year program has been deferred for further study based on pending NPDES compliance regulations.

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.

I applaud the commitment to sustainability and spirit of cooperation that has been demonstrated by the Board of Selectmen, School Committee, Finance Committee, Town Meeting, and ultimately the community. We are fortunate to have a dedicated and loyal staff who are working every day to maintain the high quality of life our residents expect and deserve. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

Kate Fitzpatrick

Town Manager

Fiscal Year 2016 Proposed Budget

Budget	FY2014 Expenditures	FY2015 Current 12/2014	Department Submission			Town Manager Recommendation		
			FY2016 Department Request	FY2016 \$ Change	FY2016 % Change	FY2016 Balance Budget	FY2016 \$ Change	FY2016 % Change
Retirement Assessments	5,358,572	5,656,200	6,185,312	529,112	9.4%	6,185,312	529,112	9.4%
Employee Benefits and Employer Assessments	10,044,397	11,085,124	11,838,657	753,533	6.8%	11,913,909	828,785	7.5%
Retiree Insurance Program & Insurance Liability Fund	5,535,139	4,940,198	5,336,302	396,104	8.0%	5,336,302	396,104	8.0%
Debt Service	12,129,006	11,587,884	11,224,301	(363,583)	-3.1%	11,224,301	(363,583)	-3.1%
Casualty, Liability, Property and Self Insurance Program	507,278	542,000	560,000	18,000	3.3%	560,000	18,000	3.3%
Classification, Performance and Settlements*	see note	4,035	175,000	170,965	####	175,000	170,965	####
Reserve Fund*	see note	1,489,657	1,515,267	25,610	1.7%	1,515,267	25,610	1.7%
TOTAL	33,574,392	35,305,098	36,834,839	1,529,741	4.3%	36,910,091	1,604,993	4.5%
*This is a budget reserve and therefore no direct expenditure from this line is allowed, only transfers to other budget lines.								
Board of Selectmen & Town Manager								
Salary & Wages	685,666	715,158	793,991	78,833		778,991	63,833	8.9%
Expenses	94,873	109,741	111,312	1,571		111,312	1,571	1.4%
Capital	75,000	-	-	-		-	-	
TOTAL	855,539	824,899	905,303	80,404	9.7%	890,303	65,404	7.9%
Town Clerk and Board of Registrars								
Salary & Wages	266,643	312,927	312,414	(513)		312,414	(513)	-0.2%
Expenses	32,823	47,450	45,520	(1,930)		45,520	(1,930)	-4.1%
Capital	-	-	-	-		-	-	
TOTAL	299,467	360,377	357,934	(2,443)	-0.7%	357,934	(2,443)	-0.7%
Town Counsel								
Salary & Wages	71,790	73,584	75,422	1,838		75,422	1,838	2.5%
Expenses	231,525	254,000	254,000	-		254,000	-	
TOTAL	303,315	327,584	329,422	1,838	0.6%	329,422	1,838	0.6%
Personnel Board								
Salary & Wages	-	-	-	-		15,000	15,000	
Expenses	-	15,000	15,000	-		-	(15,000)	
TOTAL	-	15,000	15,000	-		15,000	-	
Finance Department								
Salary & Wages	1,563,941	1,690,829	1,701,565	10,736		1,701,565	10,736	0.6%
Expenses	704,654	783,479	813,261	29,782		813,261	29,782	3.8%
Capital	37,044	37,500	38,475	975		38,475	975	2.6%
TOTAL	2,305,639	2,511,808	2,553,301	41,493	1.7%	2,553,301	41,493	1.7%
Finance Committee								
Salary & Wages	31,295	32,462	34,000	1,538		34,000	1,538	4.7%
Expenses	814	1,225	1,225	-		1,225	-	
TOTAL	32,109	33,687	35,225	1,538	4.6%	35,225	1,538	4.6%
General Government	-	4,073,355	4,196,185	122,830	3.0%	4,181,185	107,830	2.6%

Fiscal Year 2016 Proposed Budget

Budget	FY2014 Expenditures	FY2015 Current 12/2014	Department Submission			Town Manager Recommendation		
			FY2016 Department Request	FY2016 \$ Change	FY2016 % Change	FY2016 Balance Budget	FY2016 \$ Change	FY2016 % Change
Planning & Economic Development								
Salary & Wages	259,250	267,920	300,901	32,981		300,901	32,981	12.3%
Expenses	13,372	16,460	33,960	17,500		16,460	-	
Capital	-	-	-	-		-	-	
TOTAL	272,622	284,380	334,861	50,481	17.8%	317,361	32,981	11.6%
Community Development								
Salary & Wages	128,440	135,795	160,055	24,260		160,055	24,260	17.9%
Expenses	7,796	11,858	11,858	-		11,858	-	
Capital	-	-	-	-		-	-	
TOTAL	136,236	147,653	171,913	24,260	16.4%	171,913	24,260	16.4%
Land Use								
Land Use	-	432,033	506,774	74,741	17.3%	489,274	57,241	13.2%
Police Department								
Salary & Wages	5,077,759	5,581,122	5,660,317	79,195		5,660,317	79,195	1.4%
Expenses	235,422	306,930	331,885	24,955		331,885	24,955	8.1%
Capital	152,918	174,724	166,964	(7,760)		166,964	(7,760)	-4.4%
TOTAL	5,466,098	6,062,776	6,159,166	96,390	1.6%	6,159,166	96,390	1.6%
Fire Department								
Salary & Wages	6,502,790	6,758,282	6,890,572	132,290		6,890,572	132,290	2.0%
Expenses	218,142	288,907	308,090	19,183		308,090	19,183	6.6%
Capital	-	32,831	20,311	(12,520)		20,311	(12,520)	
TOTAL	6,720,932	7,080,020	7,218,973	138,953	2.0%	7,218,973	138,953	2.0%
Building Department								
Salary & Wages	510,630	553,286	575,454	22,168		575,454	22,168	4.0%
Expenses	25,780	31,040	31,040	-		31,040	-	
Capital	-	-	-	-		-	-	
TOTAL	536,410	584,326	606,494	22,168	3.8%	606,494	22,168	3.8%
Public Safety								
Public Safety	-	13,727,122	13,984,633	257,511	1.9%	13,984,633	257,511	1.9%
Minuteman Assessment								
Minuteman Assessments	733,961	893,211	729,726	(163,485)	-18.3%	700,000	(193,211)	-21.6%
Needham Public Schools								
Needham Public Schools	53,673,463	57,961,288	61,073,288	3,112,000	5.4%	61,497,808	3,536,520	6.1%
Education								
Education	4,237	58,854,499	61,803,014	2,948,515	5.0%	62,197,808	3,343,309	5.7%
Department of Public Works								
Salary & Wages	3,188,307	3,339,322	3,461,561	122,239		3,461,561	122,239	3.7%
Expenses	1,392,377	1,485,421	1,576,633	91,212		1,576,633	91,212	6.1%
Capital	7,750	6,284	18,000	11,716		18,000	11,716	186.4%
Snow and Ice	1,106,635	400,000	404,000	4,000		404,000	4,000	
TOTAL	5,695,069	5,231,027	5,460,194	229,167	4.4%	5,460,194	229,167	4.4%

Fiscal Year 2016 Proposed Budget

Budget	FY2014 Expenditures	FY2015 Current 12/2014	Department Submission			Town Manager Recommendation		
			FY2016 Department Request	FY2016 \$ Change	FY2016 % Change	FY2016 Balance Budget	FY2016 \$ Change	FY2016 % Change
Municipal Parking Program								
Municipal Parking Program	67,590	71,445	97,730	26,285	36.8%	97,730	26,285	36.8%
	-	-	-	-		-	-	
Municipal Lighting Program								
Municipal Lighting Program	163,881	221,153	254,951	33,798	15.3%	254,951	33,798	15.3%
	-	-	-	-		-	-	
Public Works	136,236	5,523,625	5,812,875	289,250	5.2%	5,812,875	289,250	5.2%
Department of Public Facilities								
Salary & Wages	3,181,814	3,512,871	3,596,277	83,406		3,576,277	63,406	1.8%
Expenses	4,552,301	4,559,068	5,065,136	506,068		5,034,086	475,018	10.4%
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	7,734,115	8,071,939	8,661,413	589,474	7.3%	8,610,363	538,424	6.7%
	-	-	-	-		-	-	
Public Facilities	-	8,071,939	8,661,413	589,474	7.3%	8,610,363	538,424	6.7%
Health Department								
Salary & Wages	409,300	483,055	-	(483,055)		-	(483,055)	-100.0%
Expenses	95,851	100,874	-	(100,874)		-	(100,874)	-100.0%
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	505,151	583,929	-	(583,929)	-100%	-	(583,929)	-100.0%
	-	-	-	-		-	-	
Health & Human Services								
Salary & Wages	505,865	599,275	1,290,965	691,690		1,186,457	587,182	98.0%
Expenses	112,170	131,841	240,770	108,929		245,245	113,404	86.0%
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	618,035	731,116	1,531,735	800,619	109.5%	1,431,702	700,586	95.8%
	-	-	-	-		-	-	
Commission on Disabilities								
Salary & Wages	-	1,500	1,500	-		1,500	-	
Expenses	100	550	550	-		550	-	
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	100	2,050	2,050	-		2,050	-	
	-	-	-	-		-	-	
Historical Commission								
Salary & Wages	-	-	-	-		-	-	
Expenses	34	1,050	1,050	-		1,050	-	
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	34	1,050	1,050	-		1,050	-	
	-	-	-	-		-	-	
Needham Public Library								
Salary & Wages	1,103,803	1,156,157	1,255,403	99,246		1,242,035	85,878	7.4%
Expenses	313,209	319,043	328,793	9,750		328,068	9,025	2.8%
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	1,417,012	1,475,200	1,584,196	108,996	7.4%	1,570,103	94,903	6.4%
	-	-	-	-		-	-	
Parks and Recreation Department								
Salary & Wages	441,151	483,633	495,453	11,820		493,953	10,320	2.1%
Expenses	84,379	114,000	114,000	-		114,000	-	
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	525,531	597,633	609,453	11,820	2.0%	607,953	10,320	1.7%
	-	-	-	-		-	-	

Fiscal Year 2016 Proposed Budget

Budget	FY2014 Expenditures	FY2015 Current 12/2014	Department Submission			Town Manager Recommendation		
			FY2016 Department Request	FY2016 \$ Change	FY2016 % Change	FY2016 Balance Budget	FY2016 \$ Change	FY2016 % Change
Memorial Park								
Salary & Wages	-	-	-	-		-	-	
Expenses	722	750	750	-		750	-	
Capital	-	-	-	-		-	-	
	-	-	-	-		-	-	
TOTAL	722	750	750	-		750	-	
	-	-	-	-		-	-	
Community Services	62	3,391,728	3,729,234	337,506	10.0%	3,613,608	221,880	6.5%
Department Budgets	88,063,031	94,074,301	98,694,128	4,619,827	4.9%	98,889,746	4,815,445	5.1%
Townwide Expense Group	33,574,392	35,305,098	36,834,839	1,529,741	4.3%	36,910,091	1,604,993	4.5%
TOTAL	121,637,423	129,379,399	135,528,967	6,149,568	4.8%	135,799,837	6,420,438	5.0%
	-	-	-	-		-	-	
Recycling and Transfer Station Enterprise								
Salary & Wages	602,290	731,026	739,993	8,967		739,993	8,967	1.2%
Expenses	1,157,133	1,225,721	1,287,160	61,439		1,187,160	(38,561)	-3.1%
Capital	60,000	81,000	134,000	53,000		86,000	5,000	6.2%
MWRA								
Debt Service	149,147	150,000	150,000	-		150,000	-	
Reserve Fund	transfers only	25,000	25,000	-		25,000	-	
TOTAL	1,968,570	2,212,747	2,336,153	123,406	5.6%	2,188,153	(24,594)	-1.1%
	-	-	-	-		-	-	
Sewer Enterprise								
Salary & Wages	902,486	962,166	987,170	25,004		987,170	25,004	2.6%
Expenses	355,518	352,958	417,763	64,805		407,763	54,805	15.5%
Capital	24,799	25,000	50,000	25,000		50,000	25,000	100.0%
MWRA	5,423,810	5,466,144	5,466,144	-		5,466,144	-	
Debt Service	1,390,516	1,500,000	1,500,000	-		1,500,000	-	
Reserve Fund	Transfers only	35,000	35,000	-		35,000	-	
TOTAL	8,097,129	8,341,268	8,456,077	114,809	1.4%	8,446,077	104,809	1.3%
	-	-	-	-		-	-	
Water Enterprise								
Salary & Wages	1,014,577	1,077,972	1,105,680	27,708		1,105,680	27,708	2.6%
Expenses	990,584	1,079,548	1,063,541	(16,007)		1,043,541	(36,007)	-3.3%
Capital	31,500	40,200	10,500	(29,700)		30,500	(9,700)	-24.1%
MWRA	1,271,018	1,193,697	1,193,697	-		1,193,697	-	
Debt Service	1,535,767	1,550,000	1,550,000	-		1,550,000	-	
Reserve Fund	Transfers only	75,000	75,000	-		75,000	-	
TOTAL	4,843,445	5,016,417	4,998,418	(17,999)	-0.4%	4,998,418	(17,999)	-0.4%

Revenue Summary

Town of Needham
Revenue Summary
Table 2.1

Description	FY14 Recap	FY15 Recap	FY16 Estimate	\$ Change
General Fund	133,826,001	136,898,971	144,746,097	7,847,126
Enterprise Funds	18,104,258	16,399,044	17,390,303	991,259
Community Preservation Act Fund	3,207,339	2,857,818	6,134,750	3,276,932
Total Revenues*	155,137,598	156,155,833	168,271,150	12,115,317

* Revenue before adjustments, reimbursements, and subsidies

GENERAL FUND

The General Fund accounts for revenues and expenditures necessary to provide governmental services and expenses. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. The above table 2.1 shows the total estimate revenue for FY2016 will increase by more than \$12.1 million or 7.8%. However the total revenue estimated for FY2016 includes an extraordinary amount of one-time monies and use of reserves, especially in the Community Preservation Act (CPA) fund. The CPA revenue estimate of \$6,134,750 assumes the use of \$3,577,000 in reserves to fund projects for FY2016; absent this assumption the CPA revenue estimate would be \$2,557,750 and conversely the total revenue change would be \$8.5 million or 5.5%.

Summary of General Fund Resources
Table 2.2

Description	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate	\$ Change
Property Taxes	95,712,032	99,676,528	105,364,396	113,303,760	117,685,993	4,382,233
State Aid	9,287,432	9,957,566	10,372,414	10,661,337	10,661,337	0
Local Receipts	10,679,567	11,371,581	11,216,189	8,136,500	8,543,325	406,825
Other Available Funds	788,442	1,759,346	1,344,380	645,026	1,647,567	1,002,541
Free Cash	3,380,269	5,366,720	8,135,372	4,152,348	6,207,875	2,055,527
Total General Fund Revenue	119,847,743	128,131,742	136,432,751	136,898,971	144,746,097	7,847,126
<u>Adjustments to General Fund Revenue</u>						
Other Amounts Required to be Raised or Otherwise Provided	(107,054)	(101,576)	(466,375)	(514,246)	(581,735)	(67,489)
State & County Assessments	(1,198,244)	(1,238,429)	(1,273,564)	(1,274,075)	(1,325,038)	(50,963)
Provisions for Abatements & Exemptions	(2,135,466)	(1,876,905)	(2,151,633)	(3,258,232)	(2,236,824)	1,021,408
Adjustments, Reimbursements & Subsidies	1,615,715	1,608,539	1,668,967	1,696,408	1,520,000	(176,408)
CPA Share of Debt Service	300,000	550,000	711,000	475,763	464,438	(11,325)
Total	(1,525,049)	(1,058,371)	(1,511,605)	(2,874,382)	(2,159,159)	715,223
Available for General Fund Appropriation	118,322,694	127,073,370	134,921,146	134,024,589	142,586,938	8,562,349

Table 2.2 shows total revenue available for General Fund appropriations is projected at **\$142,586,938** or **\$8,562,349** more than FY2015. Revenue from property tax is estimated to grow by approximately \$4.4 million, state aid is assumed to be level dollar, and the local receipts

estimate is \$406,825 more. The amount of Other Available Funds is higher by more than \$1.0 million. Free Cash that is available for FY2016 appropriations is \$2,055,527 more than was used for FY2015. It is important to note that these are preliminary revenue projections. They are subject to change and should be viewed in this context for reasons discussed later.

FY2016 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 as of January 1, 2014 was \$8,838,727,746. This puts the tax levy ceiling at \$220,968,194. The tax levy including the debt exclusions for FY2015 was \$113,303,760, 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 FY2016 tax levy attributable to new growth is estimated based upon consultation with Assessing and Building Departments.

Fiscal Year Tax Levy
Table 2.3.1

Description	FY12 Recap	FY13 Recap	FY14 Recap	FY15 Recap	FY16 Estimate	\$ Change
Prior Year Base	85,840,586	89,636,531	93,758,800	98,926,269	106,870,366	
2-1/2 Allowance	2,146,015	2,240,913	2,343,970	2,473,157	2,671,759	
New Growth	1,649,930	1,879,442	2,823,111	3,922,530	2,030,537	
General Override				1,548,410		
Excess Levy (Taxes Not Raised)	(16,314)	(20,055)	(27,754)	(118,456)		
General Tax Levy Limit	89,620,217	93,736,831	98,898,127	106,751,910	111,572,662	4,820,752
Total Excluded Debt	7,461,721	7,507,149	8,016,076	7,352,024	6,908,029	
Less Excluded Debt Offsets	(835,487)	(801,709)	(906,091)	(800,174)	(794,698)	
Excluded Debt to be Raised on Tax Levy	6,626,234	6,705,440	7,109,985	6,551,850	6,113,331	(438,519)
Property Tax Levy	96,246,451	100,442,271	106,008,112	113,303,760	117,685,993	4,382,233
Collections by Year End	95,712,032	99,676,528	105,364,396			

Property Tax Levy

The property tax levy (Table 2.3.1) represents approximately 81.3% of all general fund revenues before adjustments. The FY2016 property tax limit is estimated to increase approximately 3.9% over the FY2015 actual tax levy, or approximately \$4.4 million. The tax revenue to support operations within the levy limit is increasing by an estimate of **4.5 % over FY2015** which is a higher estimate at this point in the budget process due to the increased new growth in commercial activity in 2013 and 2014. The limit is calculated by increasing the FY2015 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 FY2015 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 \$4.8 million over the FY2015 base levy. The amount of tax excluded debt that is to be paid by property taxes is 6.7% lower or \$438,519 less for FY2016, than was part of the FY2015 tax levy (see Table 2.3.2). The decrease is due to the fact that all the debt-excluded projects have been completed and closed out, no additional debt will be issued, and the existing debt exclusion obligations will decline.

Debt Exclusions Added to Tax Levy
Table 2.3.2

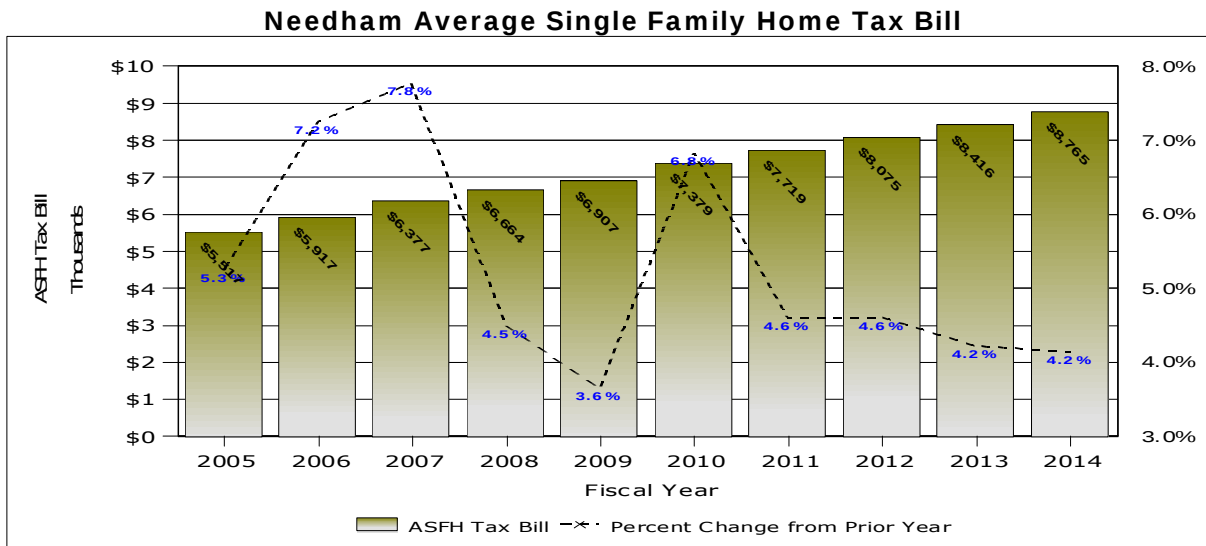
Description	2012	2013	2014	2015	2016
Debt Service					
Broadmeadow School	1,066,100	963,643	939,450	914,325	886,300
Eliot School	408,894	399,794	390,694	421,594	411,094
High Rock & Pollard Schools	1,645,844	1,416,806	1,398,679	1,369,869	1,345,406
High School	2,144,169	2,098,806	2,047,069	1,999,931	1,952,544
Library	1,187,518	1,128,456	1,088,046	1,057,445	933,750
Newman School	1,009,197	1,499,641	2,152,138	1,591,011	1,378,935
Total	7,461,721	7,507,146	8,016,076	7,354,174	6,908,029
Offsets and Credits					
MSBA Credits	(745,381)	(745,381)	(695,148)	(695,148)	(695,148)
Premium Credits	(90,106)	(45,763)	(126,271)	(105,026)	(99,550)
Other Adjustments		(10,561)	(84,672)		
Total	(835,487)	(801,706)	(906,091)	(800,174)	(794,698)
Net Raised on Tax Rate	6,626,234	6,705,440	7,109,985	6,554,000	6,113,331
Tax Levy	96,246,451	100,442,271	106,008,113	113,303,760	117,685,993
Exclusions % of the Total Tax Levy	6.9%	6.7%	6.7%	5.8%	5.2%

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. New Growth tax revenue has been very good the past three years compared to peer-communities. Both residential and commercial activity has been exceptionally strong during the last 24 months with major developments in Needham Crossing. We expect new construction activity in Needham Crossing to be higher than normal with the build out of Trip Advisor, and notwithstanding the Tax Increment Financing (TIF) agreement with Trip Advisor, an uptick in commercial property tax revenue is expected this year and next. 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.

The most current state-wide data available from the Department of Revenue shows that the average single

Average Single Family Home Tax Bill Area Communities	
Municipality *	FY2014
Weston	\$17,832
Wellesley	\$12,469
Concord	\$12,249
Sudbury	\$11,544
Lexington	\$11,481
Wayland	\$10,974
Belmont	\$10,566
Winchester	\$10,195
Newton	\$9,907
Westwood	\$9,601
Needham	\$8,765
Bedford	\$8,461
Milton	\$7,740
Arlington	\$7,099
Natick	\$6,459
Walpole	\$6,405
Dedham	\$6,217
Frammingham	\$5,922
Norwood	\$4,205
Group Average (excluding Needham)	\$9,407
State-Wide Average	\$5,020
Source: DOR	
*Because DOR does not calculate the ASFH tax bill for Brookline and Watertown, those communities are not included in this sample.	

family home (ASFH) property tax bill for FY2014 in the Town of Needham was \$8,765. This places Needham's average single family home property tax bill in middle of 19 nearby or comparable communities, but well over the state-wide average of \$5,020. 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.



State Aid

Most state aid, especially Cherry Sheet aid, is a function of the state budget. The new Governor is not required to file his FY2016 state budget plan until the first week in March. However, **FY2016 State Aid is estimated to be level dollar.** This assumption is based on statements made by the newly elected Governor that he will not cut state aid to cities and towns in order to close a projected budget gap of upwards of one billion dollars in the current year. One of the first actions taken by Governor Charles Baker after being sworn into office was to release the \$100 million in Chapter 90 funds which were held back by the prior Governor. This release was effectively a 50% increase in available funding state-wide to municipalities for public works infrastructure. During the winter and spring months, the Legislature will review the Governor's budget proposal, and will release its own budget proposal. In past years, such changes to local aid have altered both the amount of aid and the method of distribution.

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

The Town is also expecting the ninth 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 allows the **Massachusetts School Building Authority** (MSBA) to capture its share of the lower debt costs. The Town also issued refunding bonds for the Library project. The effect of the two refunding bonds was a decrease in the overall interest expense, and the annual interest payments. Because both projects were funded by debt exclusion votes, this means the amount that is paid by the taxpayers of Needham is also less. The MSBA will continue making payments for its share of the school project at \$695,148 annually through FY2023, 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.

State aid (Table 2.4) represents approximately 7.4% of the total general fund before adjustments and offsets. As noted earlier, the Governor's budget plan is not expected until early March and at this time is assumed to be level funded for FY2016. The Governor's budget proposal is subject to review and amendment, and final figures are not expected until late spring.

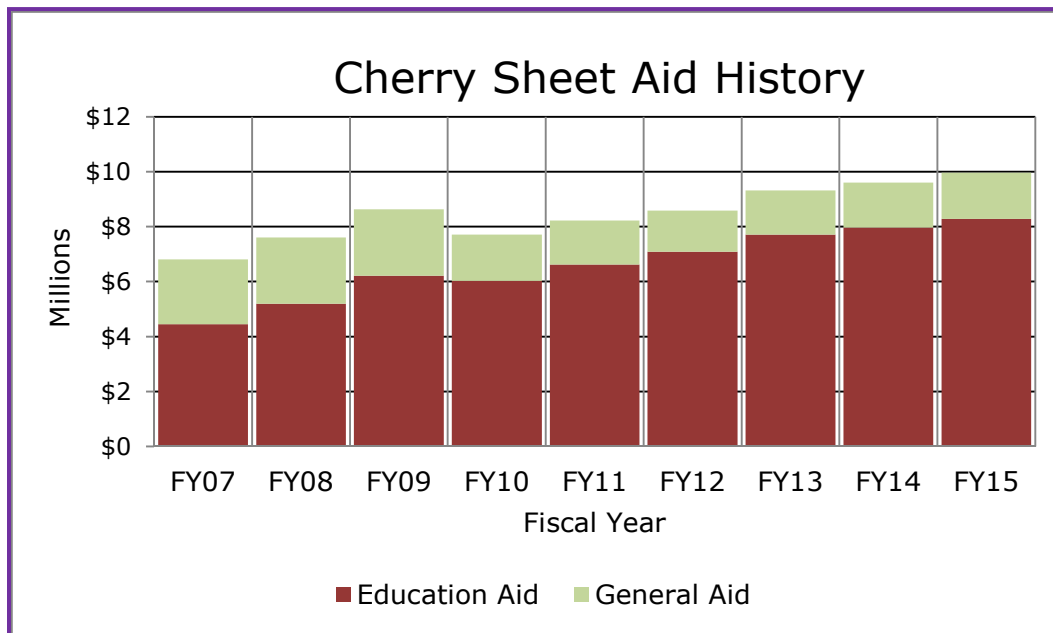
State Aid
Table 2.4

Description	FY12 Recap	FY13 Recap	FY14 Recap	FY15 Recap	FY16 Estimate	\$ Change
Chapter 70	6,991,720	7,633,990	7,901,802	8,239,740	8,239,740	
School Transportation						
Charter School Tuition	61,276	42,269	36,217	5,358	5,358	
School Lunch	31,899	32,448	30,411	31,807	31,807	
State Aid for Education	7,084,895	7,708,707	7,968,430	8,276,905	8,276,905	
Unrestricted General Government Aid (UGGA)	1,369,789	1,476,550	1,511,453	1,553,368	1,553,368	
Police Career Incentive						
Veterans Benefits	16,077	17,735	22,877	34,352	34,352	
Exemption Reimbursements	77,398	81,584	68,897	64,136	64,136	
Public Library Aid	30,114	29,788	29,699	37,428	37,428	
State Aid for General Government	1,493,378	1,605,657	1,632,926	1,689,284	1,689,284	
Total Cherry Sheet Aid	8,578,273	9,314,364	9,601,356	9,966,189	9,966,189	
MSBA Payments	745,381	745,381	695,148	695,148	695,148	
Other State Aid	745,381	745,381	695,148	695,148	695,148	
Total State Aid	9,323,654	10,059,745	10,296,504	10,661,337	10,661,337	

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.



Key State Aid Programs:

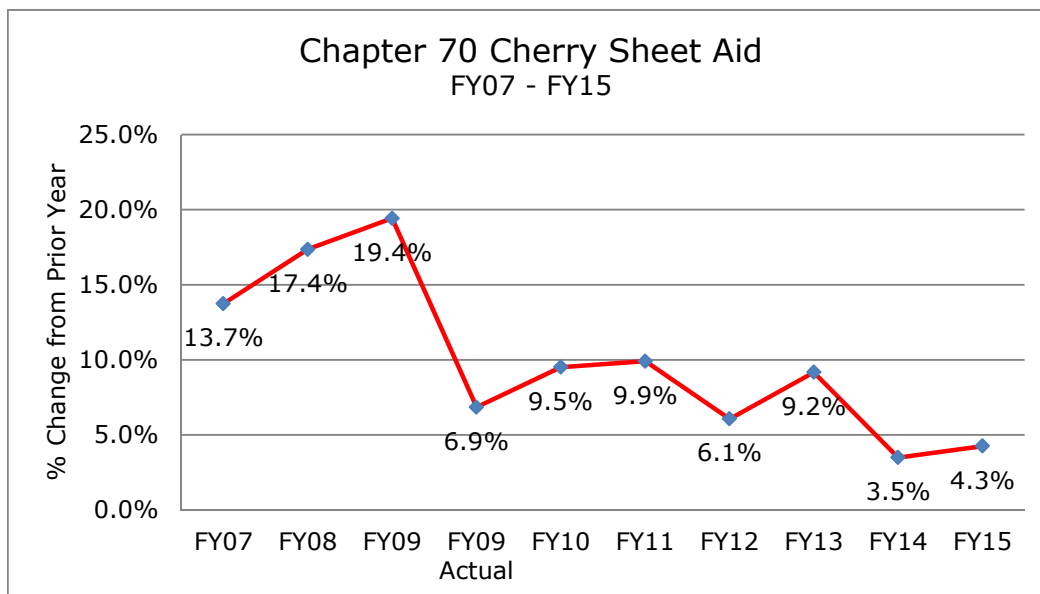
Chapter 70 aid is commonly referred to as general school aid. The State explains that Chapter 70 is a formula aid program that is based on a Foundation Budget that is calculated by the Commonwealth for each school system, which takes into account enrollment, pupil characteristics, inflation and geographical 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 costs 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. With the FY2007 amendments to the program, the State's goal was to get each school system at its Foundation Budget within five years by a combination of local and State monies. The State's goal was to ensure that a minimum of 17.5% of the calculated budget for each school system was State aid. This is not 17.5% of what a community may choose to fund.

The Town of Needham saw an increase in Chapter 70 funding from FY2007 through FY2009, when during fiscal year 2009 the Governor reduced the amount of Chapter 70 aid for Needham from the \$6,118,846 that was appropriated to \$5,475,362, a loss of \$643,484. This cut by the Governor to the local aid programs was due to the significant drop in state tax receipts as the recession became worse. The Town received \$5,996,469 in FY2010, although less than what the Town was budgeted to receive in FY2009, it was an increase

over that amount that was actually received from the Commonwealth in FY2009. Each year thereafter, the Town received increases in Chapter 70; FY2011 \$594,488 or 9.9% more, in FY2012 \$400,763 or 6.1% more, in FY2013 the amount was \$642,270 or 9.2% more, and in FY2014 the Town received \$267,812 or 3.5% more. The FY2015 budget calls for the Town to receive \$8,239,740 or 4.3% more than FY2014. We have assumed a zero percent change for FY2016.

The Additional Assistance and the Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The combination of these two programs resulted in a net loss of \$422,882 from what the Town actually received in FY2009, and \$634,600 from what the State had budgeted for the Town. The Town received \$1,476,550 in FY2011, a loss of \$61,523 from FY2010. The FY2012 UGGA amount was \$1,369,789 or \$106,761 less than FY2011. The Town received \$1,476,550 in UGGA funds in FY2013, the same amount as FY2011, and received \$1,511,453 in FY2014 or \$34,903 more. The Town is scheduled to receive \$1,553,368 in FY2015, an increase of \$41,915 or 2.8% from FY2014.

The total for all the **other Cherry Sheet aid** programs that have been identified for Needham: charter school tuition, veterans' benefits, and property tax exemption reimbursements, and the direct pass-through programs for school lunch and public library total \$173,081 for FY2015, a reduction of \$15,020 from that which the Town was budgeted to receive in FY2014.



Local Receipts

Our time-honored approach of conservatively estimating local receipts is a target range approach. 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. This estimate, excluding nonrecurring revenue, is currently projected at approximately 78% of the 2014 amount. The economy has provided three consecutive years of improved revenue and FY2014 saw a leveling off in total revenue, 2015 has shown growth in other excise and interest revenue, but other major local revenue sources such as permits are running behind 2014 at this time.

Local receipts in FY2013 were higher than FY2012, as were local receipts in FY2012 higher than FY2011, and FY2011 receipts were much improved over FY2010, but the amount by which the revenue increased was smaller in each year. FY213 actual receipts were \$692,014 more than FY2012 actual receipts, yet FY2012 receipts were \$811,740 more than FY2011, and FY2011 receipts were \$921,924 more than FY2010 actual receipts, the trending is showing a tightening in revenue which further supports keeping the estimate at the lower end of a target range. There are exceptions; but Town's actual receipts through December are again lower now than they were at this same time last year.

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.

We prepare the projections of local receipts by comparing FY2014 estimated receipts to actual receipts; FY2014 actual receipts to FY2013 actual receipts, and FY2015 estimated receipts to the FY2014 actual and FY2015 year-to-date numbers. We also look at trend lines over three and five years. 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 FY2015 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2015 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.

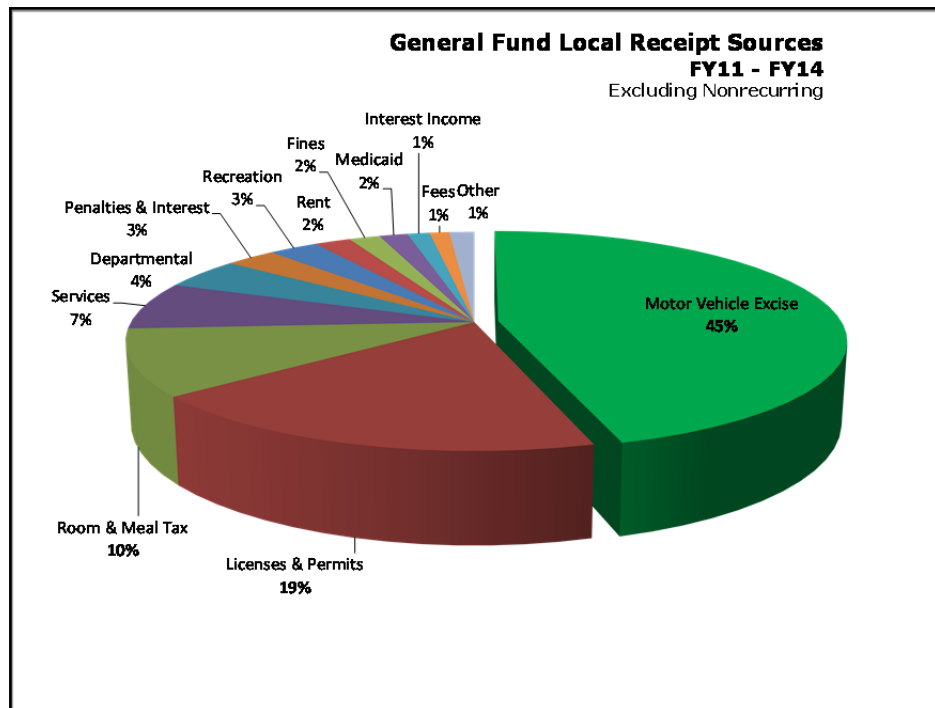
Local Receipts
Table 2.5

Description	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate	\$ Change
Motor Vehicle Excise	4,357,996	4,620,449	4,923,980	3,925,000	4,085,000	160,000
Other Excise	858,786	982,743	1,288,328	935,000	1,035,000	100,000
Penalties & Interest	285,450	257,070	244,733	195,000	195,000	
Payment in Lieu of Tax	65,687	49,926	83,433	45,000	48,525	3,525
Charges for Services	620,195	613,376	670,395	555,000	570,000	15,000
Fees	110,196	108,282	110,907	90,000	90,000	
Rents	199,772	208,277	209,000	167,000	180,000	13,000
Library Department Income	56,770	57,510	54,421	50,000	50,000	
Recreation Department Income	285,697	250,621	288,404	200,000	210,000	10,000
Other Department Income	407,870	596,892	417,396	354,000	354,000	
Licenses & Permits	1,950,768	1,869,446	2,306,750	1,427,700	1,532,500	104,800
Special Assessments	1,594	1,594	1,594			
Fines & Forfeits	177,315	162,051	140,523	112,000	112,000	
Investment Income	103,130	84,803	77,523	67,500	67,500	
Medicaid Reimbursement	134,618	203,297	73,511	3,300	3,300	
Miscellaneous Income	25,178	16,339	17,993	10,000	10,500	500
Nonrecurring Income	1,038,545	1,288,907	307,299			
Total	10,679,567	11,371,581	11,216,189	8,136,500	8,543,325	406,825

Local receipts represent approximately 5.9% of the total general fund before adjustments and offsets. Local receipts consist of items such as other taxes and excises, licenses, permits, and penalties, fines and forfeitures, investment income, and income from departmental activities and services. The estimate for FY2016 of **\$8,543,325** (Table 2.5) is an increase of \$406,825 or 5.0% from the revised FY2015 budget of \$8,136,500. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2015 receipts based on FY2014 results and trends. The total is within the target range for estimating. Therefore the FY2016 local receipts estimate over the FY2015 budget figure is prudent.

Actual local receipts in FY2014 were \$155,393 less than FY2013 receipts, a decrease of just 1.4%. When one removes the nonrecurring revenue from FY2014 (\$307,299) and FY2013 (\$1,288,907), receipts were \$826,216 more or 8.2%. However a significant amount of the increase came from license and permit revenue (\$2,306,750 in FY2014 vs \$1,869,446 in FY2013) which is not expected to continue indefinitely, as several major developments (although not fully constructed) have been permitted and therefore will not make major payments for new permits in the out years. The receipts for FY2013 were \$692,014 more than FY2012 receipts, but after backing out the nonrecurring revenue of \$1,288,907 received in FY2013 and the \$1,038,545 received in FY2012, the increase was \$441,652 or 4.6%. Although this was better than the comparable FY2012 data, the FY2012 data included a greater amount of building and permit revenue, as did FY2014. Local receipts in FY2012, after backing out the nonrecurring revenue of \$1,038,545, were \$215,300 more than the prior year.

The three major sources of local receipts which made up more than 70% of total receipts over the last four years are Motor Vehicle Excise, License and Permits, and Room and Meal taxes. Motor vehicle excise tax is year after year always the major revenue source accounting for as much as 50% or more, and therefore overestimation of this revenue will have negative impact on the Town's position. The three receipt types are all impacted by the economy, locally and nationally. Many of the other receipts have been stable, but flat, e.g., fees, rents, library and recreational income, while others have been flat or trending downward e.g., fines and forfeits, investment income, and Medicaid reimbursements. Revenue should be stable for FY2016, with increases expected for charge for services, rent, and payment in lieu of tax. We are increasing the



estimate of each of the three major receipts, excise, permits, and lodging and meals excises, however pushing these receipt estimates too high would not be prudent. Other local receipts categories through the first six months of FY2015 are flat and others (rent, library revenue, and Medicaid) are running behind compared to last year at this time.

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 Town relies on this information to calculate and issue excise bills. The motor vehicle excise tax rate is set by State law at \$25 per \$1,000 valuation. The rate is uniform through the Commonwealth. We have assumed approximately a 4% increase or \$160,000 over the FY2015 estimate. Motor vehicle excise receipts for FY2016 are projected at approximately **\$4.1 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 increased the rate to 6% 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 tax effective January 1, 2010. The local establishments report and remit the sales tax to the Department of Revenue (DOR). Collections from both the room excise and the meals excise have been positive and growing, but have recently been moderating. The total receipts in FY2012 were \$858,786, \$982,743 in FY2013, and \$1,288,328 for FY2014. The original estimate for FY2015 was \$835,000, but the budget estimate was revised upward to \$935,000 after review in December. The estimate for FY2016 is **\$1,035,000** which is 10.7% more than the FY2015 estimate and is approximately 80% of the FY2014 actual.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The original budget estimate for FY2015 was \$230,000, but was reduced to \$195,000 based on the continued decline in the actual receipts from FY2012 to FY2014. The estimate for FY2016 is level at **\$195,000**, approximately 80% of the FY2014 actual

Payment In Lieu of Tax is a voluntary payment made by certain tax-exempt entities. Based on the actual collection and agreements in place, the FY2016 estimate is increased slightly to **\$48,525**. This is approximately 58% of the FY2014 actual revenue.

The category of **Charges for Services** includes charges for ambulance services, fire alarm connections, parking permits and charges by the DPW. The original estimate for FY2014 was \$620,000, but was lowered to \$555,000 based on the actual revenue for FY2013 of \$613,376 which was a decline from the FY2012 actual, which too was a decline from the prior year. Revenue increased in FY2014 to \$670,395, so we were able to hold the FY2015 estimate at \$555,000. Several rates have been adjusted, and we are seeing an increase in the revenue so we have estimated **\$570,000** for FY2016 which is approximately 85% of the FY2014 actual revenue.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, and Registry of Motor Vehicle license and registration non-renewal releases. The total collected in FY2012 was \$110,196, \$108,282 in FY2013, and \$110,907 in FY2014. The **\$90,000** estimate for FY2016 is the same as the FY2015 estimate, which is approximately 81% of the FY2014 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. Rental income in FY2012 was \$199,772 which came from both the Golf Course and use of Powers Hall at Town Hall. The rental income increased in FY2013 to \$208,277, and was an even \$209,000 in FY2014. The Powers Hall rental payments are now accounted for through a revolving fund. The original estimate for FY2015 was \$173,000 but was lowered to \$167,000 after the December review. The estimate for FY2016 is **\$180,000**, an increase of 7.8% or \$13,000. This increases the estimate to approximately 86% of the FY2014 actual income.

Library Income includes book fines and other fees charged by the Needham Free Public Library. The revenue collected in FY2012 was \$56,770, and \$57,510 in FY2013, but decreased to \$54,421 for FY2014. The estimate for FY2016 remains the same as FY2015 at **\$50,000** which is approximately 92% of the FY2014 actual.

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 original estimate for FY2014 is was \$254,450 but was lowered to \$225,000 because of the drop in actual revenue in FY2013 from FY2012. This was attributable to the pool. With continued concerns about the pool remaining open for an entire season, the revenue estimate last year for FY2015 was lowered by approximately 11% to \$200,000; however with the increase in actual receipts in FY2014 to \$288,404, we have increased the estimate for FY2016 to **\$210,000** which is approximately 73% of the FY2014 actual total receipt and a 5% increase over the FY2015 estimate.

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 FY2012 \$407,870 and jumped to \$596,892 in FY2013, but dropped to 417,396 for FY2014. The original FY2015 budget estimate was \$475,000 but was decreased to \$354,000 because of both the FY2014 drop and the FY2015 year-to-date. The estimate for FY2016 has been level at **\$354,000**, which is approximately 85% of FY2014 actual.

The category of **Licenses and Permits** includes licenses issued by the Selectmen and Town Clerk, and permits issued by the Building, Fire, and Health Departments. The Town has increased many of its fees in this category, some due to added demands on the departments, which provide the related services and others, because they had not been adjusted for a number of years. FY2012 actual was \$1,950,768 or \$509,504 more than FY2011, and FY2013 total was \$1,869,446, this was good but it was a decline from FY2012 of \$81,322. FY2014 was the highest year yet, with actual revenue of \$2,306,750. Even though building activity remains strong, the amount received in 2014 was an aberration. The original estimate for FY2015 was \$1,400,000 but was increased to \$1,427,700 prior to submitting to DOR for approval. The FY2016 estimate is **\$1,532,500** which is an increase of 7.3% over FY2015. This is approximately 67% of the FY2014 actual. License and

permits have been the second largest contributor to local receipts in recent years, and is much more volatile than excise receipts, so being too aggressive in estimating could have negative consequences.

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

The category of **Fines and Forfeits** includes parking ticket and court fines. Revenue in this category has fluctuated due to staff resources over the years, FY2010 showed a decrease of \$17,855 from FY2009 to \$189,098. FY2011 revenue increased to \$201,391 but only to decline in FY2012 to \$177,315, and decline again in FY2013 to \$162,051, the decline continued for FY2014 with receipts coming in at \$140,523. The original estimate for FY2014 was \$160,000 but was lowered to \$129,500 when the tax rate was set. The FY2015 estimate was also lowered to \$112,000 before submitting to DOR for approval. We have level dollar the estimate for FY2016 at **\$112,000** which is based on the higher parking fine schedule which is now in effect. The FY2016 estimate is approximately 80% of the FY2014 actual.

The Town had enjoyed a period of increased **Investment Income** in FY2006 and FY2008 from \$1,041,352 earned during FY2006 to \$1,253,286 for FY2008. In FY2007 \$1,573,613 in interest income was generated, due to a number of significant one-time cash flow events during the year which resulted in the Town's average invested balance to be higher, earning greater amount of interest income than would normally be expected. The Town was in the middle phase of its \$62 million High School reconstruction project during FY2007. Between the notes issued during the year and the payments from the MSBA, the Town had a higher cash balance earning interest. Another factor is that interest rates have continued to remain low; therefore, the earnings on the Town's funds continue to decline. The Town's estimate for FY2010 was reduced from the \$650,000 estimate to \$545,000; the FY2010 estimate of \$545,000 was \$169,066 less than FY2009 actual. The total General Fund interest income received in FY2010 was \$497,129 or \$284,937 less than FY2009. The FY2011 estimate was further reduced to \$325,000, yet the actual revenue still came in under at \$222,981. The original estimate for FY2012 of \$325,000 had to be reduced to \$150,000, yet the total for the year came in at \$103,130. The FY2013 original estimate 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 for a greater margin the estimate was revised downward to \$67,500; actual income came in at \$77,523 for FY2014, the lowest yet. Interest earnings year-to-date have exceeded the FY2015 estimate of \$67,500 and may remain strong. However, at this point in the budget process we have held the FY2016 estimate at the same amount of **\$67,500**, or approximately 87% of the FY2014 actual income.

Medicaid and Miscellaneous Income Medicaid reimbursement has been at times, very significant revenue, but often fluctuates from year to year. In FY2012 the Town received \$134,618 in Medicaid revenue, and then saw it increase to \$203,297 in FY2013, followed by a significant drop in FY2014 to \$73,511 – a drop of more than 63% from the prior year. The original FY2015 estimate was \$145,000 but because of the uncertainty of whether this funding source will continue as Washington makes reductions in Federal outlays the estimate was dropped to just \$3,300 which was based on actual receipts posted as of December. The estimate for FY2016 is the same as FY2015, **\$3,300**, or just 4.5% of the FY2014 actual. Miscellaneous receipts represent various revenues that are not associated with one of the recognized local receipt categories. The actual revenue in FY2012 was

\$25,178, which dropped to \$16,339 in FY2013 and slightly increased to \$17,993 in FY2014. The FY2015 estimate is \$10,000 and we increased the FY2016 estimate by \$500 to \$10,500, or approximately 59% of the FY2014 actual.

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. The fiscal 2012 actual receipts of \$1,038,545 are revenues that are classified as nonrecurring which consisted of \$311,319 from a Medicare Part D reimbursement to the Town and \$35,122 in legal settlements that the Attorney General secured related to prescription drug overcharges. The Town received premiums on the sale of bonds/notes in the amount of \$137,238. The Town received reimbursements for expenses incurred in prior fiscal years from FEMA \$145,936, property and casualty premium credits of \$130,049; and prior year revenue recovery of \$104,777. The Town received \$10,618 in energy efficiency rebates, \$9,277 from the sale of surplus equipment, and various other low dollar payments, refunds, and recoveries that totaled approximately \$19,151. The balance of the nonrecurring revenue came from the Commonwealth which was \$106,761 identified by the State as one time and the other was a storm damage reimbursement distribution of \$28,297. The FY2013 nonrecurring receipts totaling \$1,288,907 resulted mostly to one major source, a very sizable premium received on the sale of bonds last year in the amount of \$811,162. The Town also received a distribution of \$303,727 from a Medicare Part D reimbursement, the last payment to the Town as future reimbursements will be incorporated in the premiums (lower) that the Town pays for certain retiree health insurance. The bond premiums and the Medicare reimbursements together, accounted for 86% of the total nonrecurring revenue in FY2013. The Town was successful in collecting some old receivables, previously considered uncollectible in the amount of \$43,157. The Town also received \$20,945 from MEMA for Hurricane Irene related expenses. The balance of \$109,916 came from other sources. The Town received \$307,299 in nonrecurring receipts in FY2014. One major source was premiums received on the sale of bonds in the amount of \$146,553. This receipt accounted for approximately 48% of the total nonrecurring revenue. The Town received \$51,263 from the sale of surplus equipment, and \$41,342 was from FSA returns. The Town also received \$26,600 in energy efficiency rebates from Northeast Utilities. The balance of \$41,541 came from various sources, reimbursements, and returns which are not recurring. No revenue meeting this criterion has been identified for FY2016.

Other Available Funds

Other available funds (\$1,548,017) represent 1.1% 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 three available funds that have been recurring are Debt Exclusion Offsets, Overlay Surplus, and Parking Meter Fund. Other available funds are correlated to expenses. These funds must be specifically identified by Town Meeting in the motion in order to be used.

The **Debt Exclusion Offset** is an amount equal to the amortized value of a premium that may have been received on debt-excluded bond or note and is provided 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 FY2016 is \$99,550.

Overlay Surplus is generated when it is determined that all claims for abatements and exemptions on property tax levies of a particular fiscal year have been resolved, and uncollected taxes for the year have been secured with a tax taking lien filed with the Registry of Deeds or Land Court, depending upon the type of property, leaving a balance in

the overlay account of that fiscal year. When the Board of Assessors makes that determination, it can declare the balance surplus and available for appropriation by Town Meeting. The Board has released \$1,000,000 in residual overlay account balances and is now available to fund FY2015 and FY2016 appropriations. Per state statute, the Board of Assessors must formally vote to release any determined surplus before it is available for appropriation. The use of the funds would be \$500,000 for the operating budget; a similar amount has been appropriated for a number of years and \$500,000 for nonrecurring type of expenditures.

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. \$65,000 is proposed for appropriation from the Parking Meter Fund to support parking enforcement and ticket processing, maintenance, and snow removal from affected parking lots. This is the first increase in the allocation in a number of years and is possible with the change in the parking meter rates approved by the Board of Selectmen last year (2014); this was the first change in the rates since 2001. The Board of Selectmen approved a parking meter fee holiday for the end of November and the month of December 2014 which lowered the amount of revenue that may have been collected in FY2015.

Other available funds in prior years have included items such as unexpended balances of prior warrant articles, insurance proceeds in excess of \$20,000, and special grants. There are several articles for which a portion or all of the remaining balance has been identified as no longer needed for the appropriated purpose and are available to fund other appropriations. Every effort is made to match unused appropriations to a purpose that is similar in nature to that which the original appropriation was intended. A total of \$483,017 has been identified of which \$450,000 is proposed to partially fund the High School classroom expansion capital improvement, \$20,712 to be transferred to the Athletic Facility Fund, and \$12,305 to partially fund a DPW relocation study.

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, and support one-time or short duration programs, or as a temporary funding source for recurring expenses if an increase in recurring revenue is anticipated.

The Free Cash that was certified in FY2015 and is available for FY2016 appropriations is **\$6,207,875**. This represents 4.3% of the total general fund before adjustments and offsets. This is an increase of \$2,055,527 over the amount that was used for the current year, but a decrease of \$3,926,037 from the amount certified last year. The amount of Free Cash certified in FY2013 was \$2,153,808 and the entire amount was appropriated, and the Free Cash certified in FY2014 was \$10,133,912 of

Free Cash History Table 2.6		
Certification Year	Budget Year Use	Certified Free Cash
FY2011	FY2012	3,380,269
FY2012	FY2013	5,366,720
FY2013	FY2014	2,153,808
FY2014	FY14/15	10,133,912
FY2015	FY2016	6,207,875
Five Year Average (2011 - 2015)		5,448,517

which \$5,981,564 was used for FY2014 appropriations and \$4,152,348 was used for FY2015 appropriations.

Operating Budget Turn Back Table 2.7						
Fiscal Year Activity	Final Budget	Total Turn Back	Turn Back Percent of Total Budget	Departmental Turn Back	Departmental TB as % of Total TB	Two Percent of the Adjusted Departmental Budgets
FY2010	105,634,966	2,242,116	2.12%	1,642,570	73.3%	1,543,308
FY2011	110,084,279	1,936,213	1.76%	1,141,375	58.9%	1,567,324
FY2012	111,739,534	2,313,340	2.07%	1,767,497	76.4%	1,619,224
FY2013	118,098,423	2,672,092	2.26%	1,442,255	54.0%	1,696,882
FY2014	124,101,249	2,463,826	1.99%	1,413,076	57.4%	1,772,360

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. Our

recommended practice is that not more than 2% of the adjusted departmental operating budget of the prior completed fiscal year or the actual turn back, whichever is less should be used for operating expenses in the upcoming fiscal year. The FY2014 final adjusted General Fund departmental operating budgets totaled \$88,618,021 which compares to \$84,844,100 in FY2013. We define the adjusted departmental operating budget as the total of the departmental budgets approved at the annual Town Meeting, plus any budget amendments made at a Special Town Meeting, and plus any transfer from the Classification Performance & Settlements budget line into the department budget; we do not include any transfer from the Reserve Fund line into the departmental budget. Two percent of the FY2014 adjusted General Fund departmental operating budget amount equals \$1,772,360; the actual FY2014 departmental budget turn back was \$1,413,076 which is less than two percent and is less than \$1,442,255 returned by the departments in FY2013 (Table 2.7). The budget plan has approximately \$1.9 million of the estimated Free Cash being used for operating expenses. The amount is greater than the formula, but the higher amount allows funding of \$259,520 of school technology and equipment requests which do not meet the standard for cash capital and the dollar amount has been included in the recommended school department operating budget in the Town Manager's Balanced Budget. The additional \$226,149 in Free Cash use for the FY2016 operating budget above the formula approach should be offset with recurring revenue next year. The balance of Free Cash for FY2016 is proposed to be used to fund cash capital, reserves, and warrant articles. 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	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate
Property Taxes	79.9%	77.8%	77.2%	82.8%	81.3%
State Aid	7.7%	7.8%	7.6%	7.8%	7.4%
Local Receipts	8.9%	8.9%	8.2%	5.9%	5.9%
Other Available Funds	0.7%	1.4%	1.0%	0.5%	1.1%
Free Cash	2.8%	4.2%	6.0%	3.0%	4.3%
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 the majority of solid waste and recycling center service costs are accounted for in the Recycling Center and Transfer Station (RTS) Enterprise Fund, certain costs of the department are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These RTS-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2016 is based on the current year and is estimated at \$250,000.

Enterprise Reimbursements to the General Fund
Table 2.9

Description	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate	\$ Change
Solid Waste	250,625	267,128	276,871	278,317	250,000	(28,317)
Sewer	420,647	389,453	429,205	464,518	415,000	(49,518)
Water	944,443	951,958	962,891	953,573	855,000	(98,573)
Total	1,615,715	1,608,539	1,668,967	1,696,408	1,520,000	(176,408)

As with the RTS fund, while the majority of sewer and water related service costs are accounted for in the Sewer Enterprise Fund and Water Enterprise Fund, certain costs of the departments are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The projected amounts for FY2016 for sewer and water are estimated at \$415,000 and \$855,000, respectively. Because indirect costs associated with the three funds are a factor of Town Meeting appropriations, the actual FY2016 transfers may be adjusted accordingly.

FY2016 is the fifth operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be **\$464,438**, which is a decrease of \$11,325 from the FY2015 amount of \$475,763. The annual debt service will decline each year on the Town Hall project until it is paid off in 2031. We reflect \$464,438 as another adjustment to General Fund revenue because the CPA debt is included in the general operating budget of the Town.

Cherry Sheet Assessments are charges levied for services provided to the Town by State and other governmental agencies (e.g., MBTA assessment, county tax, mosquito control, etc.). The estimate of **\$1,325,038** for FY2016 which is 4% over the FY2015 assessment approximately the average percent change over the past five years.

Allowance for Abatements and Exemptions are funds reserved for property tax abatements and statutory exemptions. The preliminary estimate, subject to the approval of the Board of Assessors and the Department of Revenue, has been set at **\$2,236,824**, which is a decrease of **\$1,021,408** from the current year. FY2015 was the required triennial property valuation which is reviewed by the Bureau of Local Assessment to ensure the Town's assessment of property values are at full and fair market value. This increased the workload on the Town's assessing division and may impact the number of abatement and exemption applications received. We expect the exposure to be less in FY2016 than FY2015, but also include an allowance for the accounting of the TIF which becomes effective this year. The final amount of the reserve is determined by the Department of Revenue when it approves the tax rate in December.

Amounts required to be raised or otherwise provided is a contingency for those items that are required to be raised but as of this date are not known. Expenses such as overlay deficits for prior years, snow and ice deficits, or revenue deficits or shortfall in other estimates are items provided for in this allowance. The reserved estimate is **\$581,735** for FY2016. This amount includes Cherry Sheet Offsets which are programs that are classified by the State as "Offset Items"; that is, these funds are expended without appropriation for specific purposes (i.e., remediation assistance, school lunches and public libraries). As they are estimated as a component of State Aid, they must be shown as a reduction in revenue because of their categorical nature (i.e., they are not available for general appropriation purposes). Expenditure of these funds does not require Town Meeting appropriation. The amount for FY2016 is based on the assumption that state aid will be level funded so the total is the same as FY2015 at \$69,235. Another requirement is the amount certified by the tax collector for tax title purposes is assumed to be level dollar for FY2016 at \$12,500. The contingency for deficit in other funds is \$500,000. The total of these items in FY2015 was \$514,246.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2014 is \$3,844,865. The Stabilization Fund may be appropriated, by a two-thirds vote of Town Meeting, for any municipal purpose. No assumption about an appropriation from the Stabilization Fund to support the Town's operating budget is made in this projection.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of December 31, 2014 is \$650,786.

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, 2014 is \$1,297,062.

The Town also established an **Athletic Facility 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, 2014 is \$942,764. The budget plan calls for an appropriation of \$866,412.

ENTERPRISE FUNDS

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

Enterprise Receipts
Table 2.10

Description	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate	\$ Change
RTS	1,659,380	1,718,850	1,621,182	998,794	1,005,679	6,885
Sewer	7,897,310	8,241,583	7,949,827	7,674,115	7,661,550	(12,565)
Water	5,451,542	6,188,215	6,374,765	5,537,990	5,919,021	381,031
Total	15,008,232	16,148,649	15,945,774	14,210,899	14,586,250	375,351

For FY2016, enterprise fund revenues are estimated at \$17,390,303. This figure is inclusive of the use of \$1,534,536 in retained earnings, plus \$298,068 in other available funds for capital investment in the sewer and water operations, and another \$923,449 of retained earnings used to fund non-capital appropriations. The estimated use of enterprise fund receipts for FY2016 is \$375,351 more than FY2015. The combined estimate of the three funds is \$14,586,250 for FY2016 compared to \$14,210,899 for FY2015 (Table 2.10). The increase in current receipts is attributable to the RTS enterprise receiving a rental payment for the solar array that is to be constructed within the next 12 months, and the higher irrigation rate that is producing more revenue in the Water Enterprise. The Sewer Enterprise fund decrease is due to the predicted drop in water consumption through meters which are linked to a sewer account (irrigation meter water use does NOT generate a sewer charge) as higher prices to offset conservation efforts impact behavior. The budget also calls for the use of **\$703,449** in Sewer Enterprise retained earnings to replace the General Funds that were required to be provided for FY2015 and to be a stop gap measure as a new sewer rate structure is considered by the Board of Selectmen in 2015. The plan also assumes that **\$110,000** in retained earnings for both the RTS and Water enterprise funds will be used for the operating budget as a hedge against possible income loss. The total use of RTS retained earnings for FY2016 is due to the lack of capital request funding, and the financial warrant article for **\$48,000** to purchase containers for the RTS will be funded from the balance of prior warrant articles no longer needed.

Use of Enterprise Reserves and Other One-Time Funds
Table 2.11

Description	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Recap	FY16 Estimate	\$ Change
RTS	200,000	448,683	337,100	321,095	158,000	(163,095)
Sewer	1,118,546	1,215,555	987,597	706,000	1,373,949	667,949
Water	1,464,000	772,009	1,922,667	1,161,050	1,272,104	111,054
Total	2,782,546	2,436,247	3,247,364	2,188,145	2,804,053	615,908

The **Solid Waste Enterprise Fund** was established pursuant to a vote of the Special Town Meeting held on November 19, 1997, which established an enterprise fund to account for receipts and expenditures of the Town's solid waste operation at the Recycling and Transfer Station (RTS) effective July 1, 1998. Sticker and bag fees help support tipping and recycling expenses. A transfer from the tax levy has historically funded the general operations of the RTS. However, the amount had been declining since the inception of the enterprise fund until recent years. The Board of Selectmen and the Finance Committee approved a policy to determine the amount that should be used to offset costs incurred by the RTS. However, the formula has not been sufficient in every year to meet the required revenue. Given the restrictions on estimating revenue above the actual amount of the prior

year, an additional amount from the General Fund has been required in some years in order to balance the RTS budget. The General Fund transfer for FY2011 was \$792,673, FY2012 was \$580,673, and in FY2013 the amount was \$576,938. The appropriation to the RTS for FY2014 was \$801,458. Effective for FY2015 and with the elimination of the fee for a residential sticker, a greater General Fund contribution to the operation was approved. The voted amount for FY2015 was \$1,420,000. However, due to the restrictions in revenue estimation, the Town needed to provide a subsidy of \$72,270 to be approved by the DOR. With the increase usage of the RTS in the few months that the sticker fee has been eliminated, and the expected rental payment, this subsidy will not be required and the General Fund contribution for FY2016 is level funded at **\$1,420,000**.

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 will now be made from the General Fund to the Sewer Enterprise Fund Budget. The payment in FY2012 was \$469,610, FY2013 was \$493,932, for FY2014 was \$468,936 and for FY2015 the amount was \$463,430. The recommended sewer budget includes **\$496,078** in drains related expense and will be the General Fund appropriation to the Sewer Fund for FY2016.

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 have been certified by the Department of Revenue. The amounts proposed to be used at the Annual Town Meeting (Table 2.12) take into consideration future actions appropriations.

Available Retained Earnings Table 2.12		
Enterprise Fund	Certified	Proposed for Use at ATM
RTS	690,498	110,000
Sewer	1,667,645	1,257,806
Water	2,049,563	1,090,179

COMMUNITY PRESERVATION FUNDS

Town voters approved a 2% Community Preservation Act surcharge on real estate property tax bills effective July 1, 2005. The 2% surcharge is assessed on the total property tax due, adjusted for certain exemptions. The tax on the first \$100,000 of residential valuation is

not included in the CPA surcharge, and there are also exemptions for certain low and/or moderate-income taxpayers. Actual CPA revenues collected by the Town in the prior year are eligible for matching funds from the State. The match is equal to a percentage determined annually based on available funds for distribution, not to exceed 100% of the receiving community's actual receipts. The distribution rate that Needham received on its FY2011 CPA surcharge revenue in October 2011 was 26.64%; 26.83% was the rate received on the FY2012 CPA surcharge revenue; which increased to a 52.23% match rate that was received in November 2013 on the FY2013 revenue, and the Town received a match rate of 31.46% on the FY2014 surcharge revenue in November 2014. We believe the distribution range in FY2016 on the FY2015 revenue will be between 20% and 30% and our revenue estimate is at the mid-point. The current estimate based on FY2015 collections that will be received as state matching funds in FY2016 is \$492,750 or 25%. The 2% CPA surcharge on FY2016 property tax bills is estimated at \$2,065,000. The estimate receipts for FY2016 are currently at \$2,557,750; the total revenue which assumes the use of \$3,577,000 in various CPA reserves brings the total estimated FY2016 CPA revenue to \$6,134,750.

The \$2,557,750 estimate provides for a budget plan of \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$281,353 credited to both the Community Housing Reserve and Open Space Reserve. The \$281,353 figure is approximately 11% of the new revenue estimate for FY2016. 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 FY2016 debt budget includes \$464,438 of debt service for the Town Hall project. The Town Hall project was previously designated as a historic preservation project, and therefore the \$464,438 appropriation to the General Fund operating budget will satisfy minimum requirement for Historic Resources. The balance of the CPA revenue estimate of \$1,448,606 would be transferred to the Community Preservation Fund General Reserve for FY2016. The amount that is actually appropriated to each reserve would be adjusted as needed based on the CPC's project funding recommendations and Town Meeting votes on those recommendations.

The certified CPA Free Cash balance as of December 31, 2014 is **\$5,257,018** and remains available for appropriation until June 30, 2015. The CPA General Reserve has a balance of \$1,272,117 and the funds remain available for appropriation until June 30, 2015 as well. The CPA Free Cash and General Reserve will close out to the CPA fund balance after the end of the FY2015 and does not become available for use in FY2016 until after the CPA Free Cash is certified for FY2016. The Community Preservation Committee (CPC) has not yet made any funding recommendations for FY2016. The amounts currently held in the three required reserves as of December 31, 2014 are as follows:

Open Space Reserve	\$271,901
Community Housing Reserve	\$956,520
Historic Reserve	\$ 15,820

**Town of Needham
Community Preservation Fund
Revenue and Appropriations
FY2016**

FY2016 Community Preservation Fund Revenue Estimates

FY2016 Surcharge Revenue Estimate	2,065,000
State Trust Fund Distribution Estimate	492,750
Use of Reserves	3,577,000

Revenue Estimate	6,134,750
------------------	-----------

FY2016 Community Preservation Fund Appropriation Estimates without Projects

Town Hall Project Debt Service (GF Debt Operating Budget)	464,438
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	281,353
Historic Resources Reserve	0
Open Space Reserve	281,353
Community Preservation Fund Reserve	1,448,606
Specific Appropriations (see below)	3,577,000

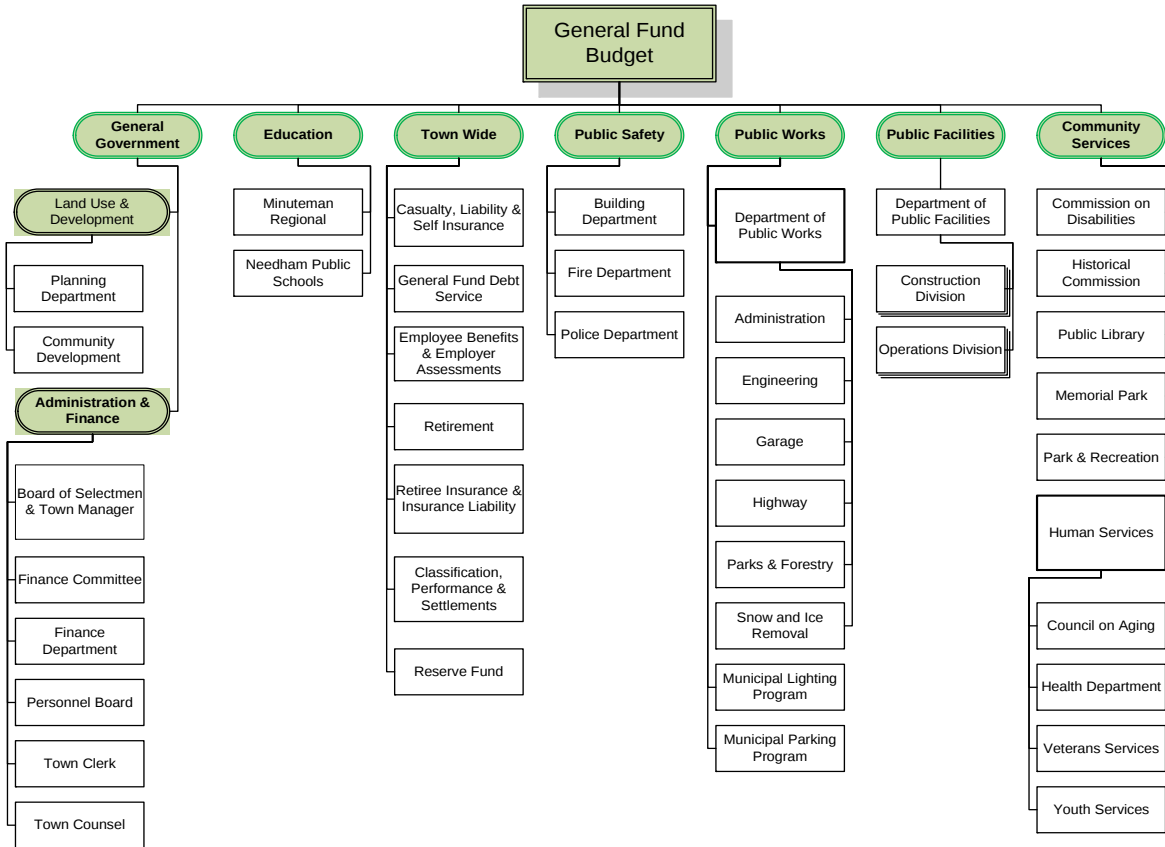
Appropriation Estimates	6,134,750
-------------------------	-----------

Specific Appropriation Requests

Canoe Launch	30,000
Chapel Village	400,000
Mills Field Improvements	510,000
Newman School Field Improvements	1,527,000
Rail Trail	100,000
Ridge Hill/Student Conservation Association	10,000
Rosemary Pool Complex	1,000,000

Total	3,577,000
-------	-----------

Fiscal Year 2016 Proposed Budget



TOWN WIDE ACCOUNTS

RETIREMENT

GENERAL PURPOSE

This line item funds pensions for Non-contributory (M.G.L. c.34) and Contributory (M.G.L. c.32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937, or their surviving spouses. There are currently two (2) retirees and survivors receiving pensions under Chapter 34.

Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 71.5% on January 1, 2014.

Retirement Assessments	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Retirement Assessments	4,938,808	5,358,572	5,656,200	6,185,312	6,185,312
Total	4,938,808	5,358,572	5,656,200	6,185,312	6,185,312

RETIREE INSURANCE & INSURANCE LIABILITY

GENERAL PURPOSE

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

Post-employment benefits are part of the compensation for services rendered by employees, and the Town’s obligations accrue during the life of an individual’s employment. Beginning in FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with the actuarial schedule. The funding schedule includes both the “normal cost” (the projected cost of current employees’ expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns will supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community’s unfunded liability is a requirement of GASB 45, and is an increasing factor considered by rating agencies.

On August 5, 2008, the Governor signed into law a home rule petition (c. 248 of the Acts of 2008) amending the Town’s 2002 special act. This amendment will allow the Town Treasurer to invest the assets of the fund in a “prudent investor” manner rather than only those securities that are legal for the investment of savings banks, thus making it more likely that the Town will achieve its actuarial assumptions.

Retiree Insurance Program & Insurance Liability Fund	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Retiree Insurance Program & Insurance Liability Fund	4,923,887	5,535,139	4,940,198	5,336,302	5,336,302
Total	4,923,887	5,535,139	4,940,198	5,336,302	5,336,302

EMPLOYEE BENEFITS & EMPLOYER ASSESSMENT

GENERAL PURPOSE

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

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

The amount the Town budgets for Medicare Insurance is projected to increase every year. The Medicare line increases in two ways. First, increases in compensation levels result in an increase in the Town’s Medicare tax obligation. Secondly, employees hired prior to 1986 are not subject to Medicare Tax. Thus, as these employees retire and are replaced with new employees, the Town’s Medicare obligation increases.

The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire

Fiscal Year 2016 Proposed Budget

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

This budget provides funding for costs associated with workers compensation for all General Government and School Department employees (and injury on duty benefits for public safety employees). The Town of Needham is self-insured for the purpose of workers compensation. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large and continuing claims.

Employee Benefits and Employer Assessments	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Employee Benefits and Employer Assessments	9,666,417	10,044,397	11,085,124	11,838,657	11,913,909
Total	9,666,417	10,044,397	11,085,124	11,838,657	11,913,909

GENERAL FUND DEBT SERVICE

GENERAL PURPOSE

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

Debt Service	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Debt Service	11,271,758	12,129,006	11,587,884	11,224,301	11,224,301
Total	11,271,758	12,129,006	11,587,884	11,224,301	11,224,301

CASUALTY, LIABILITY AND SELF INSURANCE

GENERAL PURPOSE

The Assistant Town Manager/Director of Finance oversees the Town's non-employee insurance programs. This includes insurance for general liability, boiler and machinery, public official liability, school board liability, EMT liability, police professional liability, and automobile insurance. Based on the advice of the Insurance Advisory Committee, the Town began insuring in FY2002 with MIIA (Massachusetts Inter-local Insurance Agency), the insurance branch of the Massachusetts Municipal Association through which the Town has seen favorable rates in comparison to the overall insurance market. This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims.

Fiscal Year 2016 Proposed Budget

Casualty, Liability and Self Insurance Program	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Casualty, Liability and Self Insurance Program	516,500	507,278	542,000	560,000	560,000
Total	516,500	507,278	542,000	560,000	560,000

CLASSIFICATION, PERFORMANCE AND SETTLEMENTS

GENERAL PURPOSE

The Classification, Performance and Settlements line provides a reserve for funding personnel-related items as they occur during the fiscal year and as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with the personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan. No direct expenditures from this budget are allowed.

Classification, Performance and Settlements	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Classification, Performance and Settlements	Transfers Only	Transfers Only	4,035	175,000	175,000
Total			4,035	175,000	175,000

RESERVE FUND

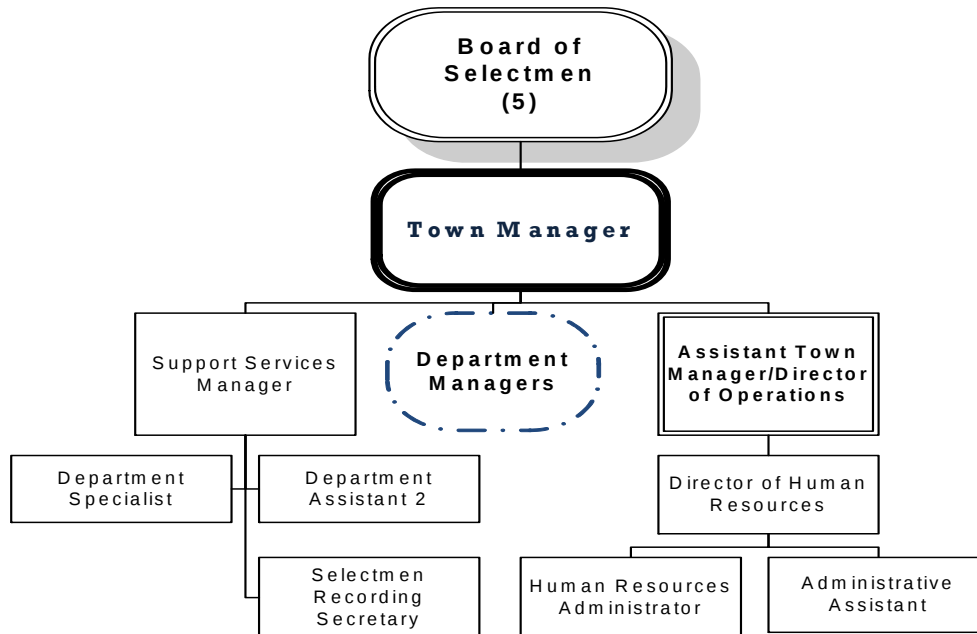
GENERAL PURPOSE

The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the Reserve Fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any Town department may request that the Finance Committee transfer funds from the reserve fund to its budget for a specific unforeseen or extraordinary event. No transfer from the reserve fund is allowed without an affirmative vote by the Finance Committee in public session; no direct expenditures from this budget are allowed. Any balance remaining in the account at the end of the fiscal year is closed out to free cash.

Reserve Fund	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Reserve Fund	Transfers Only	Transfers Only	1,489,657	1,515,267	1,515,267
Total			1,489,657	1,515,267	1,515,267

GENERAL GOVERNMENT

BOARD OF SELECTMEN / TOWN MANAGER



GENERAL PURPOSE

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

The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town, including direct oversight of those departments under the jurisdiction of the Board of Selectmen. The Assistant Town Manager/Operations supervises the Town's community development, health and human services, and human resources functions.

The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations; representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies; making appointments to those Town Boards and Committees under its jurisdiction; convening the Annual Town Meeting in May and any Special Town Meetings that may be required, and preparing the Warrant (listing of Articles) for Town Meeting consideration; licensing all food and liquor establishments and transportation companies; and approving appointments recommended by the Town Manager for the positions of Assistant Town Manager/Finance, Assistant Town Manager/Operations, Fire Chief, Police Chief, and Director of Public Works.

The Town Manager is the chief executive officer of the Town, and is responsible for reviewing and recommending the reorganization, consolidation, or abolishment of departments; rental and use of all Town property, except school property, and maintenance and repair of all Town buildings, including school buildings and grounds; serving as purchasing agent for the Town, awarding all contracts for all departments and activities of

Fiscal Year 2016 Proposed Budget

the Town with the exception of the school department; adopting rules and regulations establishing a personnel system, including a classification and compensation plan, in cooperation with the Personnel Board; fixing the compensation of all Town employees except those under the jurisdiction of the school committee; negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the school department, pertaining to wages and other terms and conditions of employment, and participating in the deliberations of the school committee in collective bargaining with employee organizations representing school department employees, as provided in M.G.L. c. 150E; keeping full and complete records of the office of Town Manager and rendering as often as may be required by the Board of Selectmen a full report of all operations during the period reported on; keeping the Board of Selectmen fully advised as to the needs of the Town, and recommending to the Board of Selectmen for adoption such measures requiring action by them or by the Town as may be deemed necessary or expedient; implementing Town Meeting votes and reporting annually in writing to the Town Meeting on the status of prior Town Meeting votes on which implementation is not complete; administering, either directly or through a designee all provisions of general and special laws applicable to the Town, and by-laws and votes of the Town, and all rules and regulations made by the Selectmen; reporting to the Selectmen and the Finance Committee as to the financial condition of the Town; providing advice and assistance to boards and committees of the Town; and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.

The Human Resources Department delivers leadership, guidance and professional development to the Town's greatest investment, the members of our team. The Town of Needham has the equivalent of 375 Full Time Equivalents (FTEs) which are categorized into six collective bargaining agreements (CBAs), a non-represented group, and regular part-time employees.

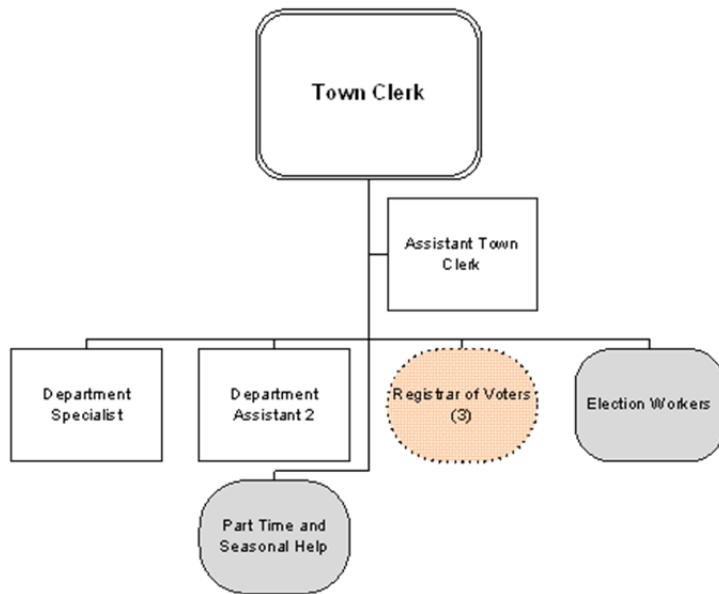
The Human Resources Department ensures the equitable application of the provisions of the CBAs and personnel policies for all Town employees; manages the search/hiring process and classification/compensation system in order to attract and retain a productive workforce; administers all benefit programs for town and school employees; advises and trains employees on human resources matters while adhering to all state and federal laws and policies regarding employment. The Department also serves as a resource for employees to express concerns that impact his/her work environment. A dedicated HR Department allows the Town to have a centralized location staffed with professionals who provide the Town Manager with guidance in human resources.

Board of Selectmen & Town Manager	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	657,016	685,666	715,158	793,991	778,991
Expenses	143,566	94,873	109,741	111,312	111,312
Operating Capital		75,000			
Total	800,582	855,539	824,899	905,303	890,303

TOWN CLERK / BOARD OF REGISTRARS

GENERAL PURPOSE / TOWN CLERK

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



The Town Clerk's Office records and maintains the vital statistics for the town and issues certified copies of same (approximately 5,000 annually); submits monthly reports to the State Dept. of Vital Statistics; issues licenses and permits such as marriage, raffle, auction, dog, storage of flammables; records business certificates, trusts, federal and state tax liens; records and certifies Board of Appeals and Planning Board decisions for recording at the Registry of Deeds; records campaign finance expenditures; issues copies of the Open Meeting Law to newly appointed/elected officials; conducts oath of office; records election

results and Town Meeting action; certifies appropriations, borrowing authorization and Town Meeting requirements for bond counsel; obtains Attorney General approval on General and Zoning By-Law amendments and posts same; updates and reproduces General By-Laws; prints Town Clerk's Records for each fiscal year; complies with posting regulations of new ethics legislations; serve as commissioners to qualify oath of office; and serves as the custodian of Town Records and Town Seal. The Town Clerk's Office assists the general public on a daily basis.

GENERAL PURPOSE / BOARD OF REGISTRARS

The Board of Registrars is the principal election office for the Town of Needham. Under state statute the Town Clerk, by virtue of the position, is a member of the Board of Registrars and carries out the daily functions of this office along with the office staff. Major responsibilities include the conduct of elections, compilation of the Annual Census and the Street/Voter Lists, certification of nomination papers and petitions, preparation of the ballot for the Annual Town Election, and maintenance and custody of the ballot boxes. The Board of Registrars recruits election workers, processes absentee ballots and records election results. The Board of Registrars relies solely on the Commonwealth's Central Voter Registry developed by the Secretary of the Commonwealth upon passage of the Federal Motor Voter Bill in 1995.

Fiscal Year 2016 Proposed Budget

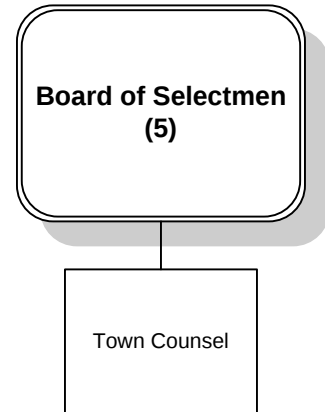
Town Clerk and Board of Registrars	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	306,982	266,643	312,927	312,414	312,414
Expenses	51,250	32,823	47,450	45,520	45,520
Operating Capital					
Total	358,232	299,466	360,377	357,934	357,934

TOWN COUNSEL

GENERAL PURPOSE

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

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



Town Counsel	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	69,769	71,790	73,584	75,422	75,422
Expenses	307,376	231,525	254,000	254,000	254,000
Operating Capital					
Total	377,145	303,315	327,584	329,422	329,422

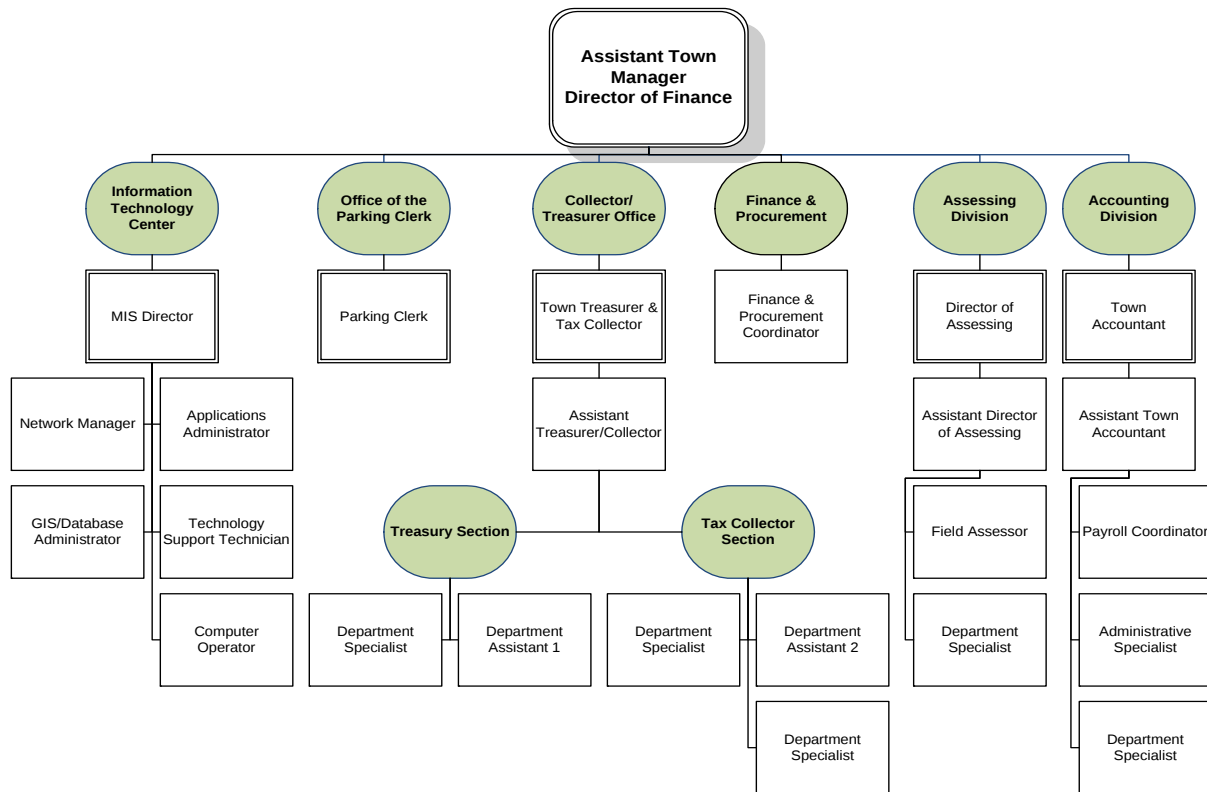
PERSONNEL BOARD

GENERAL PURPOSE

The Personnel Board is established under M.G.L. c.41 s. 108A & C. The Board works with the Town Manager and provides guidance pursuant to the Town's human resources systems in accordance with State Laws and the Town's Charter. The Board also advises Town Meeting when appropriate.

Personnel Board	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	72				15,000
Expenses			15,000	15,000	
Operating Capital					
Total	72		15,000	15,000	15,000

FINANCE DEPARTMENT



GENERAL PURPOSE

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

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

The **Accounting Division** ensures that all receipts and expenditures are being collected and disbursed in accordance with the law, the municipality's policies, and the operating budget as well as certifying free cash and filing the schedule A yearly. The Accounting Office primary functions include reviewing all expenditures to ensure that money has been appropriated with available funds; preparing financial reports; maintaining Fixed Assets and Infrastructure for the General Fund and Enterprise Funds; reconciling all funds - General, Capital, Special Revenue, Trust & Agency, Debt and Fixed Assets; and providing system administration and training Town-wide for the Financial Software Package. In addition, the Accounting Division processes all requisitions for the Town, processes weekly payroll and

Fiscal Year 2016 Proposed Budget

accounts payable and reviews and posts all cash receipts for the Town and Schools and files quarterly 941's and yearly W2 files for the state and federal government.

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

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

The **Information Technology Center** (ITC) maintains, supports and budgets for computer hardware and software for all Town departments, including Public Safety, ensuring that both function properly as well as maintaining the budget for most software used by Town departments. The ITC provides implementation and maintenance of technology infrastructure for the Town and support for the Town's Geographic Information System, Computer Aided Design applications, enterprise-wide permitting solution, website administration (www.needhamma.gov), email, data file services, network security and hardware, desktop and server spam and virus protection, desktop application help desk support, as well as any other desktop, network, or server related function. The ITC is also responsible for the oversight of the fiber network between all Town and School buildings, and has established a local area network connecting all public buildings through in-house servers and switches as well as accessibility to the World Wide Web. The ITC also provides administrative support to the Town's financial application and departments by supporting payroll mailing procedures and Treasury functions, including electronic payments, bill printing, and forms management.

The **Collector/Treasurer** is responsible for the timely processing of bills and payments. The safety of Town funds is of utmost importance. The Treasurer must make available sufficient funds to pay the Town's obligations and earn the highest yield possible. In

Fiscal Year 2016 Proposed Budget

addition, the Treasurer establishes the time and structure of Town debt in accordance with Massachusetts State Law and in a manner that accommodates the needs of Town. The primary functions of the Collector/Treasurer's office include collecting all revenue due to the Town, managing Town funds, and managing the sale of all notes and bonds.

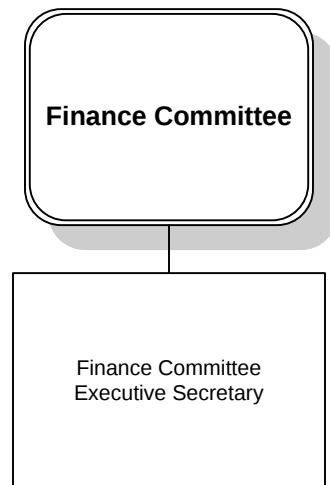
Finance Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	1,513,687	1,563,941	1,690,829	1,701,565	1,701,565
Expenses	746,185	704,654	783,479	813,261	813,261
Operating Capital	37,500	37,044	37,500	38,475	38,475
Total	2,297,372	2,305,639	2,511,808	2,553,301	2,553,301

FINANCE COMMITTEE

GENERAL PURPOSE

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

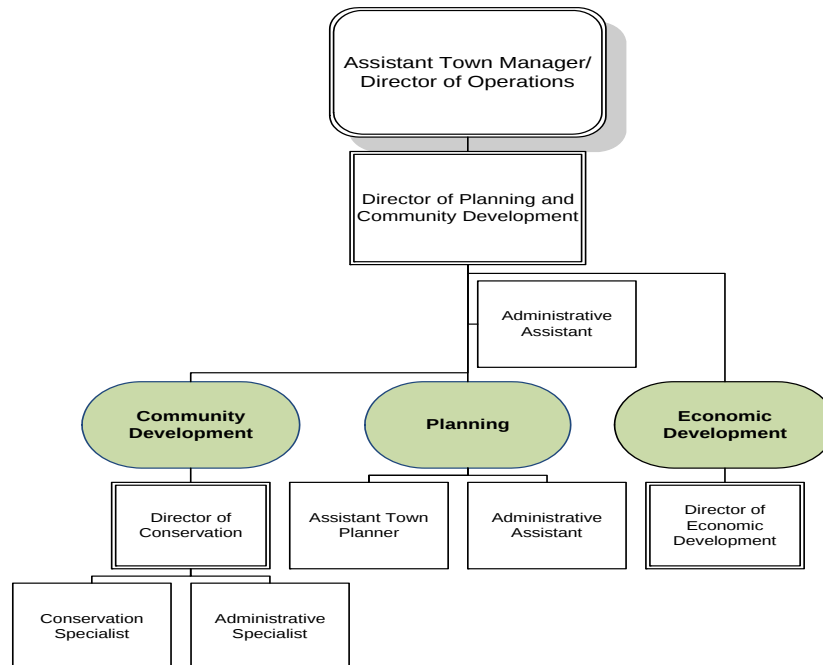
The functions of the Finance Committee include reviewing and analyzing town-wide departmental, enterprise, and capital requests. The Finance Committee prepares the main motion to Town Meeting on the Operating Budget; and makes recommendations to Town Meeting on all warrant articles that have a financial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



Finance Committee	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	29,531	31,295	32,462	34,000	34,000
Expenses	876	814	1,225	1,225	1,225
Operating Capital					
Total	30,407	32,109	33,687	35,225	35,225

LAND USE & DEVELOPMENT

PLANNING & COMMUNITY DEVELOPMENT



PLANNING

GENERAL PURPOSE/PLANNING AND ECONOMIC DEVELOPMENT FUNCTIONS

The mission of the Planning and Economic Development Department is to provide planning support, coordination and advisory services to Town officials, boards and committees on issues involving planning, zoning, economic development, affordable housing, open space and land preservation, smart growth, and public transportation. Together with the Planning Board, the office develops program initiatives and zoning provisions to guide development of the community in ways consistent with the visions and values outlined in the Town's strategic plans.

The Planning Board's jurisdiction is established in two statutes, the Zoning Act, M.G.L. c. 40A, and the Subdivision Control law, M.G.L. c. 41, s. 81A-81GG. The functions of the Planning Board include reviewing all proposed subdivisions of land under the Subdivision Control Law and administering the Town's Subdivision Regulations and Procedural Rules; acting as the special permit granting authority for certain types of prescribed development projects under Zoning By-law provisions adopted at the 1985 Annual Town Meeting; issuing special permits for Planned Residential Developments, Residential Compounds, and "Major Projects" under the Site Plan Review By-law; and reviewing and updating Zoning By-laws and Maps, the Subdivision Regulations, and its Procedural Rules as a special permit granting authority. The Planning Board also makes advisory reports to the Building Inspector on "Minor Projects" under the Site Plan Review By-Law; reviews proposals for amendments to the Zoning By-Law and Zoning Map, and after public hearing, renders to Town Meeting reports with recommendations; and reviews and gives written recommendations for all applications for zoning variances and special permits to the Board of Appeals. The Planning

Fiscal Year 2016 Proposed Budget

Board maintains an up-to-date Master Plan, which is used as a guide for decisions regarding future growth and development in the Town.

The primary function of the Planning Office is to provide staff support to the Planning Board. This includes: processing site specific development applications (subdivisions, site plans, special permits, scenic roads permits), coordinating the review and action by the Planning Board, and preparing decisions; analyzing, drafting and recommending amendments to the Town's Zoning By-Law and its various land development Rules and Regulations; updating the Needham Zoning By-Law and Zoning Map; carrying out the recommendations of the Town's strategic planning studies; and staffing Town planning initiatives. The Planning Office also provides administrative and planning support to the Council of Economic Advisors (CEA), the Design Review Board and the Town's Development Review Team. Finally assistance is provided to the Town Manager on matters pertaining to land use, planning, zoning, development, transportation, open space and various grant opportunities.

The mission of the Economic Development Office is to provide the Town with those tools, programs, and services that will enable it to better attract, retain, and grow a diverse commercial tax base, resulting in increased tax revenues for the Town and locally desired goods and services for the community. The Director provides staff support for the Council of Economic Advisors (CEA), whose job it is to evaluate and recommend to the Board of Selectmen the use of innovative tools and programs and, where applicable, the provision of new services that will promote economic development in Town.

Planning Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	244,410	259,250	267,920	300,901	300,901
Expenses	11,207	13,372	16,460	33,960	16,460
Operating Capital					
Total	255,617	272,622	284,380	334,861	317,361

COMMUNITY DEVELOPMENT

The Community Development budget is overseen by the Director of Planning and Community Development and consists of the Conservation Division and the Zoning Board of Appeals.

GENERAL PURPOSE/CONSERVATION FUNCTIONS

The Conservation Division administers and enforces the MA Wetlands Protection Act (M.G.L. c. 131, s. 40) and the Needham Wetlands Protection Bylaw (Article 6) in support of the seven-member appointed Conservation Commission. The primary functions of the Conservation Division include providing technical and administrative review of permit application filings under state and local wetland protection laws; assisting residents and project proponents with the application process and inquiries related to conservation; drafting Orders of Conditions and other permitting documents; participating in and transcribing minutes of bi-monthly Conservation Commission meetings; developing conservation restrictions; conducting site inspections for construction, restoration monitoring, and enforcement; and acting as the Conservation Commission's liaison to other town Boards and Committees. The Division also performs activities related to land management and acquisition (including the administration of Ridge Hill Reservation) and

Fiscal Year 2016 Proposed Budget

provides input to the Town in matters pertaining to the use and protection of the Town's natural resources and open space.

GENERAL PURPOSE/ZONING BOARD OF APPEALS FUNCTIONS

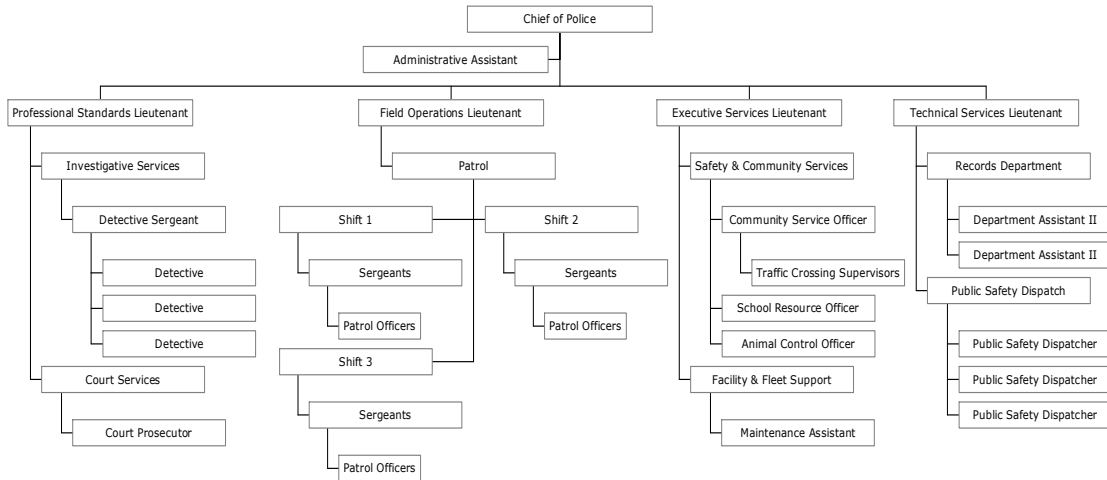
The Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. c. 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. c. 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws.

The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.

Community Development	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	118,557	128,440	135,795	160,055	160,055
Expenses	9,533	7,796	11,858	11,858	11,858
Operating Capital					
Total	128,090	136,236	147,653	171,913	171,913

PUBLIC SAFETY

POLICE DEPARTMENT



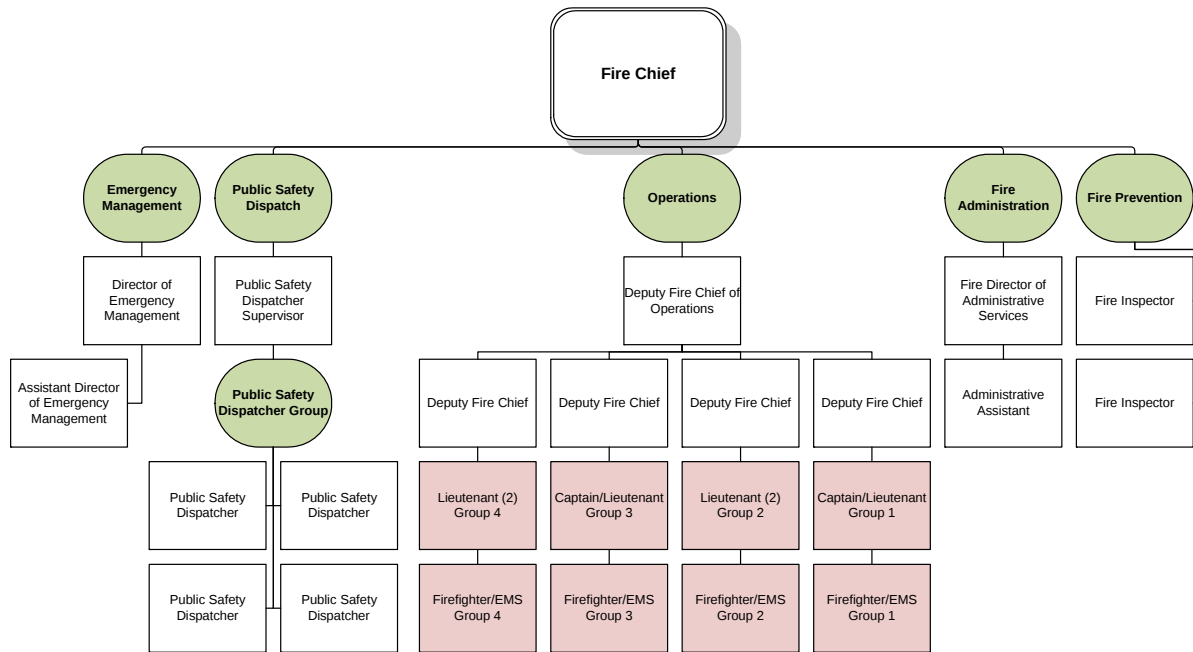
GENERAL PURPOSE

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

The functions of the Police Department include maintaining public safety; repressing criminal activity; rendering responsive, rapid, professional service to all who seek assistance; special event planning and management; providing up to date training and equipment for all personnel; promoting public safety through education and involvement in the community; expanding management information systems capabilities; and ensuring involvement in homeland security activities. In addition, the Police Department seeks to advance its commitment to the community by sponsoring programs that address public safety and promote well-being; these programs include but are not limited to, self-defense training seminars, car-seat installation services and the Prescription Drug Take-Back program, among others.

Police Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	4,708,027	5,077,759	5,581,122	5,660,317	5,660,317
Expenses	248,937	235,422	306,930	331,885	331,885
Operating Capital	259,514	152,918	174,724	166,964	166,964
Total	5,216,478	5,466,099	6,062,776	6,159,166	6,159,166

FIRE DEPARTMENT



GENERAL PURPOSE

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

In addition to fire suppression, fire inspection and prevention, and emergency medical Advanced Life Support services, the Fire Department delivers fire and life safety lessons to school-age children through the Student Awareness of Fire Education (SAFE) program and educates the general public in key safety topics. Further responsibilities include preparation for multi-hazard responses; installing and maintaining municipal fire alarm systems and communication, planning and implementing the Emergency Management Plan, training, and dispatching all fire and EMS resources for on average, 3,500 emergency calls a year.

Fire Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	6,040,208	6,502,790	6,758,282	6,890,572	6,890,572
Expenses	241,888	218,142	288,907	308,090	308,090
Operating Capital	9,017		32,831	20,311	20,311
Total	6,291,113	6,720,932	7,080,020	7,218,973	7,218,973

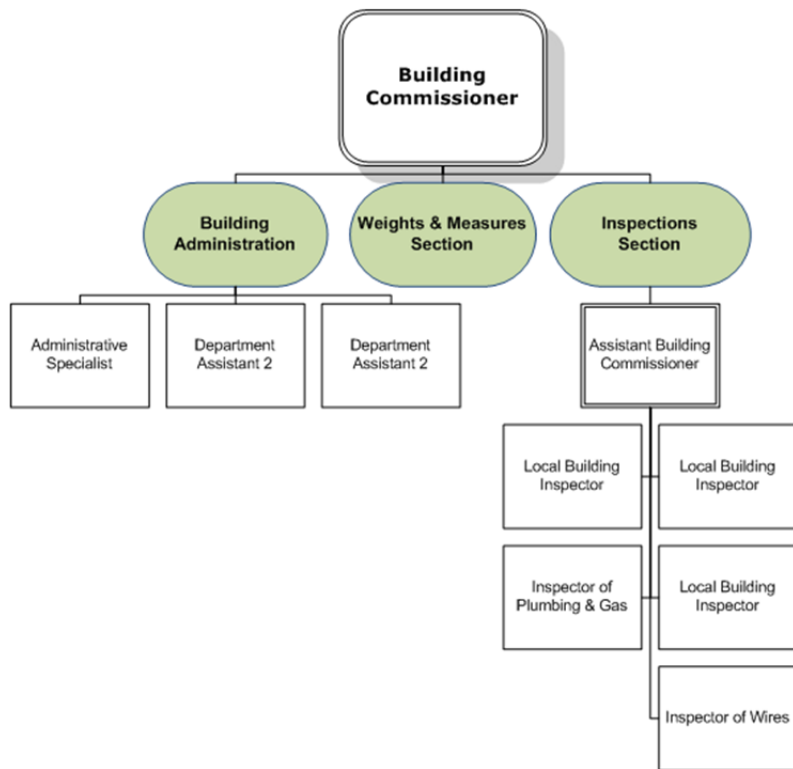
BUILDING DEPARTMENT

GENERAL PURPOSE

One of the main responsibilities of the Building Commissioner is overseeing several functions of public safety and enforcement of their applicable codes. This department provides inspectional services as required per M.G.L. c. 802 of the Acts of 1972, s. 3. The Town employs officials to inspect buildings and structures in accordance with 780 C.M.R., known as the Massachusetts State Building code. The Town employs an Inspector of Plumbing & Gas under M.G.L. c. 142 s. 11 and an Inspector of Wires under M.G.L. c. 166 s. 32. All inspectors are required to inspect new construction, reconstruction, alterations, repairs, and demolition of structures within the town.

The functions of the Building Department include enforcing the Town's Zoning By-Laws that was first adopted in 1925, inspecting buildings and properties in the Town to insure compliance with relevant regulations and procedures, and provide related guidance and education to the general public. The Building Department is charged with responsibilities under the Town of Needham's

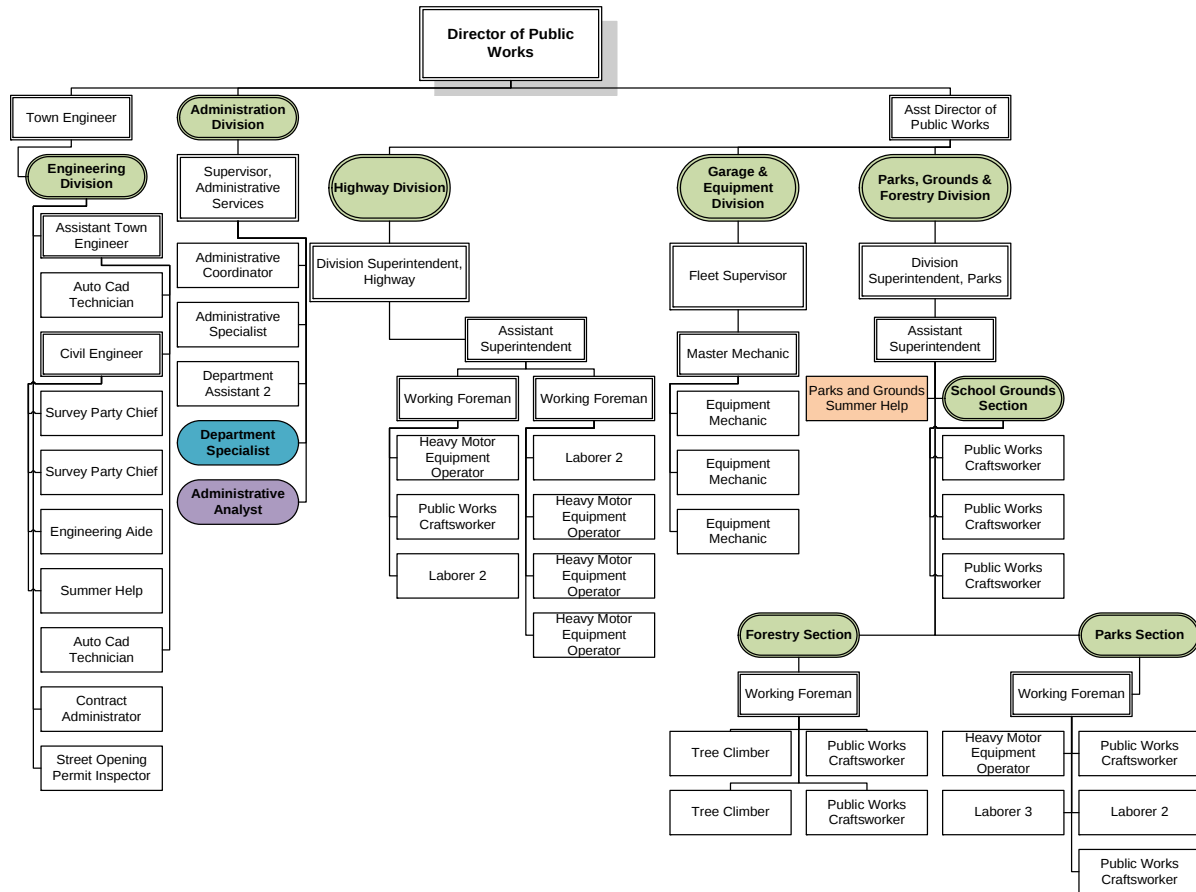
General By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 C.M.R. which establishes minimum building public safety requirements, the Architectural Access Board 521 C.M.R., the Zoning Act in M.G.L. c. 40A, the Massachusetts Plumbing and Gas Code 248 C.M.R. which ensures public health environmental sanitation and safety through adequately maintained plumbing systems; and the Massachusetts Electrical Code 527 C.M.R. to safeguard people and property from electrical hazards.



Building Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	447,740	510,630	553,286	575,454	575,454
Expenses	21,101	25,780	31,040	31,040	31,040
Operating Capital					
Total	468,841	536,410	584,326	606,494	606,494

PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS



GENERAL PURPOSE

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

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

The DPW is comprised of seven (7) divisions including five main operational divisions (Highway, Parks & Forestry, Water division, Sewer division and Solid Waste & Recycling and three department-wide support divisions (Administration, Engineering and Garage). The

Fiscal Year 2016 Proposed Budget

Department's budget is contained in four (4) separate operating budgets. The services related to solid waste disposal and recycling are contained in the Recycling Transfer Station (RTS) Enterprise Fund Budget. The services related to water supply, treatment and distribution are contained in the Water Enterprise Fund Budget and the services related to sanitary sewage collection and the transportation are contained in the Sewer Enterprise Fund Budget.

The **Administration Division** provides management, oversight and support to all DPW operations and capital projects. Primary functions include: purchasing, personnel/payroll administration, accounts payable/receivable, utility billing, central filing, maintaining statistical data, performing analysis and assisting the general public, including contractors. Assisting the general public involves providing information relating to rules, regulations, services, and billing procedures; and responding to policy inquiries concerning the responsibilities of all divisions within the Department.

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

The **Garage Division** provides equipment management and maintenance to the fleet utilized by the DPW, Building Department, Council on Aging and Assessor's division. The functions of the Garage and Equipment Division include providing service to all Public Works vehicles and equipment, and aided by the Fleet Management system, tracking and reporting of maintenance and repairs. Additionally, the Garage is in charge of performing preventative maintenance services on Public Works vehicles and equipment; preparing seasonal equipment; providing management for fuel and supply services Town-wide and maintaining and repairing mobile 2-way radios.

The **Highway Division** is responsible for the management, supervision and operational functions of the Town of Needham's roadways and sidewalks, traffic control and the Snow & Ice program in a safe and cost effective manner. The functions of the Highway Division include planning, organizing, directing, and monitoring roadway, parking lot, and traffic system maintenance; repairing and constructing improvements throughout the Town; and taking responsibility in the winter for snow and ice operations. The functions of the snow and ice program are to provide chemical de-icing, snow plowing, and snow and ice removal operations in the event of a winter storm system. Through its daily operations, the Highway Division maintains 260 lane miles of roadway, 160 miles of sidewalk and parking lots.

The **Parks and Forestry Division** provides for the care and maintenance of all Town public shade trees, parks and athletic fields, and provides support to Town recreation and athletic programs. The Town of Needham has been recognized as a Tree City USA town and in the

Fiscal Year 2016 Proposed Budget

upholding of this standard, the Parks and Forestry division fosters urban forestry through the Town of Needham Tree Planting Street Beautification Program, an important initiative aimed to maintain the value that the Town places in trees' natural beauty. This Division's responsibilities include providing for the care and maintenance of public shade trees on all Town property; controlling roadside brush; conducting the annual tree planting and replacement program; operating and maintaining the Town Nursery; operating and maintaining facilities and providing support to all athletic and recreational programs under the control of the Park and Recreation Commission; completing maintenance for recreation complexes under various jurisdictions such as Park and Recreation, School Department, Memorial Park Trustees and the Board of Selectmen; and performing the pre-season maintenance of Rosemary pool and grounds as well as the historic lighting of the "Blue" trees in town.

Department of Public Works	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	3,089,229	3,188,307	3,339,322	3,461,561	3,461,561
Expenses	1,304,907	1,392,377	1,485,421	1,576,633	1,576,633
Operating Capital	126,434	7,750	6,284	18,000	18,000
Snow and Ice Budget	921,073	1,106,635	400,000	404,000	404,000
Total	5,441,643	5,695,069	5,231,027	5,460,194	5,460,194

MUNICIPAL PARKING

GENERAL PURPOSE

The Town operates, maintains and enforces parking regulations in a number of municipal lots in and around the business districts for customer, visitor, and employee parking. Local businesses purchase permits from the Town for their employees so they may park in the permitted areas in the business centers. The Town continues to be working towards a plan to increase general parking in the downtown business area. This includes an expansion of parking spaces in some lots, and retaining existing parking on other property for which the Town has a use license. The Town has license agreements with private property owners and with the MBTA for local parking.

Municipal Parking Program	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Municipal Parking Program	44,930	67,590	71,445	97,730	97,730
Total	44,930	67,590	71,445	97,730	97,730

MUNICIPAL STREET LIGHT PROGRAM

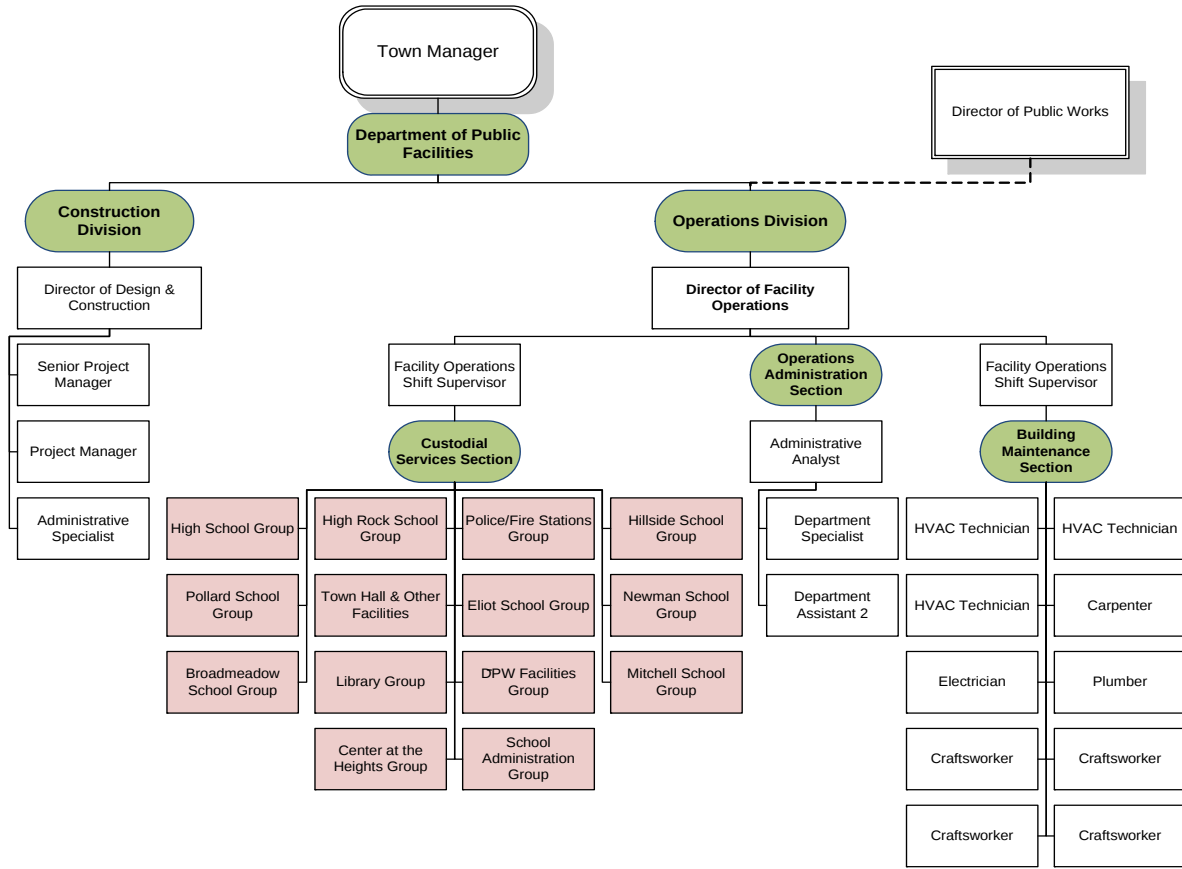
GENERAL PURPOSE

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

Fiscal Year 2016 Proposed Budget

Municipal Lighting Program	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Municipal Lighting Program	190,981	163,881	221,153	254,951	254,951
Total	190,981	163,881	221,153	254,951	254,951

PUBLIC FACILITIES



GENERAL PURPOSE

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

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

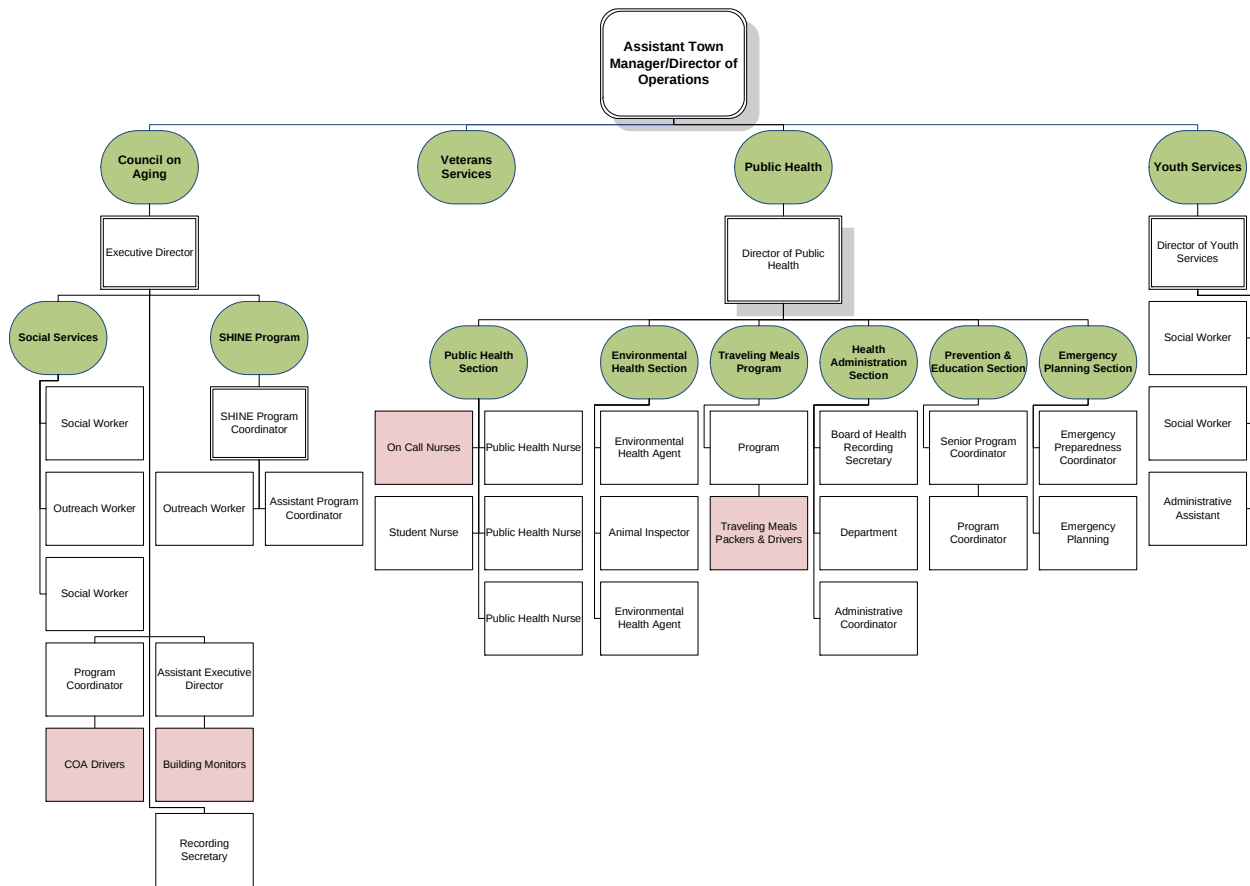
Fiscal Year 2016 Proposed Budget

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

Department of Public Facilities	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	3,191,649	3,181,814	3,512,871	3,596,277	3,576,277
Expenses	4,449,159	4,552,301	4,559,068	5,065,136	5,034,086
Operating Capital					
Total	7,640,808	7,734,115	8,071,939	8,661,413	8,610,363

COMMUNITY SERVICES

HEALTH AND HUMAN SERVICES



GENERAL PURPOSE

The Department of Health and Department of Human Services were combined into a single budgetary unit in 2014. The mission of the Health and Human Services Department is to

Fiscal Year 2016 Proposed Budget

provide services to a diverse and growing population. The Health and Human Services Department provides services to the community at large and to specialized populations.

For the past 56 years the Needham **Council on Aging**, as one of the first recognized Councils on Aging in the State of Massachusetts, has had the mission to consistently respond to the needs of older residents. We provide a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth.

The Needham Council on Aging (COA) is charged with serving Needham's 60+ population and their families, by addressing diverse aspects of aging service interests, concerns and needs. We provide advocacy for Needham's senior population on the local, regional, state, and national levels, to assure that needs and interests are being met, and that the quality of life for our residents is at an optimal level, in an environment that fosters independence.

The functions of the department are not confined by walls. It's mission as a true community partner is fulfilled by delivering programs and services in a variety of places, and wherever needed throughout the Town. One of the locations is at the nationally accredited Stephen Palmer Senior Center, where the Council on Aging staff has had oversight for services and programs for over 30 years. The Senior Center is the focal point for aging service issues in the Town, serves residents of all ages and is the gateway to information and services that support and enable a multigenerational group (ages ranging from 60 to over 100) to maintain health, independence and optimal level of functioning in many aspects of life.

Some of the services and programs provided to meet the goals of the Council on Aging Department include, but are not limited to: outreach and counseling services; advocacy; transportation; daily meals; information and referral; health benefits counseling; volunteer opportunities, health & wellness information and screening; creative and social classes; educational programs; special events and trips; and a drop-in center for socialization, independent activities and learning opportunities.

The **Public Health Division** provides administrative support to the Board of Health, an elected three member board whose mission is to prevent, promote, and protect the physical, mental, and social well-being of the citizens of Needham, especially the most vulnerable. The Board of Health achieves these goals by enforcing Federal and State laws, adopting local health regulations, and developing and implementing preventative health programs and policies as defined by the Center for Disease Control and the Massachusetts Department of Public Health. All Health Department activities are required by Federal, State or Local regulations or recommended by preventative public health practice. The Public Health Department functions include emergency preparedness and response; regulatory oversight; disease surveillance; environmental health training; program planning; and outreach for counseling and referrals on health issues. The Health Division further commits to the community's well-being through the presiding of numerous community coalitions, which addresses issues such as suicide prevention, substance abuse, domestic violence, obesity and local emergency planning.

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

The **Youth Services Division** has a mission to provide leadership and community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs. Youth Services advocates for youth

Fiscal Year 2016 Proposed Budget

and family interests, partners with other youth and family service agencies, develops and implements quality programs and services; and educates and communicates with the public regarding youth and family issues.

Health and Human Services	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	496,139	505,865	599,275	1,290,965	1,186,457
Expenses	91,947	112,170	131,841	240,770	245,245
Operating Capital					
Total	588,086	618,035	731,116	1,531,735	1,431,702

Health Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	379,776	409,300	483,055		
Expenses	84,969	95,851	100,874		
Operating Capital					
Total	464,745	505,151	583,929		

COMMISSION ON DISABILITIES

GENERAL PURPOSE

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

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

Commission on Disabilities	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages			1,500	1,500	1,500
Expenses	244	100	550	550	550
Operating Capital					
Total	244	100	2,050	2,050	2,050

HISTORICAL COMMISSION

GENERAL PURPOSE

The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of unofficial bodies organized for similar purposes. The Commission makes recommendations as to whether an asset should be certified as an historical or archeological landmark. The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the demolition delay by-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings.

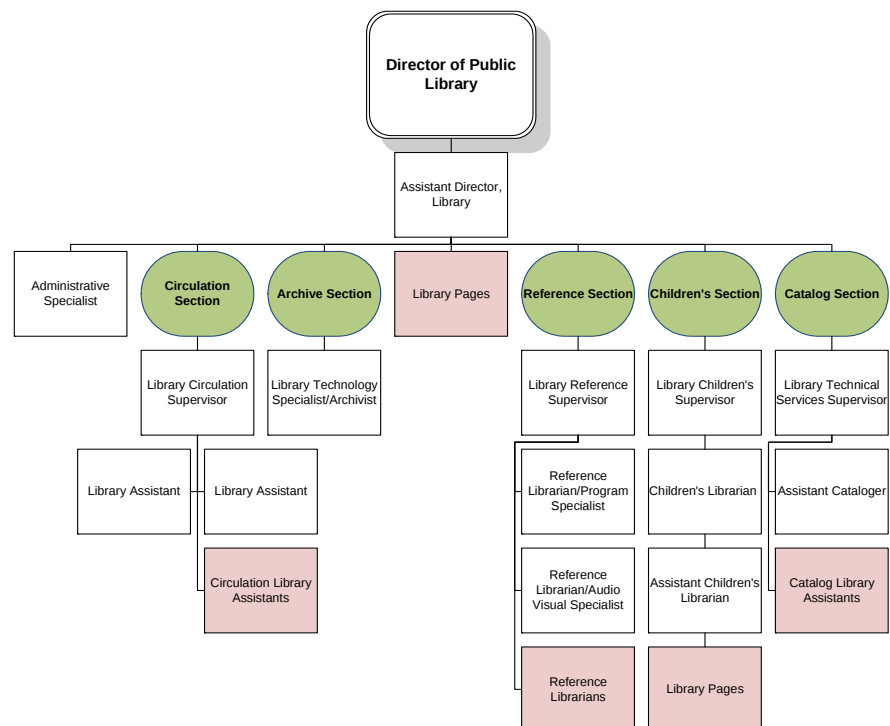
Historical Commission	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages					
Expenses		34	1,050	1,050	1,050
Operating Capital					
Total		34	1,050	1,050	1,050

PUBLIC LIBRARY

GENERAL PURPOSE

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

The Needham Free Public Library is committed to providing resources and technology to support Library users in obtaining the information they seek; promoting collaboration, cultural awareness and understanding among individual users and community groups in the community it serves; and fostering an environment that stimulates imagination and learning.



Fiscal Year 2016 Proposed Budget

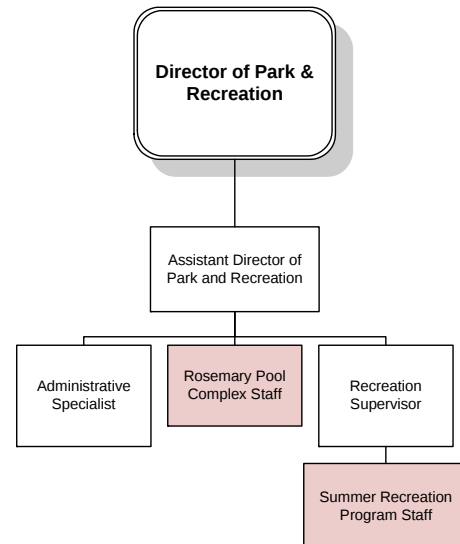
Needham Public Library	FY13 Actual	FY14 Actual	FY15 Current Budget (12 / 2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	1,071,967	1,103,803	1,156,157	1,255,403	1,242,035
Expenses	307,759	313,209	319,043	328,793	328,068
Operating Capital					
Total	1,379,726	1,417,012	1,475,200	1,584,196	1,570,103

PARK AND RECREATION

GENERAL PURPOSE

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

The Park and Recreation Department has four full-time staff who oversee the daily functions of the Department that include program and staff supervision, facility scheduling, maintenance oversight, and community organization support. Many of the services generate revenue. In addition to the operating budget, the Department has a revolving fund supported by fees for some programs and services.



Park and Recreation Department	FY13 Actual	FY14 Actual	FY15 Current Budget (12 / 2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	442,927	441,151	483,633	495,453	493,953
Expenses	97,407	84,379	114,000	114,000	114,000
Operating Capital	29,925				
Total	570,259	525,530	597,633	609,453	607,953

MEMORIAL PARK

GENERAL PURPOSE

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

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

Fiscal Year 2016 Proposed Budget

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

Memorial Park	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages Expenses Operating Capital	750	722	750	750	750
Total	750	722	750	750	750

EDUCATION

MINUTEMAN REGIONAL

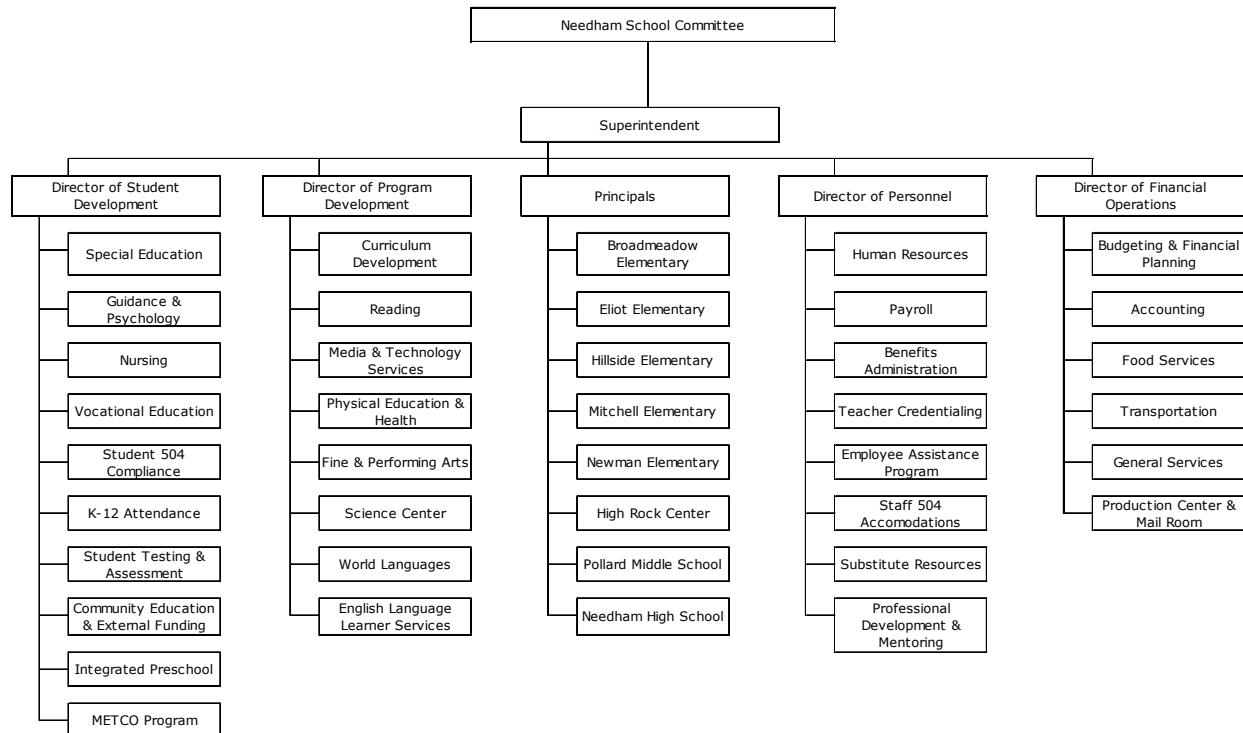
GENERAL PURPOSE

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

Minuteman School	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Assessment	777,052	733,961	893,211	729,726	700,000
Total	777,052	733,961	893,211	729,726	700,000

Fiscal Year 2016 Proposed Budget

NEEDHAM PUBLIC SCHOOLS



GENERAL PURPOSE

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

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

Budget details for the Needham Public Schools are distributed by the Superintendent and the School Committee.

Needham Public Schools	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Needham Public Schools	50,785,785	53,673,463	57,961,288	61,073,288	61,497,808
Total	50,785,785	53,673,463	57,961,288	61,073,288	61,497,808

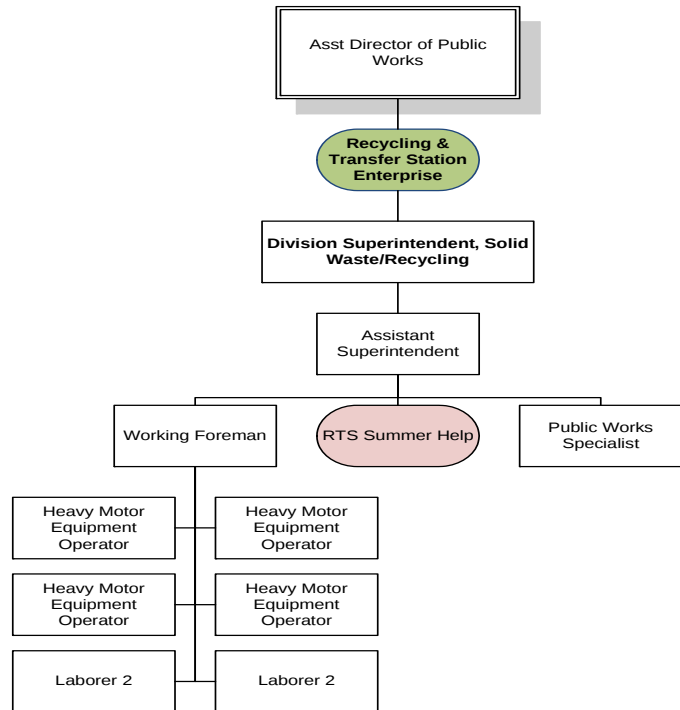
ENTERPRISE FUNDS

SOLID WASTE RECYCLING ENTERPRISE FUND

GENERAL PURPOSE

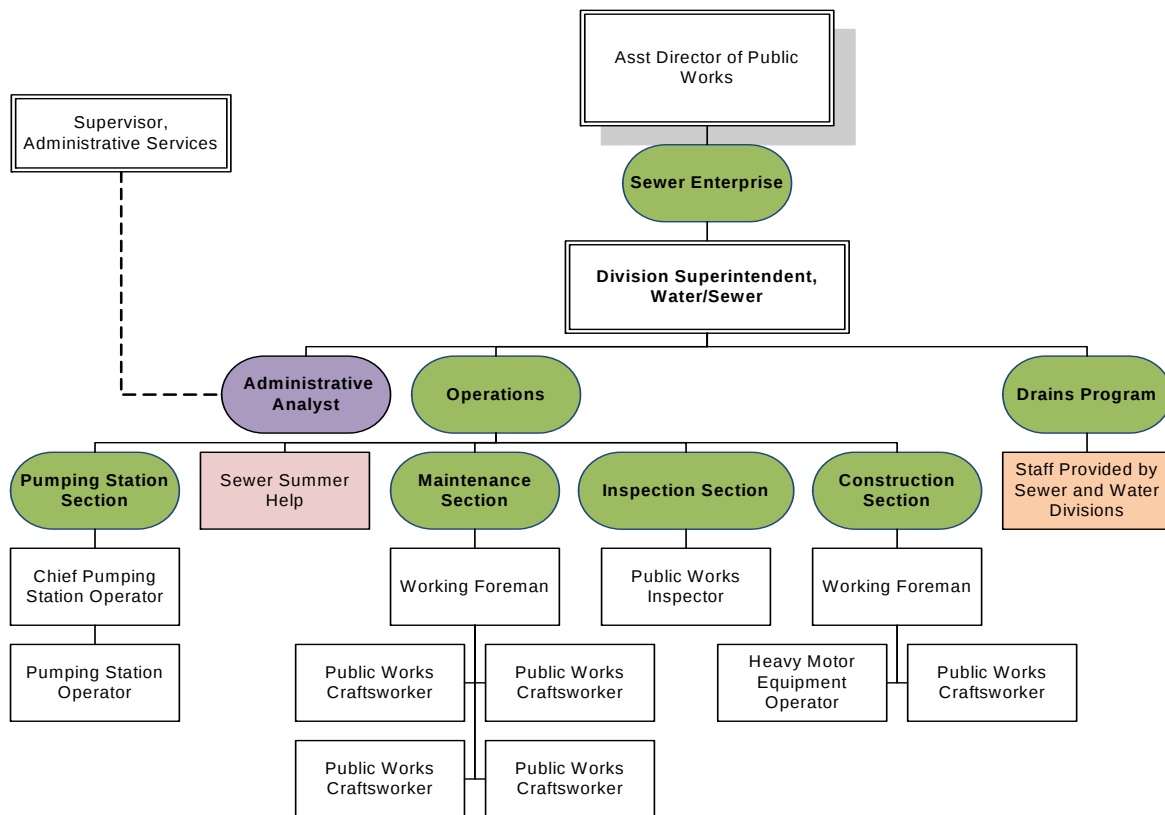
The Solid Waste and Recycling Division operates the Town's Recycling and Transfer Station (RTS) which provides residents, schools, municipal buildings and town departments with a means to manage their solid waste, recyclable materials (glass, metal, plastic, paper, cardboard), reusable items (such as books, clothing, and the Re-Use-It Swap Shop), difficult to manage materials (such as sharps and universal waste), yard waste, and earth products (including street sweepings, catch basin cleaning, stumps, logs, and rocks).

The RTS operates a residential Pay-As-You-Throw drop-off program for disposing of waste and recyclable materials. The RTS is located adjacent to Needham's capped landfill and is operated in accordance with the Massachusetts Waste Bans and regulations imposed by the Massachusetts Department of Environmental Protection. The RTS also collects trash and recyclable materials from municipal facilities, schools, and park and street barrels, and manages materials generated through DPW roadwork, park maintenance and other projects.



RTS Enterprise Budget	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	592,415	602,290	731,026	739,993	739,993
Expenses	1,109,085	1,157,133	1,225,721	1,287,160	1,187,160
Operating Capital	36,850	60,000	81,000	134,000	86,000
Debt Service	149,563	149,147	150,000	150,000	150,000
Reserve Fund	Transfers Only	Transfers Only	25,000	25,000	25,000
Total	1,887,913	1,968,570	2,212,747	2,336,153	2,188,153

SEWER ENTERPRISE FUND



GENERAL PURPOSE

The purpose of the Sewer Division is to maintain the sewer collection system in a manner which assures continuous sewage removal from homes and buildings. The Town's collection system consists of approximately 130 miles of gravity sewer pipe ranging in diameter from 6 to 30 inches. Sewage from Needham flows to the Massachusetts Water Resources Authority (MWRA) Treatment Facility located at Deer Island, Boston Harbor.

The Division's personnel oversee the pumping and transportation of sewage throughout the collection system to the connection points of the (MWRA) interceptor sewers situated along the Charles River. Operations and preventive maintenance consists of the inspection and cleaning of sewer mains using specialized equipment.

Drains Division

The Sewer Division also maintains the stormwater collection (i.e. Drains) system. The main function of the drainage system is to keep storm water from flooding the streets, businesses and homes. The drainage system consists of 90.3 miles of various size pipe and 4,135 catch basins. Stormwater discharge is now considered by the federal government as potentially contaminated. The intention is to reduce or eliminate contaminants contained in the flow.

Collection System

Water and Sewer staff operates, maintain, and repair the sanitary sewer system, consisting of 130 miles of gravity sewers and force mains. Operation and preventative maintenance consists of the inspection and cleaning of sewer mains by means of specialized power rodding and high pressure jet flushing equipment. Debris such as silt, sand, grit and grease

Fiscal Year 2016 Proposed Budget

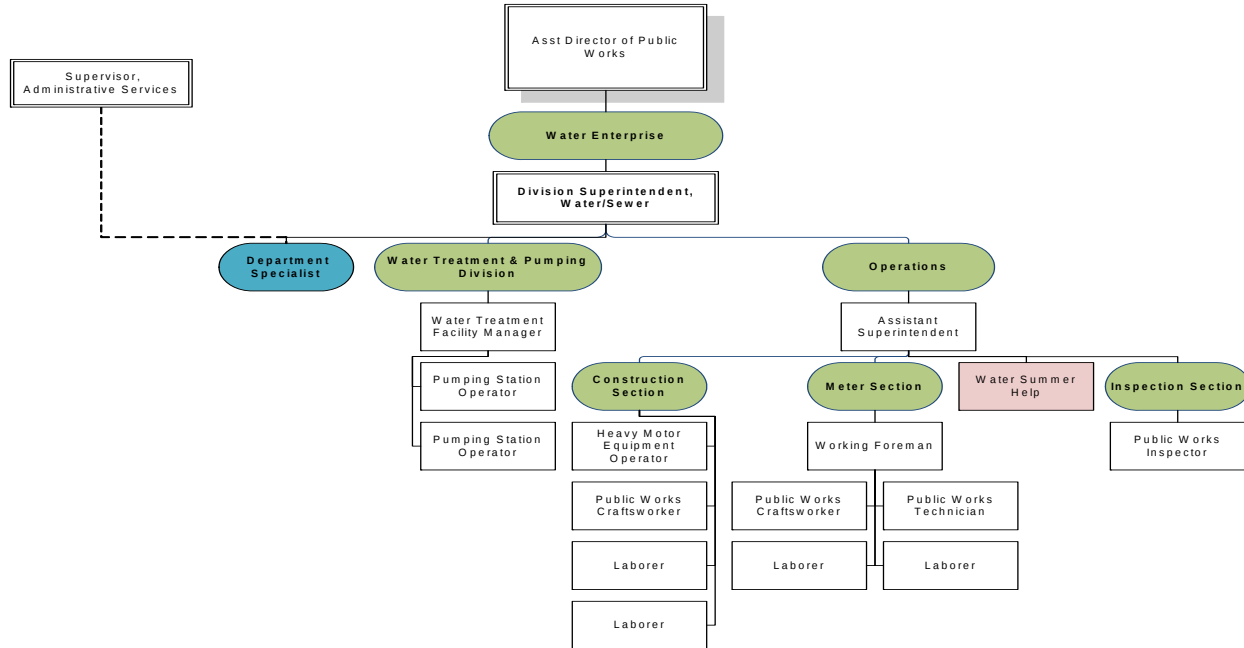
require flushing and removal. Root intrusion and miscellaneous objects require special cutting tools attached to the power rodder. Several miles of the sanitary system lie within easements in difficult to access locations. These require physical inspections and functions similar to those described above performed by hand. Sections of the pipelines are televised daily to identify infiltration and problem areas, in conjunction with the pipe cleaning program. Closed circuit television equipment and larger excavation equipment are utilized for a strong rehabilitation program by replacing portions of mainline piping and manholes as needed.

Pumping Stations

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

Sewer Enterprise Budget	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	893,432	902,486	962,166	987,170	987,170
Expenses	437,388	355,518	352,958	417,763	407,763
Operating Capital	21,830	24,799	25,000	50,000	50,000
MWRA	5,381,187	5,423,810	5,466,144	5,466,144	5,466,144
Debt Service	1,377,289	1,390,516	1,500,000	1,500,000	1,500,000
Reserve Fund	Transfers Only	Transfers Only	35,000	35,000	35,000
Total	8,111,126	8,097,129	8,341,268	8,456,077	8,446,077

WATER ENTERPRISE FUND



GENERAL PURPOSE

The purpose of the Water Division is to provide safe clean drinking water in accordance with the State and Federal regulations. The Division's personnel maintain the water distribution and water treatment facility. The Town of Needham's Water Distribution System is supplied by Town sources and supplemented by a connection to the Massachusetts Water Resources Authority (MWRA) system. The Town's primary source of water is the Charles River Wellfield consisting of three groundwater pumping stations.

The system is comprised of 135 miles of various size water main, 1,200 public fire hydrants, 3,472 water gate valves, and 9,984 water service connections. This work includes the routine repair and /or replacement of meter, valves, service pipes, mains, gates and hydrants. Over 14,000 meters are read four times per year, customer inquiries are responded to, unusual readings are investigated, and records are maintained.

Pumping and Treatment

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

Distribution

The purpose of the Division is to operate, maintain and repair the Town's water distribution system comprised of 135 miles of various size water mains, 1,150 public hydrants, 3,400 water gate valves, and 9,800 water service connections. This work includes the routine repair and/or replacement of meters, valves, service pipes, mains, gates and hydrants;

Fiscal Year 2016 Proposed Budget

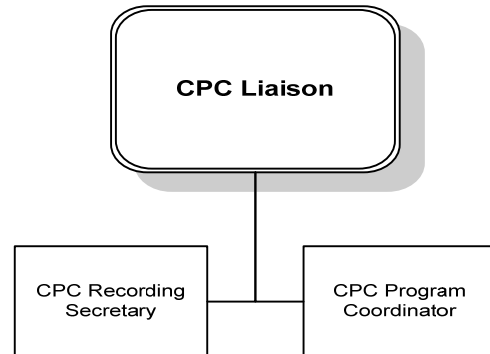
testing meters for accuracy; performing annual cross-connection surveys at all commercial and industrial properties; and testing semiannually several hundred back flow prevention devices. Nearly 13,000 meters are read four times per year, customer inquiries are responded to, unusual readings are investigated, and records are maintained.

Water Enterprise Budget	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
Salary and Wages	938,387	1,014,577	1,077,972	1,105,680	1,105,680
Expenses	1,022,501	990,584	1,079,548	1,063,541	1,043,541
Operating Capital	49,002	31,500	40,200	10,500	30,500
MWRA	964,345	1,271,018	1,193,697	1,193,697	1,193,697
Debt Service	1,255,780	1,535,767	1,550,000	1,550,000	1,550,000
Reserve Fund	Transfers Only	Transfers Only	75,000	75,000	75,000
Total	4,230,015	4,843,446	5,016,417	4,998,418	4,998,418

COMMUNITY PRESERVATION FUND

GENERAL PURPOSE

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



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

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

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

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

Fiscal Year 2016 Proposed Budget

Community Preservation Committee	FY13 Actual	FY14 Actual	FY15 Current Budget (12/2014)	FY16 Total Submission	FY16 Town Manager Balanced Budget
CPC Administrative Budget	14,367	13,214	82,000	82,000	82,000
Total	14,367	13,214	82,000	82,000	82,000

SECTION 4
Departmental Budget Submissions
Table of Contents

TOWN WIDE EXPENSES

Retirement Assessments	4-1
Employee Benefits	4-2
Retiree Insurance Program & Insurance Liability Fund.....	4-4
Auto, Casualty, Liability and Self Insurance Program	4-6
Debt Service.....	4-8
Classification, Performance and Settlements	4-9
Reserve Fund	4-10

GENERAL GOVERNMENT

Administration & Finance

Office of the Town Manager / Board of Selectmen	4-12
Town Clerk & Board of Registrars	4-26
Town Counsel (Legal)	4-35
Personnel Board	4-38
Finance Department	4-41
Finance Committee	4-60

Land Use & Development

Planning and Economic Development	4-63
Community Development	4-79

PUBLIC SAFETY

Police Department	4-94
Fire Department	4-101
Building Inspector	4-108

PUBLIC WORKS

Department of Public Works	4-116
Municipal Parking Program	4-133
Municipal Lighting Program	4-138

PUBLIC FACILITIES4-141

COMMUNITY SERVICES

Health and Human Services Department	4-152
Commission on Disabilities	4-177
Historical Commission	4-181
Public Library	4-184
Park & Recreation	4-197
Trustees of Memorial Park	4-205

ENTERPRISE FUNDS

RTS Enterprise Fund	4-209
Sewer Enterprise Fund	4-220
Water Enterprise Fund	4-230
Community Preservation Committee	4-243

EDUCATION

Minuteman Regional High School	4-246
Needham Public Schools	4-247

Department Information DSR1			
Department		Retirement Assessments	
Operational Considerations			
This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. There are two remaining non-contributory surviving spouses. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of December 31, 2013, there were 631 active participants, 464 retirees, and 143 inactive participants. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 71.53% on January 1, 2014. The Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return (discount rate) from 8.00% to 7.75%. Moving toward a more conservative actuarial estimate has been a long-standing goal of the Board. The Retirement Board has voted to request that the Board of Selectmen include an article in the 2015 Annual Town Meeting Warrant to increase the base amount for calculating the cost of living increase for retirees from the current \$12,000 to \$14,000. Typically, the COLA is 3% and is applied only to the first \$12,000 of the annual pension, or the actual pension, whichever is lower.			
Budget Categories			
Non-contributory Retirement (c. 34)		\$35,500	
Contributory Retirement Assessment (c. 32)		\$6,149,812	
Total		\$6,185,312	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Retirement Assessments	\$6,185,312		\$6,185,312
Total Operating Request	\$6,185,312		\$6,185,312

Department Information DSR1	
Department	Employee Benefits
Operational Considerations	
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. <u>Health Insurance</u> This budget assumes a 6.2% increase in most health insurance premiums for fiscal year 2016, and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town's group health program. The budget assumes a current enrollment of 817 active subscribers – an increase of 3% over the original FY2015 projection. While insurance <u>rates</u> are expected to increase by 6.2%, the health insurance portion of this budget is expected to increase by 9.4% due to the increasing enrollment. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2015. The amount budgeted for the temporary HRA has been eliminated as all plans have now expired. <u>Medicare & Social Security Tax</u> This budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The amount the Town budgets for Medicare Insurance is projected to increase at 5.3% year above FY2014 actual expenditures. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System or the Teacher's Retirement System. The Social Security appropriation is expected to increase by 4.6% per year above FY2014 actual expenditures. <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 over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. In FY2013, the benefit period was reduced from 99 to 30 weeks, and claims have abated over the past two years. The budget was reduced from \$250,000 in FY2014 to \$100,000 in FY2015 (with \$100,000 transferred to the Workers Compensation line). No change is proposed for FY2016. <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, and Injury on Duty benefits for public safety 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. The workers compensation line item has been increased based on the average projected growth in salary and wages of 4%. The September 30, 2014 balance in the Workers Compensation Reserve was \$1,083,017.	

**Department Information
DSR1**

Department

Employee Benefits

Employee Benefits Program

	FY2015	FY2016	FY2016 - 2015 Change
Group Health Insurance (includes Medicare & Social Security)	10,398,872	11,128,955	7.0%
Unemployment	100,000	100,000	0.0%
Workers Compensation	586,252	609,702	4.0%
Total	11,085,124	11,838,657	6.8%

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Employee Benefits	\$11,838,657		\$11,838,657
Total Operating Request	\$11,838,657		\$11,838,657

Department Information DSR1		
Department	Retiree Insurance Program & Insurance Liability Fund	
Operational Considerations		
This budget incorporates both the “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 life of an individual’s employment. 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 large increases in medical costs. Disclosure of a community’s unfunded liability is a requirement of GASB 45, and is a factor considered by rating agencies. This budget incorporates both the “pay as you go” funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. The Town has been funding its post-employment benefit obligation since FY2002, and Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of June 30, 2013, the Town’s Unfunded Actuarial Liability was \$46,848,062, with assets of \$15,496,964 and a funded ratio of 24.9%. As of November 1, 2014 there were 577 retirees electing health insurance coverage for 824 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans).		
	7/1/2011	7/1/2013
UAL	\$52,698,562	\$46,848,062
Funded Ratio	10.90%	24.90%
The proposed Retiree Insurance Program & Insurance Liability Fund budget includes a reduction in the assumed rate of return (discount rate) from 8.00% to 7.75%. Moving toward a more conservative actuarial assumption has been a long-standing goal. In an effort to further reduce its unfunded liability, the Town transferred \$500,000 to the OPEB trust at the May 14, 2012 Special Town Meeting, \$400,000 at the May 13, 2013 Special Town Meeting, \$307,677 at the November 4, 2013 Special Town Meeting, and an additional \$500,000 at the May 12, 2014 Special Town Meeting, On August 1, 2013 the Town transferred its OPEB assets (more than \$15 million on that date) to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are then invested in the Pension Reserves Investment Trust (PRIT) Fund. This program allows the Town to participate in a pooled investment of over \$55 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 Needham Retirement System has a long-standing history with the PRIT fund, and the System’s rate of return since the inception of transfer to PRIT is approximately 9.71%.		

Department Information DSR1			
Department		Retiree Insurance Program & Insurance Liability Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Retiree Insurance	\$5,336,302		\$5,336,302
Total Operating Request	\$5,336,302		\$5,336,302

Department Information DSR1								
Department	Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)							
Operational Considerations								
The Assistant Town Manager/Director of Finance oversees the Town's non-employee/retiree insurance programs. This includes insurance for buildings and property, general liability, boiler and machinery, public official liability, school board liability, emergency medical liability, police professional liability, and vehicle insurance. The Town also procures pollution liability coverage to meet Department of Environmental Protection (DEP) requirements for entities that have underground fuel storage tanks. This budget provides an annual contribution to the Self Insurance fund that is a continuing reserve to pay settlements and other uninsured property losses. The reserve is authorized under MGL chapter 40, section 13. The total insured value of real property exceeds \$220 million. This budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims. Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget. Since Fiscal year 2002 the Town has insured through the Massachusetts Inter-local Insurance Agency (MIIA), 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 seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool. Premiums for fiscal year 2016 are not yet known, this information is usually received in the late spring (June). The table to the left 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 (2014 – 2010). The actual amount paid is impacted by changes due to policy amendments, deductibles, credits, and payment discounts that may be obtained. The Town also pays a separate premium to another insurer for pollution control. MIIA does not offer the required coverage for underground fuel storage tanks. 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 facilities that have been added over the past few years include the High Rock School, Public Services Administration Building, Town Hall, Newman School, Center at the Heights (Senior Center), and the Chestnut Street property. The changes in the annual expenditure are reflective of the credits the Town received for its loss control efforts and participation promotions as well as prompt payment discounts obtained. This also includes the payments the Town makes to cover certain policy deductibles and the self-insurance fund. We anticipate that the premium and general administrative expenses to increase by 3% for FY2016. The budget request for FY16 is approximately 3.3% more than the current budget of \$542,000. This increase provides for a slighter greater contingency (\$1,740) for non-covered claims.								
Fiscal Year	Premium*	Change	Expenditure**	Change				
2015	\$516,687	3.0%						
2014	\$501,618	6.0%	\$507,278	-1.8%				
2013	\$473,040	0.6%	\$516,500	13.5%				
2012	\$470,128	6.3%	\$455,170	-9.1%				
2011	\$442,139	4.5%	\$500,722	5.6%				
2010	\$422,905		\$473,981					
*Annual billed before adjustments, amendments, and credits.								
**Expenditures reflective of all payments, transfers, credits, and encumbrances for the fiscal year.								

Department Information DSR1			
Department		Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other General Insurance Program	\$560,000		\$560,000
f) Other			
Total Request (d+e+f)	\$560,000		\$560,000
V2016			

Department Information DSR1			
Department		Townwide Expense – Debt Service	
Operational Considerations			
The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which authorizations were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. Beginning in fiscal year 2005, this budget includes both general fund debt service within the levy, and excluded debt, and starting with fiscal year 2012 budget also includes debt service supported by CPA funds. The Town incurred its first CPA supported debt service expense for the Town Hall project in fiscal year 2012. The CPA financing plan for Town Hall anticipated a debt service obligation in fiscal year 2016 of \$756,200; the estimate is now \$464,438. The General Fund debt service within the levy limit is projected at \$3,851,834 and the excluded debt service of \$ 6,908,029. Currently there is no new exempted debt to be issued. The final borrowing related to the Newman School HVAC project was done in FY2015. All other projects have been closed. This budget does not contain any funding for debt that may be authorized at the 2015 Annual Town Meeting or May 2015 Special Town Meeting. Debt service related to the RTS (\$150,000), Sewer (\$1,500,000), and Water (\$1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. This budget submission reflects a 3.1 % decrease from the current year; this is the second year in a row that the debt service budget is declining. The General Fund debt service which is paid within the levy limit is appropriately 2.5% more than the current year, but the General Fund excluded debt service is 6.1% less. The combined total of debt within the levy limit and excluded from the levy limit is expected to decline by \$352,258 or a 3.2% decrease. The CPA supported debt service request of \$464,438 is \$11,325 less than the amount this year which is a decrease of appropriately 2.4%.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other Debt Service	11,224,301		11,224,301
f) Other			
Total Request (d+e+f)	11,224,301		11,224,301
V2016			

Department Information DSR1			
Department		Classification, Performance, Settlements	
Operational Considerations			
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 plan. The original fiscal year 2015 appropriation for this line was \$119,000, and was amended to \$169,167 at the October 27, 2014 Special Town Meeting. Of this amount, \$19,455 has been transferred to date, and \$144,177 will be transferred to fund the ITWA and NIPEA contracts. Collective bargaining agreements for the Police Union, Police Superior Officers Association and the BCTIA unit are not yet settled for fiscal year 2016, so this budget includes an allowance for such settlements. The CPS budget for FY2016 also includes a reserve for performance range increases, merit pay, and potential reclassification actions.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	\$175,000		\$175,000
Expenses			
Capital			
Other			
Total Operating Request	\$175,000		\$175,000

Department Information DSR1	
Department	Reserve Fund
Operational Considerations	
State law provides that a town may appropriate a sum as a Reserve Fund to provide for extraordinary or unforeseen expenditures. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund. Transfers may be made only by a vote of the town's finance committee in towns with such committee. 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 request for a transfer from the Reserve Fund for a specific unforeseen or extraordinary expenditure. Any balance remaining in the Reserve Fund at the end of the fiscal year is closed out to free cash. Looking at recent examples helps illustrate the function of the Reserve Fund. In May 2013, Town Meeting appropriated \$1,373,243 for the FY2014 Reserve Fund. In the summer of 2013, \$75,000 was transferred to cover a purchase deposit on a strategic piece of property abutting the public safety building property that unexpectedly became available. At the fall 2013 Special Town Meeting, Town Meeting Members voted to appropriate \$75,000 of newly certified free cash to the Reserve Fund to replenish the budget. In January 2014, the Finance Committee approved a transfer of \$6,451 to the Police Department to replace a mobile speed detection trailer, an important public safety tool that was damaged when struck by a vehicle. In June 2014, the Finance Committee voted to transfer \$70,000 from the Reserve Fund to the Public Facilities budget to cover unexpectedly high energy costs that resulted from extreme cold weather. Finally, \$706,635 was transferred to the Snow and Ice Removal budget in order to cover the budgetary overage in that line. The Reserve Fund line in the current FY 2015 budget, approved at the May 2014 Annual Town Meeting, is \$1,464,490. The October 2014 Special Town Meeting warrant includes an article seeking to appropriate an additional \$25,167 to the Reserve Fund due to an updated revenue projection. If successful, the appropriation would bring the total FY2015 Reserve Fund appropriation to \$1,489,657. To date, no transfers have been requested from the FY 2015 Reserve Fund. The request for the FY2016 Reserve Fund is \$1,515,267. This amount was determined in accordance with the method used for establishing the Reserve Fund level for several years. The FY 2016 Reserve Fund request is 1.4% of the projected FY 2016 operating budget adjusted to remove areas that are known, or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund.) The calculation starts with the adjusted FY 2015 operating budget and assumes an annual growth rate of 2.5%. The level of funding requesting for the Reserve Fund is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.	

Fiscal Year 2016 Proposed Budget

Department Information DSR1			
Department		[Reserve Fund]	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other [Reserve Fund	[1,515,267]		[1,515,267]
f) Other []			
Total Request (d+e+f)	[1,515,267]		[1,515,267]
V2016			

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
Operational Considerations	
The Town Manager/Board of Selectmen budget includes funding for the Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions. <u>Board of Selectmen</u> The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations, representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies, making appointments to Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting in May and any Special Town Meetings that may be required, preparing the Warrant 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 Board of Selectmen and the Town Manager. This includes the coordination of licensing and permit activities and public hearings related to liquor, fuel storage, public utilities, Class I and II, common victualler, taxi, bowling licenses, entertainment, sale of second hand goods, lodging, automatic amusement, and underground storage permits and applications. This office also serves as an United States Passport Acceptance Facility, a rental and event planning resource for James Hugh Powers Hall, and a staff liaison for the Traffic Management Advisory Committee and for all Selectmen appointed committees where required. The Office also provides oversight of the Town's website, Twitter and Facebook official Town activity. The Annual Town Report, and Annual and Special Town Meeting warrants are also produced from this office. <u>Human Resources</u> The Human Resources Department is responsible for the administration of multiple employee-related functions surrounding the provision of services to Needham's citizens. As referenced above, this department serves as the liaison with the Personnel Board on behalf of the Town	

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
Manager in its advisory role in such areas as the classification of all town positions which includes review/approval of position descriptions and the corresponding compensation plan for said positions, and maintaining the personnel policies which address various aspects of employment. To provide some perspective relative to the active recruitment program, in fiscal year 2014, the department created 41 vacancy postings which attracted 1,250 applicants. Five of these postings were handled by the department seeking the candidates so the number of applications received from those postings is not included in the total. Eight postings had to be reposted in order to attract a qualified applicant pool. Five months into fiscal year 2015, nineteen vacancy postings have been created (three of which were handled by the hiring department and three are not yet posted) and 287 people submitted applications for sixteen postings handled by the human resources department. Of the nineteen vacancy postings, seven were reposted at least one time. This department also conducts internal investigations regarding issues brought forth by management or employees. It also serves as a resource to both management and employees in such areas as collective bargaining agreement interpretation, progressive discipline processes, and other general questions such as leave accruals and usage. Another responsibility is the management and administration of pre-employment and quarterly random drug and alcohol testing for police, department of public works, and public facilities department employees. Other town-wide responsibilities (which include oversight of these responsibilities for the School Department as well as Town Departments) include the management and administration of unemployment, health, and life insurances; workers' compensation insurance including the so-called 111F which applies to police and fire personnel and an excess workers' compensation coverage policy; and the health reimbursement arrangement and flexible spending programs. FY2016 Budget Summary The FY2016 budget submission is 3.6% higher than the adjusted FY2015 appropriation. Of the total increase of \$29,392, 95% is related to restructuring of the ITWA and non-represented compensation schedules. The remaining 5% - or \$1,571 - is attributable to expenses associated conference and seminar attendance and dues and subscriptions. The Professional and Technical line has been decreased by (\$610), which reflects a decrease of (\$490) in professional consulting costs for the Town Manager/Assistant Town Manager; an increase of \$580 in the professional conference registrations costs for the Town Manager/Assistant Town Manager; a (\$400) decrease in conference registration costs for the Board of Selectmen; and a decrease of (\$300) for record binding services for Town Meeting/Town Report. The Communications line has been increased by \$610 to reflect actual postage, printing and telephone costs. The postage line for the Town Manager/Assistant Town Manager is increased by \$100 and the Town Meeting postage line has been increased by \$500 to reflect actual postage costs; the Wireless Communications line for Town Manager/Assistant Town Manager has been increased by \$1,020 to cover the cost of a wireless phone for the Human Resources Director; and the Human Resources printing line has been decreased by (\$1,010) to reflect actual printing costs. The Travel and Mileage line has been increased by \$700 to reflect the actual costs for travel to	

**Department Information
DSR1**

Department	Office of the Town Manager / Board of Selectmen
-------------------	--

professional conferences for the Town Manager and the Assistant Town Manager.

The Dues and Subscriptions line has been increased by **\$277** for the Board of Selectmen and by **\$594** for the Town Manager and Assistant Town Manager.

Total Change in Expense Lines: **\$1,571**

Changes	Amount Increased	Amount Decreased
Professional & Technical – Consulting - Town Manager/ATM		(\$ 490)
Professional & Technical Development – Town Manager/ATM	\$ 580	
Professional & Technical – Conference Registration – BOS		(\$ 400)
Professional & Technical – Record Binding – TM/TR		(\$ 300)
Communications – Postage – Town Manager/ATM	\$ 100	
Communications – Postage – Town Meeting	\$ 500	
Communications – Wireless – Town Manager/ATM	\$1,020	
Communications – Printing – HR		(\$1,010)
Travel & Mileage – Town Manager/ATM	\$ 700	
Dues & Subscriptions – Town Manager	\$ 594	
Dues & Subscriptions – BOS	\$ 277	
TOTAL	\$3,771	(\$2,200)
Net Change	\$1,571	

Performance Factors

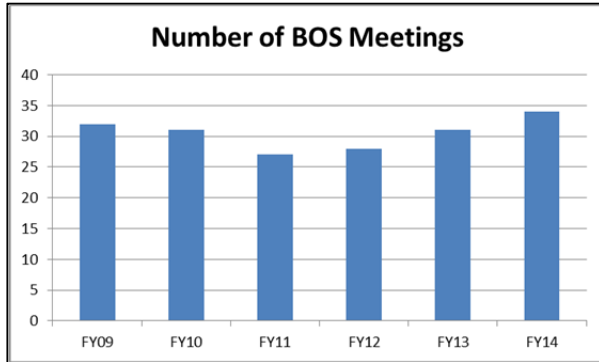
The Department has established performance measures to track output, effectiveness and efficiency:

**Department Information
DSR1**

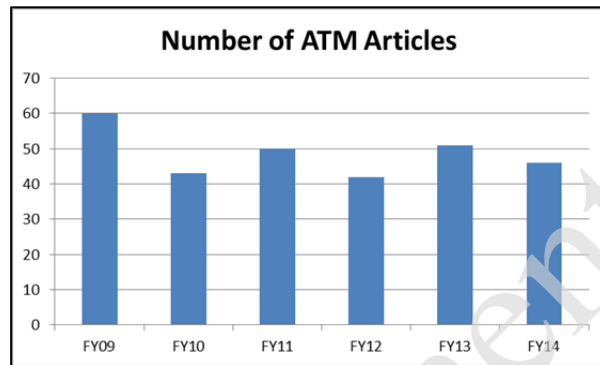
Department

Office of the Town Manager / Board of Selectmen

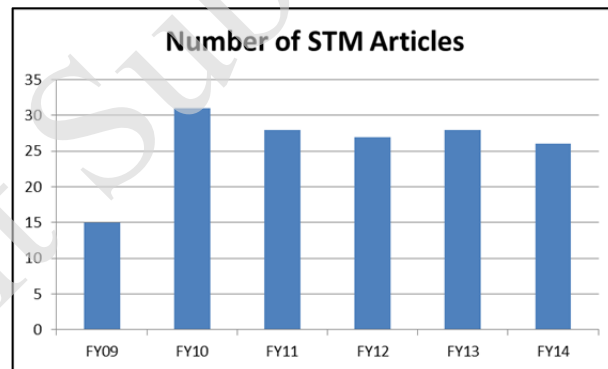
Output Measure: Number of Selectmen's Meetings



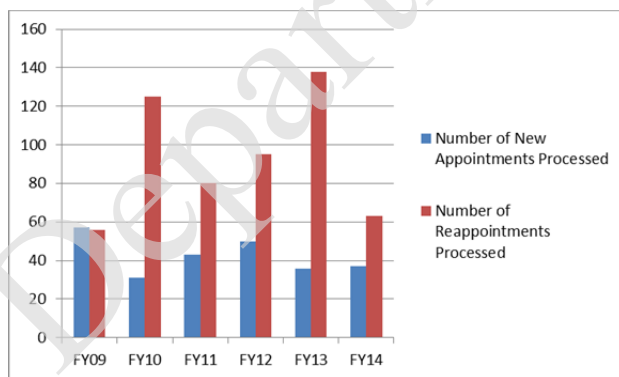
Output Measure: Number of Articles in Annual Town Meeting Warrant



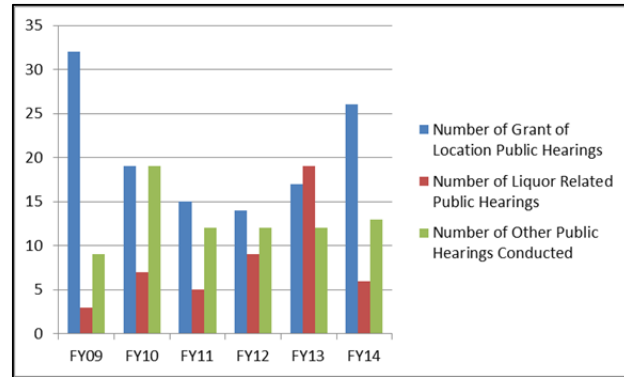
Output Measure: Number of Articles in Special Town Meeting Warrant



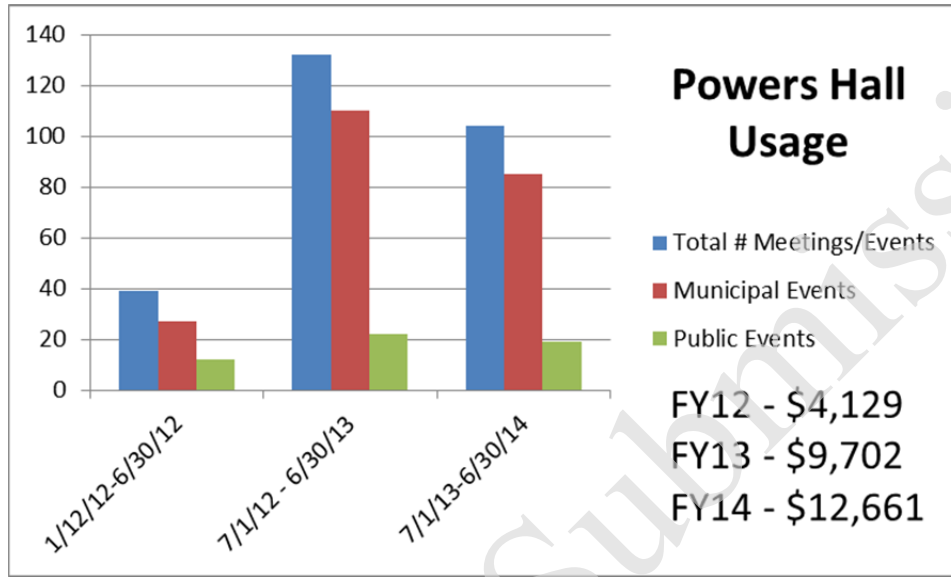
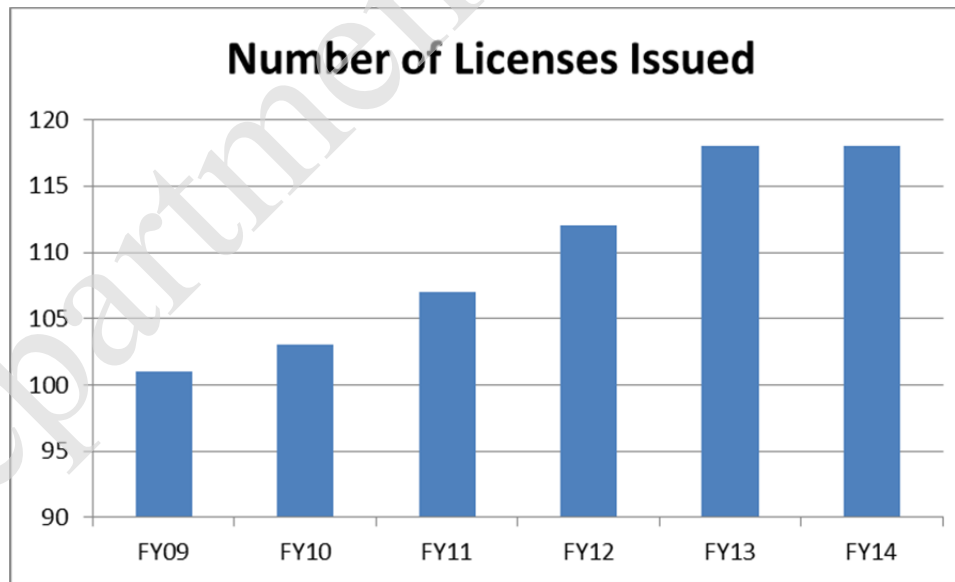
Output Measure: Number of Appointments



Output Measure: Number of Public Hearings



**Department Information
DSR1**

Department**Office of the Town Manager / Board of Selectmen**Output Measure: Powers Hall ActivityOutput Measure: Number of Licenses Issued

**Department Information
DSR1**

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

	FY09	FY10	FY11	FY12	FY13	FY14
Number of Licenses Issued	101	103	107	112	118	118
All Alcohol	14	14	15	15	16	15
Club	3	3	3	3	3	3
Wine & Malt	6	5	5	6	3	3
Package Stores	N/A	N/A	N/A	N/A	5	5
Carry in Special Permit	1	1	1	1	1	1
Class I	2	2	2	2	2	2
Class II	6	5	5	5	5	5
Common Victuallers	46	48	54	54	52	56
Innkeeper	1	1	1	1	2	2
Lodging	2	2	2	2	2	2
Sunday Entertainment	1	4	2	2	5	5
Weekday Entertainment	5	4	4	4	6	4
Bowling Alley	1	1	1	1	1	1
Livery	1	1	1	1	3	2
Pool Table	1	1	1	1	1	1
Sale of Second Hand Goods	9	9	9	9	10	10
Special Permit (24 hour food service)	1	1	1	1	1	1

Output Measure: Number of Passports, One Day Licenses & Block Parties

	FY11 (May & June)	FY12	FY13	FY14
Number of Passports Accepted	22	174	229	194
Revenue - Execution Charges	\$550	\$4,350	\$5,575	\$4,850

	FY09	FY10	FY11	FY12	FY13	FY14
One-Day Special Liquor Permit Issued	30	38	32	30	33	51

**Department Information
DSR1**

Department**Office of the Town Manager / Board of Selectmen**Effectiveness Measure: Citizen Satisfaction

Citizen Satisfaction				
	2008	2010	2012	2014
Number of residents who rate the overall quality of life in Needham as Excellent or Good	91%	96%	97%	93%
Number of residents who rate their neighborhood as a place to live as Excellent or Good	89%	94%	93%	90%
Number of residents who rate Needham as a place to live as Excellent or Good	96%	98%	97%	97%
Number of residents who rate the overall image or reputation of Needham as Excellent or Good	89%	91%	95%	91%
of services provided by the Town as Excellent or Good	85%	89%	90%	85%

Goals and Objectives

The Board of Selectmen and Town Manager developed the following goals for fiscal year 2015-2016 – several of these goals will be multi-year efforts:

- 1. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.**

Continuing Strategies

- Update the Facility Master Plan.
- Participate in the evaluation of capital facilities and Regional Agreement for Minuteman School.
- Evaluate targeted options for property acquisition.

New Initiatives

- Update Facility Financing Plan.
- Develop a bridge inventory including ownership, status, and projected capital improvement costs.
- Pursue efforts to improve drainage capacity and reduce incidence of flooding in Needham.
- Develop a plan for beautification and improvement at the RTS facility.
- Pursue the placement of utility infrastructure underground in the business districts so long as the undergrounding is part of a long-term plan for the roadway.

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
2. Maintain and improve the vitality and economic success of the Town. <u>Continuing Strategies</u> - Improve the Needham Center streetscape and infrastructure. - Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State highway). - Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design. - Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor. <u>New Initiatives</u> - Evaluate the possibility of partnering with local businesses to relocate and/or consolidate private dumpsters in municipal lots. - Explore the feasibility of implementing a permit parking program in Needham Heights. - Develop a plan for snow removal in the business districts. - Evaluate Sunday and holiday hours for package stores. 3. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. 4. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work. <u>Continuing Strategies</u> - Evaluate the impact of broadening the historical demolition delay By-law. - Work with the Planning Board on zoning provisions relating to residential construction. - Preserve the Town's interests in the Needham Mews project. - Consider the merits of a tree removal by-law. - Update the Town's Affordable Housing Plan - Evaluate the status of paper roads in Needham. <u>New Initiatives</u> - Develop an inventory of American Flag locations with status and replacement methodology. - Develop an inventory of memorial signs and plaques and a plan for cleaning and maintenance. - Coordinate with DCR to encourage access to Cutler Park. - Establish fishing areas at ponds and on the Charles River. - Expand the hours of operation of the Senior Center. - Evaluate the concept of constructing a hockey rink in a public/private partnership.	

Department Information DSR1			
Department		Office of the Town Manager / Board of Selectmen	
5. Maintain and enhance the Town’s Financial Sustainability <u>New Initiatives</u> ▪ Review special stabilization fund targets, specifically the Athletic Facility Fund. ▪ Work with the Finance Committee and School Committee to review the iPad 1:1 program in accordance with the resolution adopted at the 2014 Town meeting. ▪ Evaluate the impact of converting the Town’s water supply to an all-MWRA model. 6. Evaluate Town Operations and Administration. <u>Continuing Strategies</u> ▪ Develop a board and committee handbook. <u>New Initiatives</u> ▪ Update and post Board of Selectmen policies. ▪ Develop a policy to promote the rotation of appointed board chairs.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	742,979	51,012	793,991
b) Expenses	111,312		111,312
c) Capital	0		0
d) Total DSR2 & DSR4 Request (a+b+c)	854,291	51,012	905,303
V2016			

Department Expenditure Detail DSR2									
Department				Office of the Town Manager / Board of Selectmen					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	0	8	8	0	8	8	0	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		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							702,230	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							2,560	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							6,600	
i.	PRD1 Budget Adjustments							5,472	
Sub Total 1							716,862		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary /BOS							4,654	
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.	Recording Secretary / Other							388	
e.	Town Meeting Workers / TMTR							5,600	
f.									
Sub Total 2							10,642		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	Human Resources							364	
c.	TM/BOS							364	
d.	Powers Hall / Communications							333	
e.									
f.									
Sub Total 3							1,061		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,614	
c.	Training and Development								
d.	Tuition Reimbursement							2,000	
e.	Board of Selectmen Stipends							7,800	
f.									
Sub Total 4							14,414		
5. Total Salary and Wages (1+2+3+4)									
							742,979		

Department Expenditure Detail DSR2		
Department	Office of the Town Manager / Board of Selectmen	
Object	Description	Amount
DSR2B		
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copy machine meter charges, copier and fax machine and repairs to office equipment	12,389
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Performance Needham/TM (\$12,000) Consulting/TM (\$4,510) AV Powers Hall/Comm (\$6,300) Professional Development TM/ATM (\$4,260) Recruitment/Assessment Center – Public Safety/HR (\$14,500) Professional Development/HR (\$800) Staff Training/HR (\$7,500) Conference Registration/BOS (\$1,100) Record Binding for Town Clerk/TMTR (\$1,000)	51,970
Communications (534x)	Advertising (\$500), Postage (\$1,200), Wireless Communications (\$4,500), Printing (\$350) TM/ATM Advertising (\$6,000), Printing (\$350), Postage (\$1,360)/HR Town Meeting Postage (\$4,000) Printing for Town Report & Town Clerk Records (\$4,000)/TMTR Printing for Election & Town Meeting (\$2,000)/TMTR	24,260
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies TM/ATM (\$2,000) Office Supplies HR (\$1,000)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)	Official Functions TM/ATM	700
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Expenses TM/ATM	300
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Travel MMA, MMMA, ICMA TM/ATM (\$6,000) Travel HR (\$250) Travel BOS (\$100)	6,350
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,414)	12,343

Department Expenditure Detail DSR2				
Department	Office of the Town Manager / Board of Selectmen			
Object	Description	Amount		
	MMA, Suburban Coalition, Norfolk County BOS (\$8,679) HR (\$250)			
Other Expenses (574 X - 579x)				
6. Total Expenses				111,312
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				854,291
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2016				

Performance Improvement Funding Request DSR4				
Department	Town Manager			
Title	Management Fellow	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1		\$51,012	\$51,012
2. Expense				
3. Operating Capital		0		
4. Other Costs		0		
5. Total (1+2+3+4)	0			
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x
2. Has this request been submitted in the last three fiscal years and not funded?				x
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
6. Does the request support activities which produce revenue for the Town?				x
7. If the request is not approved, will current Town revenues be negatively impacted?				x
8. Is there an increased exposure for the Town if the request is not approved?				x
9. Is specialized training or licensing required (beyond the initial purchase)?				x
10. Does this request address a documented health or safety issue?				x
All " YES " responses must be explained in the narrative				
Description and Explanation				
The Town recently created the position of Management Fellow as a pilot program. The position supports the Human Resources Division approximately 75% of the time, with the balance allocated to special projects for the Town Manager. This request would fund the position for an additional year while we continue to evaluate the staffing needs in the HR Department. A request for funding for a permanent position may be contemplated in FY2017. This request does not include employee benefits and other legacy costs. The primary functions of the Management Fellow include: evaluating and making recommendations to improve employee benefit service delivery systems, evaluating and improving the monthly benefits reconciliation process, evaluating and improving the process for preparing for the annual audit and OPEB reporting, and evaluating and improving practices for the preparation of the employee benefits budget. The Town is a member of the West Suburban Health Group (WSHG), which administers the Town's health insurance offerings. Recently, several communities have voted to withdraw from the WSHG and it may not remain an option for the Town over the long term. The Management Fellow would evaluate the alternative health insurance options that are available to the Town and its employees, with competitive plans at competitive costs.				

Performance Improvement Funding Request DSR4			
Department	Town Manager		
Title	Management Fellow	Priority	1
Special projects that would be completed by the Fellow include developing a training curriculum for employees at all levels, updating and modernizing the employee application and performance review processes, updating personnel and benefits policies, exploring opportunities for employee engagement, improving the Town's performance measurement efforts, exploring paperless processes, and conducting compensation and classification reviews.			
			V2016

Department Information DSR1	
Department	Town Clerk / Board of Registrars
Operational Considerations	
<u>Town Clerk / Board of Registrars</u>	
The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2013 had three scheduled elections and ended up with a total of seven elections including two double elections as well as three Special Town Meetings and the Annual Town Meeting. It was a hectic year! FY2014 had only one scheduled election and FY2015 has three scheduled elections – The State Primary on Tuesday, September 16, 2014, the State Election on Tuesday, November 4, 2014, and the Annual Town Election on Tuesday, April 14, 2015. FY 2016 has only two scheduled elections – the Presidential Primary on Tuesday, March 8, 2016 and the Annual Town Election on Tuesday, April 12, 2016. With only two elections scheduled for Fiscal Year 2016 the Town Clerk/Board of Registrars budget shows an overall decrease of \$2,443. This reflects a decrease in salary costs of only \$513. Additional salary costs for 80+ election workers of \$11,100 offset by additional salary costs approved at Town Meeting for \$2,937 in FY15 for 2 staff members plus an increase in overtime of \$168 and longevity of \$2182 plus step and grade salary changes to be approved at the October 27th Special Town Meeting also reflect decreases over FY15 with the decrease of one election. It is important to note that the programming costs associated with the Annual Town Election are greater than the costs for a State Primary and State Election due to the 10 individual precinct ballots as opposed to one State ballot. In addition the State pays for costs associated with ballot printing for State Elections while the town is responsible for printing costs associated with the Annual Town Election. In addition, costs for absentee ballots for the State Election are usually considerably higher than for the State Primary or Annual Town Election. Total Salaries FY16 budget decrease: \$513 This includes a decrease of \$513 in overall salary costs. The cost for 80+ election workers for one election is approximately \$11,100. However, miscellaneous salary increases in the Town Clerk's salary budget of \$3,633, increase in the overtime line item of \$168, and an increase in the Board of Registrars salary budget of \$2,510 for FY15 as well as anticipated step and grade increases subject to the October 27, 2014 Special Town Meeting. Purchase of Service & Expenses: A total decrease of \$1,930 as follows: -\$1930 1. Town Clerk/Elections (531x) – Professional & Technical – a decrease of \$1600 in Printing and programming costs for one less election in FY16. -\$1600. 2. Town Clerk/Elections (534x) – Postage per piece increased to \$.49 which includes 11,000 census mailing, confirmation notices, absentee ballots, etc. Plus cost of folding, stuffing, and collating census to mail at \$700. However with 1 less election scheduled for FY16 the overall postage line item has decreased. -\$905.00 3. Town Clerk/Elections (5345) –Printing/Mailing – an increase of \$1525 includes increased printing costs plus the cost of stuffing, folding, collating census for mailing,. +\$1525 4. Town Clerk (542x) – Office Supplies – a decrease in supplies due to only two elections in FY16. -\$425.00	

Department Information DSR1	
Department	Town Clerk / Board of Registrars
5. Elections (549x) – Food Supplies – an decrease in costs for food due to one less election. -\$325.00 6. Elections (5303) – P&T Sem. & Train. – a decrease of \$200. -\$200. Total Salary FY16 budget decrease: - \$513. Total Expense FY16 budget decrease: -\$1,930. Total FY16 Budget decrease: -\$2,443. The total Town Clerk/Board of Registrars Operating Budget for FY 15 = \$360,377 representing a total decrease of \$2443 over FY15. The capital request for \$85,000 to replace the town's 11 Accuvote Machines was approved at the November 4, 2013 Special Town Meeting. The new federally approved voting machines have been approved by the Commonwealth of Massachusetts and were tested in four precincts at the 2014 Annual Town Election on a trial basis. We hope to purchase the new voting machines in time for the 2015 Annual Town Election.	
Performance Factors	
<u>Town Clerk / Board of Registrars</u>	
The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street list, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings called by the Board of Selectmen. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns average 75 - 85% each year and we use a variety of methods to gather census data in addition to the annual mailing such as telephoning, voter registration, dog licensing, and mailing second notices to obtain as close to a 100% return as possible. The office addresses the needs of the residents on a daily basis issuing various licenses such as dog licenses, marriage intentions, Storage of Flammables registrations, business certificates, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications/decisions and certifies the same upon the completion of the appeal period. The office administers and maintains the town's vital records and issues close to 5,000 certified copies annually. Our records date back to 1711. The staff continues to serve as commissioners to qualify oath of office for state commissions and provides copies of the Summary of the Conflict of Interest Law, Open Meeting Law and the Mandatory Online Ethics training to all town employees, board and commission members biannually and records receipts thereof. The office served as agents to process passports up until May 1, 2011 at which time the U.S. Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue.	
WHAT'S NEW?	
 As we prepare for the Fiscal Year 2016 budget in October 2014 The Town Clerk's Office staff is extremely busy processing absentee ballots for the November 4, 2014 State Election. We are also conducting the test deck for this election, creating the updated voting lists, official tally sheets, election day supplies, scheduling 80+ workers to work on	

Department Information DSR1	
Department	Town Clerk / Board of Registrars
	Election Day and preparing for the October 27, 2014 Special Town Meeting. ✚ Ethics, Opening Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk's Office. With just the Open Meeting Law requirements, this office has posted almost 5000 meeting notices. The computer program is slow and the process is time consuming. ✚ The Vitals electronic records program continues to expand. The electronic birth system is working well with all birthing communities and resident communities receiving and processing our birth records daily. The electronic death program finally went online as of October 1, 2014 after a 1 ½ year delay. Extensive training programs continue to be provided by the State Department of Vital Statistics. The electronic marriage program should eventually become a reality in the not too distant future. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and be in compliance with federal regulations. The Town Clerk requested that she and the office staff be appointed Agents to Issue Burial Permits along with members of the Health Department. This was approved by the Board of Health in August, 2014. We hope this will continue to streamline the new electronic processing. ✚ Records Management System –The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall two years ago. The basement vault that once housed most of the archival departmental records does contain those of the Board of Selectmen/Town Manager department, the Assessors' Department and the Town Clerk's Office. These records have been computerized. Other archival records are stored in other basement areas behind the vault. One of our goals would be to assist those departments in creating an itemized list in order to assist in the periodic disposition of records no longer required. ✚ During the summer of 2009 we spent many hours retrieving materials in preparation for our temporary move to the Public Service Administration Building. One of the items we discovered was a series of old, unbound records. The Annual Town Meeting of 2012 approved funding for a portion of these old, unbound records under approval of the Community Preservation Committee. We went out to bid and Kofile Preservation, Inc. was awarded the bid. This work was completed and Kofile did an amazing job. We applied for restoration funding through the Community Preservation Committee for the second portion of these unbound vital records found in a series of manila envelopes containing birth, marriage and death records from 1898 through 1917. The Annual Town Meeting of 2014 approved the funding and we just awarded the contract to Kofile Preservation, Inc. ✚ We are currently looking into an online dog licensing program and hope to select a vendor within the next 6 months. Along with the online dog licensing program, we are hoping to soon be able to provide an option for credit card payments to our customers. ✚ FY2014 revenue totaled \$287,537.10 compared with FY2013 of \$225,757.90. This represents an increase of \$16,779.20 and \$79,313.55 over FY12. On October 8, 2013 the Board of Selectmen approved an increase to the dog licensing fees beginning in 2014. This shows an increase in FY14 of approximately \$32500 in revenue of which a portion will be used to maintain the Needham dog park.

Department Information
DSR1

Department**Town Clerk / Board of Registrars**

The following are total revenues by category for Fiscal Years 2010 – 2014:

Fiscal Year	2014	2013	2012	2011	2010
Passports	0	0	0	3,650.00	5,550.00
General Fees	104,885.10	100,086.90	82,911.30	113,498.42	97,816.73
Liquor Licenses	95,630.00	75,805.00	74,724.00	70,095.00	84,470.00
Other Licenses	24,387.00	20,498.00	19,823.00	21,192.00	20,662.00
Dog Licenses	61,635.00	29,368.00	30,731.00	30,089.00	27,840.00
Fish & Game	0	0	34.25	141.70	210.15
	\$287,537.10	\$225,757.90	\$208,223.55	\$238,576.12	236,548.88
SOS, UCC	0	0	0	0	0
Reimbursements	0	0	0	0	0
Sub Total	\$287,537.10	225,757.90	208,223.55	238,576.12	236,548.88
Fish & Game Pd to State	0	0	605.25	2,487.50	4,006.50
TOTAL	\$287,537.10	225,757.90	208,828.80	241,063.62	240,555.38

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2014. To date we have restored twenty-seven volumes.
- ✚ Document imaging of the Town Clerk's records and the Board of Selectmen minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2014 Town Clerk's Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval program continues to remain on our wish list to use in combination with the MIS scanner to complete the record management search and retrieve program which could be available town wide.

Board of Registrars:

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. Several new regulations currently in effect includes the voter ID requirement for new voters registering to vote after January 1, 2003, provisional ballots for voters whose name does not appear on the voting list on election day, and the rejection of over voted ballots by the Accuvote scanning machines in order to allow corrections by the voter on election day. The Secretary of the Commonwealth provided one federally mandated electronic handicapped marking machine (the AutoMark) for each polling location (7) beginning with the April 9, 2007 Annual Town Election. Unfortunately, few voters use these machines. One voter out of 11,000 is a pretty costly federally mandated program. Passage of Chapter 299 of the Acts of 2006 permits cities and towns to appoint poll workers from outside the city or town, allows the appointment of no more than 2 election officers who are residents of the Commonwealth and 16 or 17 years of age to work on election day. We have contacted the High School to solicit students to work on election days and we have had increasing success in the past couple of years. The Needham High School civic teachers provided us with the names of several students to work on elections days and these students were fantastic! We hope to continue to promote High School students as Election Workers on a part time basis.

Department Information DSR1	
Department	Town Clerk / Board of Registrars
There was a huge push at the State level to pass Election Day Registration in the summer of 2008 but it fell by the wayside at the last hour. Recent legislation as stated above has passed some excellent election legislation and was endorsed by the Massachusetts Town Clerks Association. One piece of this legislation, early voting, should prove a benefit to all clerks when properly implemented. We hope the Secretary of the Commonwealth will create a viable process for early voting in Massachusetts. This could, in fact, help to ease the crunch of absentee voting processing at the local level. As the official election officer for the Town of Needham, I feel very strongly that updated absentee voting procedures while still maintaining the voter's integrity is extremely important and appropriate. <u>WHAT'S NEW</u> ✚ The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote by email or fax in addition to postal mail. This process began with the November 2, 2010 State Election. We had about 18 federal absentee voter applications. For the 2012 State Election Needham had over 150 overseas voters who received individually both the state and special town ballots either by email or fax. This process has been very well received. Currently we have approximately 15 UOCAVA voters receiving their ballot overseas by email for the November 4, 2014 State Election. ✚ This office continues with the replacement of the very old wooden voting booths. Many of the wooden booths are falling apart and could cause injury to the voters if the tray collapses during voting. The original goal was to purchase enough booths so that each precinct has a least two 4-unit voting booths (80 units in total) supplemented by existing wooden voting booths during elections in which a high voter turnout is anticipated. To date we have purchased a total of 68 booths in either two or four-units each. Each 4-unit booth costs approximately \$660. We have ordered another 4 4-unit voting booths in FY15 for a total of 84. Our goal is to reach a total of 10 voting booths in each of our 10 precincts. ✚ Town Meeting approved the purchase of new voting machines. The State has finally approved two new systems for use in Massachusetts and we are in the process of going out for a second Request For Proposal and hope to have new machines on board for the Annual Town Election in April 14, 2015. Performance measures under the Board of Registrars division depend mainly on the number of elections per year and the amount of changes in election laws. Recently Election reform legislation was passed by the Massachusetts Legislators which includes, in part, elimination of the cancellation device, election day registration, early voting, periodic statewide precinct election audits, and creation of an election task force in which both the Mass City and Town Clerks Association will have representation. Much of this legislation will not become law until the 2016 Presidential Election. We will continue to monitor proposed legislation carefully for future implementation.	

Department Information DSR1			
Department		Town Clerk / Board of Registrars	
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$312,414		\$312,414
b) Expenses	\$45,520		\$45,520
c) Capital	0		0
d) Total DSR2 & DSR4 Request (a+b+c)	\$357,934		\$357,934
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Town Clerk / Board of Registrars					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	3	.5	4.5	3	4.5	4	3	4.5
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x	4	3
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$245,338	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$9,170	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation (Stipend for Town Clerk = \$1,100)							\$1,100	
i.	PRD1 Budget Adjustments							\$1,966	
Sub Total 1								\$257,574	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage							\$26,737	
d.	80 Election workers Per Election x 2 Elections (Pre. Primary - Tuesday, March 8, 2016								
e.	And Annual Town Election Tuesday, April 12, 2016							\$22,100	
f.									
Sub Total 2								\$48,837	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime							\$4,368	
b.									
c.									
d.									
e.									
f.									
Sub Total 3								\$4,368	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.	Board of Registrars = \$545 X 3 = \$1635							\$1635	
f.									
Sub Total 4								\$1,635	
5. Total Salary and Wages (1+2+3+4)								\$312,414	

Department Expenditure Detail DSR2		
Department	Town Clerk / Board of Registrars	
Object	Description	Amount
DSR2B		
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	4 Typewriters = \$450, 1 time clock = \$200, 11 Acuvote Machines @ \$220 - \$2420,	\$3,070
Rental & Leases (527X)	Iron Mountain Storage = \$440, P.O. Box 920663 = \$200	\$640
Other Property Related Services (529x)	N/A	
Professional & Technical Services (530x - 531x)	Binding Vitals (6 x \$350) = \$2100, Misc. Record Restoration \$1200 = \$3,300; Program/printing for 2 Elections (ATE: \$6500 + \$2700 ES&S = \$8900), Pres. Prim, \$2500. Total \$11,400	\$14,700
Communications (534x)	5341: Postage at \$.49 Town Clerk Misc. = \$1960. Postage - Census 11,000 x \$.49 = \$5,390, Confirmation Notices (1000 x \$.28 x 2 = \$560), Misc. \$250, Absentee ballots 600 x 2 Elections = 1200 x \$.85 = \$1020. 5344: Wireless monthly fee (\$45 x 12 = \$540). 5345: Printing letterhead, Misc. + A.G. By-Laws - \$500. Misc. \$200. Printing 2016 Street List - \$2800, Census forms = \$1200, Confirmation Notices = \$1200, Census Envelopes = \$650, Warrants (2 x \$125 = \$250), Census stuff, fold collate = \$700	\$17,220
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	5420: Office Supplies (TC) = Misc. supplies \$1,000, Election supplies (2 x \$225 = \$450). (Bd. Of Registrars) - Misc. Supplies = \$1,000, Election Supplies (2 x \$200 = \$400), Voting Booths (4 4-unit booths x \$660 = \$2640) = Total \$4,490	\$5,490
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)	5490: Food Supplies for 2 Elections x \$400 = \$800	\$800
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		

Department Expenditure Detail DSR2				
Department	Town Clerk / Board of Registrars			
Object	Description	Amount		
Governmental Charges (569x)	5490: Office Supplies – Dog tags/licenses = \$650	\$650		
Travel & Mileage (571x – 572x)	5710: Town Clerk: Conf, in-State – 3 MTCA Conferences = \$1,000, TRri-County (2 dinner meetings) = \$200, 5720: Conf, Out of State – NEACTC \$350, IIMC = \$900 = \$1,250	\$2,450		
Dues & Subscriptions (573X)	5730: Dues & Membership – Intntl \$200, NEACTC \$25, MTCA \$150, Tri-County \$25 = \$400	\$400		
Other Expenses (574 X – 579x)	Other Expenses – Town Clerk Annual Bond	\$100		
6. Total Expenses		\$45,520		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$357,934		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?				
	YES	X	NO	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
	YES		NO	X
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES		NO	X
V2016				

Department Information DSR1			
Department		Legal Department	
Operational Considerations			
Provides legal services to the Town, including outside counsel. Attends Selectmen’s and Town meetings. Represents the Town before the courts and administrative agencies. Drafts and reviews contracts, by-laws and regulations.			
Performance Factors			
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	75,422	0	75,422
b) Expenses	254,000	0	254,000
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other			
f) Other			
Total Request (d+e+f)	329,422	0	329,422
V2016			

Department Expenditure Detail DSR2									
Department				Legal Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							75,422	
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								
Sub Total 1								75,422	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								75,422	
DSR2B									

Department Expenditure Detail DSR2				
Department	Legal Department			
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	General and specialized services; General – 190,000; HR – 10,000; Environmental – 25,000; Solar – 5,000; Cable – 5,000; 40B – 15,000	250,000		
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)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Electronic subscriptions	3,860		
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	Dues and subscription to law books	140		
Other Expenses (574 X – 579x)				
6. Total Expenses		254,000		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		329,422		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES		NO	X
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
V2016				

Department Information DSR1			
Department		Personnel Board	
Operational Considerations			
The Personnel Board is established under M.G.L. c. 41 § 108A and C. The Board works with the Town Manager and provides guidance pursuant to the Town's human resources systems in accordance with State Laws and the Town's Charter. The Board also advises Town Meeting when appropriate. The functions of the Human Resources Department (which serves as staff for the Personnel Board) include reporting, when appropriate, to the Board of Selectmen, the Town Manager, and Town Meeting; receiving copies of articles related to the human resources systems that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to the Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, Personnel Board, and Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements. The professional and technical services line is level funded from FY 2015. We expect that this amount reflects the actual expenses associated with one classification and compensation study. We will have to procure the services of a new consultant to conduct this study following procurement laws.			
Performance Factors			
According to the standard classification and compensation schedule, the Management titles were scheduled for FY 2013. This compensation study was completed in FY 2014 using the services of a consultant who surveyed comparable municipalities. The next groups in line for a study are as follows: NIPEA, (DPW position titles), BCTIA (Trades and Custodians), Professional and Technical (non-represented) and ITWA (Independent Town Workers' Association) which includes Professional and Technical and Administrative Support titles. The last group in this list was completed in FY 2014 and scheduled to be implemented in FY 2015. The Town may switch the order of the scheduled studies because the BCTIA collective bargaining agreement expires on 6/30/15 and negotiations for a successor contract will begin in January. By switching the order, this will bring the study in line with negotiations.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	15,000		15,000
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other			
f) Other			
Total Request (d+e+f)	15,000		15,000
V2016			

Department Expenditure Detail DSR2									
Department				Personnel Board					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	00		0	0	0	0	0	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	0	0
1. Salary and Wage Permanent Positions.									
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								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								0	
DSR2B									

Department Expenditure Detail DSR2				
Department	Personnel Board			
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Classification and Compensation Study according to standard schedule		15,000	
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)				
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			15,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			15,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES	☐	NO	☒

V2016

Department Information DSR1	
Department	Finance Department
Operational Considerations	
The Finance Department's budget is driven by Federal, State, and local requirements as well as financial and budgetary work created as a result of the services and operations provided by municipal and school departments to residents, young and old, taxpayers, commercial operations, commuters, and visitors. The primary functions of the Finance Department are to protect the financial assets of the Town; monitor and enforce procurement regulations, ensure that spending is consistent with appropriations, and assist departments with their reporting and submission requirements. It is our responsibility to accurately calculate property valuations and tax assessments. The department also coordinates municipal parking operations with other departments and agencies, and is the office that handles all parking fine appeals. The department processes bills and collects revenues that are due the Town. The Information Technology Center (ITC) maintains the Town's IT networks (there are more than one) and other system wide technology operations. 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 a means to continue 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 also 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, establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures. 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.	
<u>Divisional Activities</u>	
Accounting: The Town Accountant maintains the Town's financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The office relies upon the enterprise-	

Department Information DSR1	
Department	Finance Department
wide financial software applications from Tyler Technologies (Infinite Visions) and SunGard Public Sector. Infinite Visions centralized accounting system is used by all departments including the Needham Public Schools. The system provides a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system also tracks account payables, fixed assets, payroll and other accounting processes. Accounts receivables are tracked using the software from SunGard Public Sector. The Town Accountant reviews procedures governing transactions in the accounting systems and makes recommendations to the Assistant Town Manager/Director of Finance. The office also ensures that expenditure controls are in place. Most all obligations are identified through purchase orders, contracts, and other commitments and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support other spending commitments. Departments may use the accounting system to determine, at any given time, the amount of their appropriations that are available for other commitments. Assessing: The primary function of the Assessor's office this year, as it is every year, will once again be one of keeping tabs on the sales and economic activity that took place in calendar year 2014, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. FY16 will follow the Department of Revenue mandated triennial recertification of FY15 for Needham. This work requires in house expertise and use of consulting services to assistance in developing, explaining, and supporting the valuation determination and reporting requirements. The residential market review for certification was, for the most part accomplished in house by inspecting all properties that changed hands during CY 2013 to confirm that the physical information as well as the description of the condition of the property is up to date in the Town's assessing database. The use of consulting services in FY15 resulted in many successful dispute resolutions on prior appeals by taxpayers in addition to successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers thus reducing the number of ATB appeals. The department will require assistance from consultants in FY16 to ensure compliance with the Trip Advisor TIF agreement, which is effective in FY16. 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 DOR prior to certification of the FY16 values. The staff promptly follows up on building permits for new construction, additions, remodels, and demolitions that are issued by the Building Department. The purpose of these inspections, in addition to maintaining accurate data for the Town's records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is an essential part of establishing the tax levy for the subsequent fiscal year. Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in Needham Crossing has continued to accelerate in 2014 as work expected to be completed on	

Department Information DSR1	
Department	Finance Department
the construction of a Trip Advisor facility as well as the Cabot Street Data Center. The effect on commercial rents in Needham Crossing due to facilities being revitalized and the anticipated advancement toward Needham of the I-95 (Rte128) "add a lane" project, with its Kendrick Street ramp, may likely be positive, with better accessibility to the area in the not too distant future. 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 also does onsite visits to many businesses during the year to verify the listings of assets submitted. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in Needham Crossing is likely to be significantly enhanced by the equipment sure to be housed in the projects mentioned above. Fortunately, Needham, was never seriously affected by the trends brought about by the economic downturn in the earlier part of the decade as in much of the Commonwealth, and has seen a tremendous surge in residential sale prices. The median residential sales price, which began to rise dramatically in the second half of calendar year 2013, and have continued to increase in 2014. This seems to signal a return of the rampant seller's market that was prevalent in the early to mid-2000. The sustainability of this market, where bidding wars have become the norm, into calendar 2015 is yet to be seen. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have been eliminated, thereby increasing values slightly in what appears to be a stable commercial/industrial sector. As always the office will process upwards of 30,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year. Collector: The Collector's office continues to ensure that all bills, i.e. real estate, personal property, excise, water and sewer bills are mailed timely and in accordance with state statutes. Having experienced another year of economic distress we have continued to maintain a stable collection rate as the chart below indicates. Collections remained consistent with the prior year the last quarter of fiscal year 2014 showed a decrease in the amount outstanding at year end. The monitoring of collections and the timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the Fiscal Year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%. We remain sensitive to the need of the public and the impact lower interest rates have had on individuals, especially the elderly, who, in some households depend on investments to provide	

Department Information DSR1	
Department	Finance Department
the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining timely collections. In addition the Town has provided assistance through two programs, one which is a voluntary donation account and one that is subject to appropriation. Property Tax Relief/Assistance funds: The Town established the Elderly and Disabled Taxation Fund (EDTF) at the November 12, 2003 Special Town Meeting. This fund is authorized under Chapter 166 of the Acts of 1998. This allows the Tax Collector to include an insert with the bills so residents and taxpayers may make voluntary contributions to the fund. The awards from the fund are overseen by a five-member Elderly and Disabled Taxation Aid Committee. The committee consists of the Town Treasurer, a representative for the Board of Assessors, and three citizens appointed by the Board of Selectmen. To date, the Committee has awarded 381 grants for a total of \$161,850. The Town also established a local match program the so-call Property Tax Assistance which was first approved at the 2009 Annual Town Meeting to which funds are appropriated by Town Meeting for the purpose of providing additional tax assistance and to encourage donations to the EDTF. This program is administered by a similarly structured committee. Since its inception the Property Tax Assistance committee has awarded 185 grants for a total of \$60,144. Property Tax Work off: The Town also offers a Property Tax work off program whereby a resident can work for the Town, and the compensation earned is applied as a credit to their real estate taxes up to \$1,000, depending on the number of hours worked. At the 2014 Annual Town Meeting the body voted to establish the Veteran's Property Tax Program which will be similar to the Property Tax Work off program but is for eligible veterans. Credit Cards: In FY13 the Collector's office began accepting online payments for water and sewer charges either by credit card or e-check. Previously individuals could only pay those bills online if their banking institution offered a service that provided for direct payment from their checking or savings account. The chart below (see performance factor #5) reflects the increase in activity since online payment has been made available. Outstanding Taxes: Although the percentage of outstanding taxes at the end of fiscal year 2014 increased, it remained under 1% (see performance factor #7). As of September 30, 2014 the outstanding tax amount dropped to just 0.28%. Treasurer: Fiscal year 2016 looks to be another challenging year for generating safe interest earnings. The amount of interest earned on deposits for FY14 reflected the very low rates offered by banks, and FY15 to date has not shown a change. 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. 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 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. We have consistently outperformed the established benchmark, MMDT (Massachusetts Municipal Depository Trust) for the past several years as indicated by the chart below (see performance factor #6). In 2014 the Town received approval from the State Retirees Benefits Trust fund (SRBT) to	

Department Information DSR1	
Department	Finance Department
invest the Other Post-Employment Benefits (OPEB) funds through them with the Pension Reserves Investment Trust (PRIT). The rate of return for fiscal year 2014 was 17.6% which exceeds the actuarial assumed rate of 8%. Parking Clerk: Parking activities within the town are administered through the coordinated efforts of several different Town departments. The Police Department conducts enforcement activities in response to the needs of the community. The Highway Department performs installation, signage, repair and maintenance activities. The Finance Department through the Treasurer's office is responsible for the collection of fines and penalties and the resolution of parking appeals through the Office of the Parking Clerk. The Parking Clerk holds weekly hours for hearings and requests are accepted in person, by mail and online. The Parking Clerk maintains ongoing contact with Treasurer's office staff, the Police Department, the Highway Department, collection service, and parking violators. A fair and impartial process for investigating and resolving disputes is in place. A vigorous program has also been instituted to promptly identify and report parking meters needing repair to the Highway Department. 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 that must be followed pursuant to the applicable Massachusetts General Laws. Towards this end, the Purchasing division strives to safeguard taxpayer's dollars by obtaining the most advantageous value and promoting a fair competitive process that is honest and open. The Purchasing division also has functional oversight of the procurement procedures conducted by individual departments, and serves as a resource on procurement law inquiries. The Purchasing division reviews all purchase requisitions for accuracy and adherence to legal procurement requirements, and conducts formal (IFB and RFP) and informal (request for quotes) procurements for departments that do not have staff dedicated to this task. The Department has been involved in drafting a plan for the Town to integrate with the recently implemented Commonwealth of Massachusetts state contract website and online marketplace, Commbuys, with the goal to benefit from its value, with greater controls and reporting capabilities. The online tool will provide the Town with access to the numerous vendors registered with the Commonwealth, which may increase competition, and potentially, afford the Town with even greater value. Purchasing division is developing a Standard Procurement Manual for all Town departments to utilize, and to keep Town employees abreast of changes in the procurement law and the effect they have on purchasing practices. Additionally, the Finance and Procurement coordinator will attend seminars conducted by the Office of the Inspector General to achieve Massachusetts Public Purchasing Official certification. The Finance and Procurement coordinator also serves as Insurance Liaison in risk management administration. One of the goals for the upcoming year is to work with Town departments to maximize the Town's potential for Insurance rewards through employee education and implementation of risk reduction practices (MIIA Rewards program). In FY14, \$20,160 in reward credits was awarded to Needham. We are looking to increase this amount by 5% in the next year.	

Department Information DSR1	
Department	Finance Department
Information Technology Center (ITC): Information Technology Center (ITC) continues to support internal and external departmental operations throughout the Town. Town services, systems, applications, and networks are constantly in demand requiring ITC to support a 24x7 operational need within the bounds of the normal Town business hours. Updating and upgrading is done within business hours to the extent that there is minimal operational down time for departments. When not possible, updating and upgrading projects are done after normal Town business hours. There are continual increased requests by the departments for service and support provided by the ITC as well ITC has supported continued increased growth of Information Technology Users (ITU) throughout the departments. Several departments have begun requesting more opportunities for external mobile capability which will continue to place demands on ITC moving forward. These requests will require different hardware and software than supported in the past furthering demands on ITC staff. The inclusion of an Application Administrator position within the department as well as an FTE position change to a Technology Support Technician within ITC will help support the increased service requests from other departments. These positions will take on more day to day functions allowing the Network Manager to be more productive supporting high end technology functions. The Network Manager position continues to operate as a multi-functional position supplying network engineering, security, and appliance support. The Geographic Information Systems (GIS) Administrator has seen increased requests for services for economic development projects as well as infrastructure updates and will continue to update GIS data through flight imagery and data collection as well as internal digital processes. The ITC will continue to use operational dollars to work with outside consultants for ITC internal projects when different or enhanced skill sets are needed. These ITC internal projects include hardware and software that support and maintain both ITC and Town department processes. <u>Operating Budget Summary</u> The FY16 budget submission is \$2,553,301 which is a change of \$72,019 (2.9%) over the appropriated budget of \$2,481,282. However, that budget did not include raises for the union personnel in the department because a successor contract had not yet been reached. The Town and the union reached agreement in the summer of 2014 and Town Meeting approved the contract on October 27, 2014. Those employees were entitled to retroactive pay back to July 1 and \$30,526 was transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department which resulted in a revised FY15 budget of \$2,511,808. When comparing the FY16 requested budget of \$2,553,301 to the revised FY15 budget of \$2,511,808, the net change is \$41,493 or 1.7%. There are some individual line item changes which are reviewed below; 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. We have not submitted any DSR4 requests this year. Below is a summary of the changes. <u>Salary and Wages:</u> The fiscal year 2016 budget submission of \$1,701,565 is \$10,736 higher than the current budget of \$1,690,829, an <u>increase of 0.6%</u> after accounting for the transfer from the Classification, Performance and Settlements budget line by the Town Manager to reflect the union contract settlement. Any merit raise that may be approved for any of the managers in the Department would also be funded from the reserve. The department budget for FY16 already has the cost-of-living increase approved for the various employee groups. The FTE's	

Department Information DSR1	
Department	Finance Department
for FY16 has declined slightly from that which was funded in FY15 and FY14 due to a department restructuring. The submission includes step and longevity increases for the fourteen (14) 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 runs through June 30, 2018. The request also includes step and longevity increases, if applicable, for the three (3) non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the non-benefited part-time positions, the Parking Clerk and an administrative support position in the Collector/Treasurer office, are based on current classification and compensation plans. Merit pay increases for managers, if any, for FY16 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The base overtime budget is <u>\$3,800 higher</u> than the current budget which is based on the day-to-day demands on the department. The overtime allowance for the Accounting, Assessing, Collector/Treasurer, Parking Clerk and ITC offices has been submitted at \$1,125, \$500, \$1,250, \$4,000, and \$4,500 respectively. <u>Services, Supplies, and other Expenses:</u> The fiscal year 2016 submission of \$813,261 is \$29,782 higher than the current appropriation of \$783,479 or 3.8% more. The 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 FY16. ➤ Repairs and Maintenance line is 800 or 6.1% more than the current budget. This is attributed to increased cost for equipment and technology maintenance repairs. ➤ Rental and Leases line is \$50 or 0.9% less than the current budget. This reflects a slight reduction in the estimate annual postage meter rental. ➤ Professional and Technical Services line is \$6,694 or 1.2% more than the current budget. This increase is reflective of the continuing reliance on technology. Software support and annual use license fees increase. A portion of the estimated increase in software costs (\$14,838) was offset by an anticipated decrease in banking related services. Ambulance billing collection service costs are expected to increase in FY16 because one the contract will expire and the number of bills processed has increased, the estimated increase is \$6,985. This line was also reduced by \$10,000 by transferring the amount to communication as the costs that related to producing, printing and mailing bills is considered a communication expense, not a professional service expense. ➤ Communications line is \$18,573 or 16.2% more than the current budget. This increase is attributed to \$10,000 being moved from the professional and technical services line (costs that are related to producing, printing and mailing are to be charged against this expense) and an increase of \$8,573 in mailing and following up on unpaid bills. ➤ Office Supplies line is \$1,640 or 19.3% more than the current budget. After several	

Department Information DSR1																															
Department	Finance Department																														
years of competitive pricing by office supply companies, which allowed the department to reduce the budgeted amount, the trend has ended and the department is seeing higher costs in many divisions, especially in ITC. ➤ Other Supplies and Equipment line is \$250 less than the current budget or -0.4%. This line has been lowered with a reduction in the cost of supplies for parking tickets. With the implementation of the handheld electronic violation notice machines, the number of old-style parking tickets needed to be printed has decline. ➤ Governmental Charges line is unchanged for FY16. ➤ Travel and Mileage line is \$2,470 or 25.5% more than the current budget an increase. Reflective of increase cost in general for parking, mileage reimbursement, local transit, and conference and annual school attendance. ➤ Dues and Subscriptions line is \$95 or 2.2% less than the current budget. The estimated overall cost for these services is less. ➤ Other – Expenses line is unchanged for FY16. Operational Capital: The FY16 base submission of \$38,475 is \$975 more (2.6%) over the current year budget. This is the first increase in this line in over six years. The increase is to account for both the higher number of items that may be replaced in a given year and a greater number of devices. These funds provide for the purchase of replacement PCs, low end data servers, and network components. There is a secondary part to the annual operational capital request found as part of the CIP request for network hardware, larger servers, switch replacements and equipment upgrade at \$30,000 per year.]																															
Performance Factors																															
1. Direct deposit of pay participation by employees.																															
Measure: Percentage of payments by direct deposit vs. check.																															
Results:																															
<table><tr><th>Year</th><th>1st Qtr</th><th>2nd Qtr</th><th>3rd Qtr</th><th>4th Qtr</th></tr><tr><td>FY10</td><td>73%</td><td>78%</td><td>78%</td><td>81%</td></tr><tr><td>FY11</td><td>79%</td><td>81%</td><td>83%</td><td>84%</td></tr><tr><td>FY12</td><td>84%</td><td>83%</td><td>85%</td><td>84%</td></tr><tr><td>FY13</td><td>85%</td><td>84%</td><td>87%</td><td>87%</td></tr><tr><td>FY14</td><td>86%</td><td>86%</td><td>88%</td><td>88%</td></tr></table>		Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	FY10	73%	78%	78%	81%	FY11	79%	81%	83%	84%	FY12	84%	83%	85%	84%	FY13	85%	84%	87%	87%	FY14	86%	86%	88%	88%
Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr																											
FY10	73%	78%	78%	81%																											
FY11	79%	81%	83%	84%																											
FY12	84%	83%	85%	84%																											
FY13	85%	84%	87%	87%																											
FY14	86%	86%	88%	88%																											
2. Number of management letter comments by Independent Auditors compared to prior years and the number of comments from a prior year which carried forward. A comment means something requires improvement.																															

Department Information
DSR1

Department

Finance Department

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

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY09	2	0
FY10	5	2
FY11	5	4
FY12	3	2
FY13	2	1

3. 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 as a whole were inspected by June 30, 2010. This is the statutory deadline for the collection of New Growth for the following fiscal year. The amount of New Growth certified by the Department of Revenue for **FY11** was \$142,063,936 (\$118,823,221 was residential property which includes the Charles River Lofts).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2011. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 573 properties were inspected during the year. The amount of New Growth certified by the Department of Revenue for **FY12** was \$115,336,941 (\$78,284,378 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 as a whole were inspected by June 30, 2012. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,069 properties were inspected during the year. The amount of New Growth certified by the Department of Revenue for **FY13** was \$128,733,944 (\$84,202,602 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 as a whole were inspected by June 30, 2013. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,133 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY14** was \$172,855,396 (\$92,906,300 was residential property).

One hundred percent of the permits issued by the building department that had progressed to

Department Information DSR1	
Department	Finance Department
the point of adding value to the property as a whole were inspected by June 30, 2014. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,329 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY15 has not yet been processed. 4. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills. [Note: prior year data has been updated] Measure: Number of changes (corrections) per year as a percent of the total number of parcels. Results: Of the 11,150 Real and Personal property accounts billed in FY10, the value of 69 of those properties, or 0.62% saw changes in their value through the abatement process vs 0.72% in FY09. The average adjustment in tax dollars for FY10 was \$1,487 vs. \$1,186 for FY09. Of the 10,691 Real and Personal property accounts billed in FY11, the value of 50 of those properties, or 0.47% saw changes in their value through the abatement process vs 0.62% in FY10. The average adjustment in tax dollars for FY11 was \$1,613 vs. \$1,487 for FY10. Of the 10,664 Real and Personal property accounts billed in FY12, the value of 74 of those properties, or 0.69% saw changes in their value through the abatement process vs 0.47% in FY11. The average adjustment in tax dollars for FY12 was \$2,223 vs. \$1,613 for FY11. Of the 10,706 Real and Personal property accounts billed in FY13, the value of 60 of those properties, or 0.56% saw changes in their value through the abatement process vs 0.69% in FY12. The average adjustment in tax dollars for FY13 was \$2,184 vs. \$2,223 for FY12. Of the 10,740 Real and Personal property accounts billed in FY14, the value of 21 of those properties, or 0.20% saw changes in their value through the abatement process vs 0.69% in FY13. The average adjustment in tax dollars for FY14 was \$3,202 vs. \$2,184 for FY13. 5. 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. Note: The FY13 utility data has been changed from that which was shown last due to a reporting error. Results: (Next Page)	

Fiscal Year 2016 Proposed Budget

Department Information DSR1				
Department	Finance Department			
Tax Payments (Excise, Real Estate and Personal Property)				
Fiscal Year	2011	2012	2013	2014
Escrow Service Payments	16,772	16,798	16,523	17,304
Customer Payment by Check/Cash	45,221	46,197	52,070	51,567
Customer Payment by ACH	430	452	498	684
Total Payments	62,423	63,447	69,091	69,555
Total Payments by Customer	45,651	46,649	52,568	52,251
Percentage of Customer Payments by ACH	0.9%	1.0%	0.9%	1.3%
Escrow Service Amount Paid	\$33,092,355	\$34,495,525	\$35,256,747	\$38,652,211
Check/Cash Amount Paid	\$57,351,710	\$59,605,651	\$69,089,403	\$72,797,573
ACH Amount Paid	\$718,509	\$768,414	\$933,774	\$1,115,257
Total Amount Paid	\$91,162,574	\$94,869,590	\$105,279,924	\$118,565,041
Total Amount Paid by Directly by Customers	\$58,070,219	\$60,374,065	\$70,023,177	\$73,912,830
Percentage of Amount Paid by Customers via ACH	1.2%	1.3%	1.3%	1.5%
Utility Payments (Water and Sewer Service)				
Fiscal Year	2011	2012	2013	2014
Customer Payment by Check/Cash	32,075	28,003	35,698	30,206
Customer Payment by ACH	7,328	7,570	7,873	8,427
Customer Payment Online			189	1,474
Total Payments	39,403	35,573	43,760	40,107
Percentage of Payments by ACH or Online	18.6%	21.3%	18.4%	24.7%
Check/Cash Payment Amount	\$12,256,608	\$11,144,174	\$11,455,553	\$11,176,261
ACH Payment Amount	\$2,107,381	\$1,959,593	\$2,152,005	\$2,271,492
Online Amount Paid			\$38,308	\$420,007
Total Payment Amount	\$14,363,989	\$13,103,767	\$13,645,866	\$13,867,760
Percentage of the Amount Paid by ACH or Online	14.7%	15.0%	16.1%	19.4%
NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking				

Department Information
DSR1

Department

Finance Department

service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. In March 2013 the Town engaged the services of a third party vendor to accept online payments for water and sewer bills by electronic check or credit card. The tables above reflect this activity. The benefits to the Town in having customers pay via an electronic submission are that handling transaction costs are lower and the funds are considered available at the time of receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks.

6. 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 2010** was 0.46% as compared to the MMDT rate of 0.45%

Needham average investment yield for **fiscal year 2011** was 0.31% as compared to the MMDT rate of 0.29%

Needham average investment yield for **fiscal year 2012** was 0.34% as compared to the MMDT rate of 0.29%

Needham average investment yield for **fiscal year 2013** was 0.28% as compared to the MMDT rate of 0.21%

Needham average investment yield for **fiscal year 2014** was 0.39% as compared to the MMDT rate of 0.19%

7. 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 decreased 0.14% from FY10 to FY11, but then increased 0.09% from FY11 to FY12, and then decreased 0.37% from FY12 to FY13, only then to increase by 0.14% in FY14. All years have a lower uncollected rate than the base year of FY10.

Year	1st Qtr	2nd Qtr	3rd Qtr	Year End
FY10	1.69%	2.53%	0.34%	0.90%
FY11	1.70%	2.59%	0.91%	0.76%
FY12	1.77%	2.45%	0.33%	0.85%
FY13	1.77%	2.22%	0.33%	0.48%
FY14	1.33%	2.01%	0.26%	0.62%

Department Information DSR1	
Department	Finance Department
8. Percentage of normal business hours principal business applications are available Measure: It was determined that certain business application 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. Results: Business Hours – 8:30-5:00, 5 days a week, 261 days = 2,218.5 Business Hours per year Total Annual Hours – 365 days , 24 hours per day = 8,760 Total Annual Hours Business hours for public safety dispatch are 365 days, 24 hours per day = 8,760 Total number of business hours Engineering Computer Aided Design was available: (FY13) – 2,180 out of 2,218.5 = 98.26% uptime (FY14) – 2,215.5 out of 2,218.5 = 98.66% uptime Total number of business hours Police Computer Aided Dispatch was available*: (FY13) – 8,754.5 out of 8,760.0 = 99.94% uptime (FY14) – 8,760.0 out of 8,760.0 = 100.00% uptime Total number of business hours Town Financial Applications (SunGard/Tyler) were available: (FY13) - 2,182 out of 2,218.5 = 98.35% uptime (FY14) - 2,208.5 out of 2,218.5 = 99.55% uptime Total number of business hours Town Permitting Application was available: (FY13) – 2,184 out of 2,218.5 = 98.44% uptime (FY14) – 2,217.5 out of 2,218.5 = 99.95% uptime 9. Percentage of time networks are available to our customers Measure: Due to the importance of internal connectivity (LAN) between buildings and outward connectivity to the World Wide Web (WAN) uptime is an integral part of supporting the Town's 24 x 7 operational needs. Downtime hours are captured through internal communications from the departments and vendors using or supporting both the LAN and the WAN. Results: Total number of business hours local area network (LAN) was available for: Town Hall (FY13) – 2,217.5 out of 2,218.5 = 99.95% uptime (FY14) – 2,213.5 out of 2,218.5 = 99.77% uptime Public Safety* (FY13) – 8,760.0 out of 8,760.0 = 100.00% uptime (FY14) – 8,760.0 out of 8,760.0 = 100.00% uptime	

Department Information
DSR1

Department

Finance Department

Public Service Administration Building

(FY13) – 2,218.5 out of 2,218.5 = 100.00% uptime

(FY14) – 2,214.5 out of 2,218.5 = 99.82% uptime

Senior Center

(FY13) – 2,218.5 out of 2,218.5 = 100.00% uptime

(FY14) – 2,218.5 out of 2,218.5 = 100.00% uptime

Total number of hours wide area network (WAN) was available

(FY13) – 8,760 out of 8,760 = 100.00% uptime

(FY14) – 8,760 out of 8,760 = 100.00% uptime

Planned and unplanned local area network (LAN) down time events

(FY13) – 1

(FY14) – 3

Planned and unplanned wide area network (WAN) down time events

(FY13) – 0

(FY14) – 0

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

Measure: Number appeals over number of parking tickets issued.

Results:

Fiscal Year	2011	2012	2013	2014
Parking Tickets	6,494	4,699	4,231	4,279
Appeals	333	250	236	333
Appeal %	5.1%	5.3%	5.6%	7.8%

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,701,565		1,701,565
b) Expenses	813,261		813,261
c) Capital	38,475		38,475
d) Total DSR2 & DSR4 Request (a+b+c)	2,553,301		2,553,301

V2016

Department Expenditure Detail DSR2									
Department				Finance Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	22	2	23	22	2	23.2	22	1	22.6
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. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,594,914	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							7,371	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							12,382	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							3,000	
i.	PRD1 Budget Adjustments							12,443	
Sub Total 1								1,630,110	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary Various Committees							1,000	
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week							4,800	
e.									
f.									
Sub Total 2								5,800	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	Accounting office overtime provision for hours for reporting and processing, and FY end preparation work as needed							1,125	
c.	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.							500	
d.	Collector office overtime for seasonal demands							1,250	
e.	Technology Center overtime related to extended, evening callback, or weekend work							4,500	
f.	Parking enforcement appeals research and after hours support							4,000	
Sub Total 3								11,375	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							14,298	
c.	Training and Development								
d.	Tuition Reimbursement							2,500	
e.	Non-benefitted part-time year round assistance in Collector and Treasurer							25,325	

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
offices (Schedule C position)		
f. Year Round Hearing Office for 8 hours per week (Schedule C position)		10,657
g. Assistant Parking Clerk Stipend		1,500
	Sub Total 4	54,280
5. Total Salary and Wages (1+2+3+4)		1,701,565
DSR2B		
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Hardware maintenance revenue systems AS400 and Public Safety AS400 (7,500) Other Technology Equipment (MDT) - ITC (2,000) Other Hardware Repairs - ITC (1,000) Mail processing and printing equipment - ITC (3,000) Office equipment maintenance contracts - AS (500)	14,000
Rental & Leases (527X)	Parking Violation Machines - PC (4,500) Postage Meter - ITC (1,000)	5,500
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance - AC (57,000) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property - AS (2,200) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense - AS (30,000) Accounting consulting services - AC (4,050) Parking ticket processing - PC (12,726) IT application services for any application or technical process requiring outside consulting or training - ITC (50,000) Banking and Rating Service - CT (25,000) Collection, lockbox, credit card, and service bureau fees - CT (20,100) Debt issuing costs not included in prior appropriations - CT (8,875) Paying agent fees and MWPAT fees - CT (5,625) Continuing Disclosure filings - CT	573,301

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	(2,000) Bond Counsel related expenses not otherwise funded – CT (3,000) Ambulance billing and processing services – CT (32,360) Procurement regulation – PO (400) Accountants annual conference, quarterly training sessions, employee training – AC (950) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (1,450) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (2,050) State and professional related seminars – FD (650) Professional outside trainers internal control program – FD (500) Other professional Services – FD (650) Purchasing and procurement professional development – PO (650) Professional Development – ITC (1,000) Information Systems training for applications – ITC (500) Software license and maintenance Operating Systems; Security Systems; Web Site; Applications – ITC (310,565) Appraisal software and network maintenance contract – AS (1,000)	
Communications (534x)	Postage – AC (250) Postage, certified, copying, and cell telephones – AS (4,365) Postage, copying , mailing permit, postage machine fees, POB, and calling services, compliance mailings – CT (34,050) Postage, printing, mailing services for tax and other receivables – CT (73,850) Postage, printing, & mailing – FD (250) Postage & printing – PC (875) Legal notices, postage, printing, & mailing – PO (1,350) Fax line services and Internet IP – ITC (14,200)	132,990

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Wireless Communications – ITC (3,500)	
	Delivery and printing – ITC (300)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials – AC (1,800) Office supplies and materials plus state Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies— AS (1,300) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (750) Office supplies and materials – PC (50) Office supplies and procurement forms and other materials – PO (250) Office supplies and materials – ITC (4,000)	10,150
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Camera supplies; field inspection “calling cards”, property cards and field equipment – AS (500) State forms for tax collections and parking permits – CT (500) Parking forms, tags and tickets – PC (2,000) Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. – ITC (51,500) Mail equipment supplies – ITC (1,500) Wireless equipment – ITC (2,500)	58,500
Governmental Charges (569x)	State CAMA upgrades to Community	250

Department Expenditure Detail DSR2				
Department	Finance Department			
Object	Description	Amount		
	Software Consortium system – AS (250)			
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (650) State and professional related required travel for town business- FD (650) Employee attendance at conferences & seminars and other required travel - AC (2,000); AS (1,085); TC (4,190); PC (0); PO (600); ITC (2,965)	12,140		
Dues & Subscriptions (573X)	Accounting related association dues – AC (300) Community Software Consortium – AS (1,950) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees – AS (950) Collector and Treasurer related association dues; etc. – CT (180) Professional associations – FD (300) Professional associations – PO (225) Network system, GIS dues and subscriptions – ITC (300)	4,205		
Other Expenses (574 X – 579x)	Collector & Treasurer and Assistant bonds – CT (2,225)	2,225		
6. Total Expenses		813,261		
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment	38,475		
7. Total Operating Budget Capital		38,475		
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,553,301		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒
Did the Department submit any requests for FY16 for the replacement or upgrade of technology or software to the Finance Department?				
	YES	☒	NO	☐
17. Did the Department submit any requests for FY16 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES	☐	NO	☒

V2016

Department Information DSR1			
Department		Finance Committee	
Operational Considerations			
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is presented to Town Meeting. The Committee makes recommendations to Town Meeting on capital requests and all warrant articles it finds to have a financial impact, relying on policies and principles of sound fiscal management. In addition, the Committee may consider any and all municipal questions for the purpose of making reports or recommendations to the Town. The salary and wage line is increasing by \$1,538 in FY16 due to the implementation of a new salary schedule. There is no change in expenses for FY16.			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	34,000		34,000
b) Expenses	1,225		1,225
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	35,225		35,225
			V2016

Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
		1	0.5		1	0.5		1	0.5
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. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							33,740	
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							260	
Sub Total 1								34,000	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								34,000	
DSR2B									

Department Expenditure Detail DSR2				
Department	Finance Committee			
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	ATFC Annual meeting x 3; MMA Annual meeting x 4		775	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)			100	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
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)	Assoc. Town Finance Committees dues		350	
Other Expenses (574 X – 579x)				
6. Total Expenses			1,225	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			35,225	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES	☐	NO	☒

V2016

Department Information DSR1	
Department	Planning and Economic Development
Operational Considerations	
FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. Finally, in FY2013, the Department secured funding through the CPA for a part-time Community Housing Specialist in the amount of \$70,000. The Community Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees to develop affordable housing opportunities, and assists in the implementation of the Town's Community Housing Plan. CPA funding for the part-time position was anticipated to cover the salary expense for a period of two years. The CPA allocation for the Community Housing Specialist position will be exhausted as of January 2016. Accordingly, an appropriation of \$17,000 is requested to fund the position for the remainder of the 2016 fiscal year. Funding of the part-time position solely through the general fund is anticipated for subsequent fiscal years. The enclosed budget and report addresses the Planning and Economic Development function of the Department. 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 \$29,000 annually. Beginning in FY 2014 HOME funds not spent by a member community during the year will be placed in a pool to be 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 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. FY2012 and FY2013 saw an increase in application fee activity over the previous fiscal years reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees have now returned to pre-recession levels of approximately \$30,000 annually with FY2012 and FY2013 Special Permit fees exceeding historical averages due in large part to four projects namely Wingate at Needham, North Hill, Digital at 128 First Avenue and Center 128 at First Avenue. Finally, FY2014 saw a \$930,000 contribution from the Center 128 project to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the Needham Crossing Business Center and/or for traffic improvements directly related to the study area and adjacent neighborhoods. The above-described items constitute the major anticipated change in revenue for FY2015.	

Fiscal Year 2016 Proposed Budget

Department Information DSR1					
Department		Planning and Economic Development			
	FY '12	FY '13	FY '14	FY '15*	FY '15**
Application Fees	\$58,313	\$121,154	\$22,213	\$13,481	\$30,000
Zoning By-Laws	\$300	\$240	\$150	\$30	\$120
Zoning Maps	\$150	\$120	\$105	\$45	\$180
Subdivision Regulations	\$30	\$10	\$20	\$5	\$20
Grants/Donations	\$59,648 ^a	\$111,149 ^b	\$29,205 ^c	\$29,205 ^d	\$29,205 ^d
Traffic Mitigation Fee			\$930,000		
Total	\$118,441	\$232,673	\$981,693	\$42,766	\$59,525
^a Home Program (\$59,648 received). ^b Home Program (\$36,149 received) and Traffic Study (\$75,000 received). ^c Home Program (\$29,205 received). ^d Home Program (\$29,205 projected). *Revenue received July 1, 2014 through September 30, 2014. **Projected revenue to June 30, 2015.					
Performance Factors					
A planning study focusing on the Needham Crossing Business Center (NCBC) was initiated in Fiscal Year 2011. The 215-acre NCBC is the economic powerhouse of the Town of Needham. In Fiscal Year 2010, the NCBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham. The study's objective was to identify a balanced plan appropriate to: (1) expanding the type of allowable uses and mix of commercial uses within the NCBC so that the park can respond to market demands and fulfill its development potential; (2) expanding the allowable amount of retail and/or other consumer uses and/or restaurant uses on the first floor of multi-floor developments; (3) analyzing which, if any, existing dimensional controls are restraining development, either prohibiting it altogether on smaller lots or not providing sufficient financial incentive to encourage development; and (4) assessing what the traffic and other impacts are of various levels of different uses and/or mix of uses and/or regulatory changes increasing the density of development so that a proper balance can be reached between appropriate fiscal incentives and acceptable levels of impacts on our community. The first phase of the study was completed in FY2011 and recommended changes in the use profile for the park including the expansion of the allowed mix of retail, restaurant and consumer services on the first floor of multi-story buildings and the clarification of certain permitted medical uses. Said zoning changes were presented to and adopted by the May 2011 Annual Town Meeting. Phase 2 of the study which relates to dimensional changes was not complete at the time of the May 2011 Annual Town Meeting. Accordingly, the Planning Board advised Town Meeting that it would be back in the fall of 2011 with respect to the NCBC recommended dimensional zoning changes. Said changes were presented to and adopted by Town Meeting in the fall of 2011 and removed dimensional requirements that were providing					

Department Information DSR1	
Department	Planning and Economic Development
impediments to development in the NCBC. The changes included reductions in front yard setback and open space requirements along with increases in permitted maximum lot coverage, height and floor area ratio standards. Said adjustments permit greater flexibility, especially when coupled with a general provision granting discretion to the Planning Board to relax dimensional requirements (except height) up to 25% after making specific findings as to the propriety of the waivers as to a particular project and location. The strategy noted above for the NCBC district has proved successful. In April of 2012, the Planning Board approved the first major redevelopment project in the district namely the Marriot Residence Inn, a hotel comprising approximately 89,740 square feet and containing 128 guest units, approximately 13,240 square feet of conference/function space, a guest dining area, lounge/bar, indoor pool, exercise room and other hotel amenities, parking for 140 vehicles, landscaping and associated improvements. The hotel was completed in September 2013 and is now fully occupied. Also approved were four office/research and development buildings having a total square footage of 740,000 square feet, two parking garages (Garage A to contain 580 parking spaces; Garage B to contain 2,040 parking spaces) the latter to be constructed in phases, 114 surface parking spaces and associated infrastructure, improvements and landscaping. Construction of the first building with tenancy planned for Trip Advisor began in October 2013. Occupancy is anticipated for August of 2015. To support the development of the NCBC district and provide the required infrastructure, the Department continues to work closely with the City of Newton in relation to the Needham Street/Highland Avenue corridor project, as well as with respect to mass transit uses of the abandoned MBTA rail bed at that locale. We anticipate working together on grants to explore the feasibility of the latter and on pressing for completion of plans for and funding of improvements along the corridor of the former. A comprehensive planning study focusing on improving and enhancing Needham Center was completed in FY2009. The planning effort engaged the Town, including municipal officials, citizens, business interests, property owners, and, where appropriate, federal and state transportation agencies, in a focused and prioritized planning effort to improve the downtown area. To assure that Needham Center continues to serve its important social and economic function, the comprehensive planning process achieved two primary objectives: 1) developed a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educated and involved the community during plan development to assure a planning effort supported by a broad range of community representatives. Zoning, land use, and dimensional regulations such as height, setbacks and FAR were addressed, as well as parking, finance, marketing and other aspects of creating an attractive context for investment in a mixed-use center. Warrants for zoning changes based on the plan were presented and adopted at the Annual Town Meeting in May of 2009. Construction of the first mixed-use building authorized under the new Needham Center Overlay District was initiated at 36-58 Dedham Avenue in June of 2013. The building comprises 3+1 stories and will have a finished height of 48 feet. The first floor of the building comprising 2,379 square feet will be utilized for retail purposes and the second, third and fourth floors comprising 17,068 square feet will be utilized as dwelling units. The development will include ten residential units with one of those units designated as affordable. Implementation of the Needham Center Plan and its recommended next steps agenda remains one of the primary goals and functions of the Department.	

Department Information DSR1	
Department	Planning and Economic Development
In furtherance of the recommendations contained within the Needham Center Planning effort the Department provided staff support to the Downtown Streetscape Working Group charged with developing streetscape concepts for the Needham Center area. The one year effort led to the development of a Streetscape Master Plan that will serve as a comprehensive guide for future streetscape improvements in the Needham Center area. The plan addresses all of the physical elements within the streetscape and includes: sidewalks and crosswalks; street design, including lane width and surface treatments; traffic signals; lighting; street trees and grates; public art; street furniture, including benches and trash receptacles; signage; on-street parking and bus stops. The plan provides a block-by-block examination for the study area with specific design recommendations, along with phasing options and cost estimates. It is anticipated that the plan will be implemented in phases as Chapter 90 funding permits thus leading to a remake of sections of Great Plain Avenue, Highland Avenue, Chestnut Street, Dedham Avenue, and Chapel Street over the next decade. In Fiscal Year 2014 the Planning Board offered two major zoning initiatives as follows: (1) Developed the By-Law for a Large-Scale Ground-Mounted Solar Photovoltaic Installation Overlay District at the Town of Needham Recycling and Transfer Station. As relates this effort two articles were offered. The first laid out the regulatory framework for the new overlay district while the second described its geographic boundaries. The by-law provides standards for the placement, design, construction, operation, monitoring, modification and removal of such installations. The standards aim to address public safety, minimize impacts on scenic, natural and historic resources and to provide financial assurance for the eventual decommissioning of such installations. The provisions set forth in the by-law apply to the construction, operation, maintenance and/or repair, and/or modification and/or removal of such Large-Scale Ground-Mounted Solar Photovoltaic Installations. Permitting for the project was completed by the Planning Board in June of 2014 with construction of the facility anticipated to begin in the fall of 2014. (2) Developed the By-Law for the Medical Marijuana Overlay District. As relates this effort two articles were prepared and offered as relates the Medical Marijuana Overlay District. The first outlines the regulatory framework for a new overlay district while the second describes its geographic boundaries. The zoning amendment takes the following approach: 1) identifies the overlay districts in which the Registered Medical Marijuana Dispensary use will be allowed; 2) establishes that the use will only be allowed by special permit from the Planning Board; 3) describes the submittal requirements to be included in an RMD application; and 4) establishes the special permit criteria unique to this use that will be utilized in the review of a given proposal. The amendment limits a Registered Medical Marijuana Dispensary to the Mixed Use-128 District and the portion of the Highland Commercial-128 District located north of Highland Avenue and west of Second Avenue, since they are commercial districts with access to the regional roadway network. Finally, a third article was prepared to extend the zoning moratorium on any application for a medical marijuana treatment center through December 31, 2014. This third alternative was offered to allow the Town time to develop an alternative regulatory response to the new use in the event that the Medical Marijuana Overlay District was not adopted by Town Meeting. The third option was adopted by Town Meeting at the May 2014 Annual Town Meeting. Presently, the Town through its Planning Board and Board of Selectmen are reviewing alternative regulatory approaches for the permitting of medical marijuana treatment centers. Planning Studies currently underway are as follows: (1) Review of Large House Zoning. Data indicates that the demolition of older, smaller, and less expensive homes has become the principal source of lots for the construction of new single-family houses. The purpose of the	

Department Information DSR1	
Department	Planning and Economic Development
study will be to develop a vision for the residential areas of the Town and to consider whether zoning or other land use controls are desired, warranted and potentially advantageous in Needham. (2) Preparation of a Housing Production Plan for Needham. The Housing Production Plan Program was introduced in December 2002 with the intention of providing municipalities with greater local control over housing development. Under the program, cities and towns were required to prepare and adopt a Housing Plan that demonstrated the production of an increase of 0.75% over one year or 1.5% over two-years of its year-round housing stock eligible for inclusion in the Subsidized Housing Inventory. If DHCD certified that the locality had complied with its annual goals or met two-year goals, the Town could, through its Zoning Board of Appeals, potentially deny what it considered inappropriate comprehensive permit applications for one or two-years, respectively. Changes to Chapter 40B established some new rules in 2011. Annual goals changed from 0.75% of the community's year-round housing stock to 0.50%, meaning that Needham will now have to produce at least 55 affordable units in a calendar year to become "certified" through 2020, still a serious challenge. Using the strategies identified in the 40B Guidelines, as well as prioritized housing needs identified in Town's Affordable Housing Plan, Needham's draft Housing production goals are being prepared by the Department with adoption by the Board of Selectmen and Planning Board expected in the fall of 2014. The effective term of the plan is 5 years. The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham, Wayland and Watertown. HUD allocated approximately \$1 million to the Consortium for the development of low and moderate-income housing in Fiscal Year 2013. As anticipated FY2004 through FY2008 consortium funds (\$260,000) were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Department, oversaw the replacement of approximately 20 of the 80 existing single-family homes with newly built two-family townhouses on the same lot. Construction of this project, which began in FY2008, was completed in FY2009. FY2009 through FY2013 consortium funds (\$280,000) were allocated to the Charles River Center for the construction of a group home at 1285 South Street. The home serves individuals with development disabilities. Construction of this new group home was completed in December of 2013. <u>Departmental Goals for FY 2016</u> The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing Business Center. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. Additionally, unlocking the economic potential of the Needham Crossing Business Center remains an overarching goal of the Board and Department. As relates the Needham Crossing Business Center, the department continues to work with Major Needham Crossing Business Center developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Department remains committed in its effort to renew and foster its work with the City of Newton in relation to Needham Street improvements and mass transit uses of the abandoned rail bed. Finally, creating a streetscape	

Department Information DSR1							
Department			Planning and Economic Development				
design for the NCBC District and securing its implementation remains a high departmental priority.							
Lastly, during the previous fiscal year the Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the time line between application filing and the scheduling of the public hearing, issuance of the Certificate of Action following close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. The articulated goals were met for all three studied criteria in FY 2014. During the affected time line 18 new Special Permit applications and 3 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 6 days of the close of the public hearing, with written decisions filed with the Town Clerk within 5 days of permit issuance. Total average time required to process an application was 46 days with a minimum of 27 days and a maximum of 86 days. The Department plans to continue to track these items and will submit a similar report with its FY2017 budget request.							
Application Timeline	Average # days until Public hearing (PH)	G O A L	Average # days after PH closed until Decision issued	G O A L	Average # days until decision filed with Town Clerk	G O A L	Total Average # days to process an Application
Fiscal Year 2014 21 Applications Processed total	30	35	6	14	5	5	46
Fiscal Year 2013 15 Applications Processed total	28	35	7	14	5	5	48

Fiscal Year 2016 Proposed Budget

Department Information DSR1			
Department		Planning and Economic Development	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$283,901	\$17,000	\$300,901
b) Expenses	\$16,460	\$17,500	\$33,960
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	\$300,361	\$34,500	\$334,861
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Planning and Economic Development					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	3	1	3.3	3	1	3.3	3	1	3.3
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							267,176	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							5,224	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							2,096	
Sub Total 1								274,496	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary							5,345	
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2								5,345	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,060	
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4								4,060	
5. Total Salary and Wages (1+2+3+4)								283,901	
DSR2B									

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2				
Department	Planning and Economic Development			
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Planning and Economic Development Consultant Services	2,500		
Communications (534x)	Statutory Legal Notices and Postage Publishing Costs: Zoning By-Law, Subdivision Regulations, Permitting Guide, Zoning Maps, & Planning Studies	9,200		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)		1,360		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)		1,300		
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	American Planning Association (Regional) Annual Conference and Misc. State, Private and University Sponsored Conferences	1,300		
Dues & Subscriptions (573X)	American Planning Association, Mass Assoc. of Planning Directors	800		
Other Expenses (574 X – 579x)				
6. Total Expenses		16,460		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				300,361
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES		NO	X
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
V2016				

Fiscal Year 2016 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Planning and Economic Development			
Title	Community Housing Specialist	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	.48	\$17,000		\$17,000
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)		\$17,000		\$17,000
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
2. Has this request been submitted in the last three fiscal years and not funded?				X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
6. Does the request support activities which produce revenue for the Town?				X
7. If the request is not approved, will current Town revenues be negatively impacted?				X
8. Is there an increased exposure for the Town if the request is not approved?				X
9. Is specialized training or licensing required (beyond the initial purchase)?				X
10. Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
Continued funding for the Community Housing Specialist position that has provided the Town's Planning and Community Development Department with the in-house capacity to coordinate a wide-range of issues related to affordable housing development and preservation is hereby requested. In FY2013, the Department secured funding through the CPA for a part-time Community Housing Specialist in the amount of \$70,000. CPA funding for the part-time position was anticipated to cover the salary expense associated with the position for a period of two years. The CPA allocation for the Community Housing Specialist position will be exhausted as of January 2016. Accordingly, an appropriation of \$17,000 is requested to fund the position for the remainder of the 2016 Fiscal Year. Funding of the part-time position solely through the general fund is further requested for subsequent fiscal years. Background information on the proposed functions of the Community Housing Specialist that was part of the Department's initial proposal for Community Preservation funding as well as actual activities in 2014 are summarized below.				

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
Community Housing Specialist Proposed Activities In late 2012 the Planning and Community Development Department sought CPA funding to hire a part-time Community Housing Specialist to provide administrative and technical coordination of affordable housing issues including support for the development of affordable housing opportunities and assistance in the implementation of the Town's Community Housing Plan. Working under the Planning and Community Development Director, the main functions of the position were projected to include the following: 1. Coordinate and/or conduct planning and feasibility studies for new affordable housing development. 2. Monitor local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. 3. Assist Town boards and committees and private housing developers during the pre-application process for new affordable housing. 4. Provide technical support and assistance during the application process and the review and approval process under M.G.L. Chapter 40B. 5. Initiate and pursue collaborative efforts among local, state, federal, and private agencies and parties to implement the Town's housing-related plans or studies. 6. Prepare and coordinate applications for state and federal resources including housing grants, loans, other assistance and public services. 7. Promote, monitor and oversee housing projects throughout the required community application process, including public approvals and permitting, and through closing, construction, and sales. 8. Serve as staff resource to an Affordable Housing Committee or Municipal Housing Trust to be appointed by the Board of Selectmen. 9. Serve as the Town's representative to the West Metro HOME Consortium; attending all meetings and preparing all budgets, grant applications, requisitions and the Annual Action Plan. In addition to the items identified above, funding for the position was to enable the Town to remain competitive with other West Metro HOME Consortium communities in securing HOME Program funds for affordable housing development. Beginning in FY 2014 HOME funds not spent by a member community during the year will be placed in a pool to be awarded on a competitive basis. 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. It was suggested that having a Housing Specialist on staff would give Needham the required professional capacity to compete for funding with other Consortium communities that already had in-house staff support. Additionally, the Community Housing Specialist position was to further enable the Town to effectively monitor those local housing units on the state's Subsidized Housing Inventory (SHI) to assure compliance with affordability restrictions. The monitoring function had been split among a number of entities and lacked centralized oversight and accountability. Placing the monitoring functions solely with the Housing Specialist position was to insure that the desired centralized oversight function was met and further allow for an easier and more predictable process for those wishing to sell or rent deed restricted affordable housing units.			

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
Community Housing Specialist Actual Activities, 2014 Since mid-January 2014, when Karen Sunnarborg was hired and assumed the position of Community Housing Specialist, she has been responsible for the following major activities: <i>Project Database</i> Reviewed all files and materials related to affordable units and established a database that provides comprehensive information of affordable housing units/projects in Needham, including specific affordability restrictions. This database has been regularly updated. Copies of all recorded documents that are relevant to the affordability of these housing developments have been collected and filed. <i>Monitoring</i> Coordinated the changes that were necessary to designate the Town as the Monitoring Agent for five older Chapter 40B homeownership developments where the previously-identified Monitoring Agent did not have the interest or capacity to provide this important oversight. Obtained amended decisions from the ZBA and the sign-off from MassHousing when they were designated Project Administrator. Also, prepared and coordinated the execution of Monitoring Services Agreements between the Town and the developers of Needham Place (50 Dedham Avenue) and The Residences at Wingate. <i>Subsidized Housing Inventory</i> Provide required documentation to get new affordable units included on the Subsidized Housing Inventory (SHI). <i>Resale of Unit #2 at Junction Place</i> Coordinated the final stages of a resale for an affordable condo, intervening after the Town became aware of the sale. Worked with the Needham Housing Authority on the transition from NHA to the Town as Monitoring Agent. Recalculated the resale price, put forward an updated deed rider that survives foreclosure, verified the purchaser's eligibility, and worked with both the seller and buyer's attorneys to move towards the closing. <i>Marketing List</i> Responded to inquiries from those interested in potential affordable housing opportunities in Needham, most who were Needham residents, and maintained a list of those to notify when affordable units become available. <i>Marketing Plans</i> Reviewed and commented on draft marketing plans and provided support to the marketing agents in notifying those on the Town's Marketing List (see above) and Town employees of the availability of applications for affordable units. Followed-up on marketing efforts to determine the number of eligible applicants, including Needham residents. <i>Participation in HOME Consortium</i> Served as the Town's representative to the WestMetro HOME Consortium.			

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
• <i>HOME Reporting</i> Prepared required reports for the WestMetro HOME Consortium including the revised 2014 CAPER, Annual Action Plan (AAP), Analysis of Impediments (AI) and requisitions for administrative funding. • <i>1285 South Street</i> Worked with the Charles River Center and WestMetro HOME Consortium staff to prepare and assemble the considerable documentation that is required to drawdown the HOME Program funding for the group home at 1285 South Street and for HUD monitoring. • <i>Data Analysis for Large House Review Study Committee</i> Conducted research, analyzed data, and prepared special reports as input into the deliberations of the Large House Review Study Committee. • <i>Housing Production Plan</i> Prepared a draft Housing Production Plan that meets state requirements under the provisions of 760 CMR 56. This Plan provided updated demographic, economic and housing characteristics and trends, identified priority housing needs and annual production goals, and described strategies for the Town to implement to meet these needs and production goals. Also held a public forum on September 23, 2014 to provide information on housing needs and obtain input into priority strategies. • <i>HUD Consolidated Plan for 2016-2020</i> Prepared the first section of the Consolidated Plan for 2016-2020 related to housing needs and market conditions. This Plan is a requirement for obtaining federal HOME Program funding. • <i>Technical Support</i> Provided technical input into the conceptual stages of several potential affordable housing developments and addressed ongoing questions related to housing regulations. The Community Housing Specialist has accomplished a great deal since her arrival this past January and has taken a considerable burden off of a number of us who became responsible for various tasks related to affordable housing. I will continue to rely on her expertise as we continue to provide many of the functions listed above in 2015 and move forward in implementing the Town's Housing Plans. Those key activities that are planned for 2015 are listed below. Community Housing Specialist Planned Activities, 2015 Those priority activities that are planned for 2015 include the following: • <i>Monitoring/Recertification</i> Conduct annual monitoring/recertification of the affordability and occupancy of existing affordable units for which the Town is the identified Monitoring Agent. This monitoring will be conducted in early 2015 for Junction Place, Garden Street/Browne-Whitney, High Cliff Estates, Suites of Needham, Craftsman Village, and The Residences at Wingate. The Housing Specialist will also obtain annual compliance reports for the monitoring of the			

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
other affordable housing developments in Needham for which another Monitoring Agent has been designated. In 2015 we can anticipate \$1,000 in monitoring services fees based on \$500/per unit for the two units at The Residences at Wingate. The following year we can expect an additional \$3,000 based on \$500 for the unit at Dedham Avenue/Needham Place and five additional units at The Residences at Wingate (\$2,500) for a total of \$4,000. In the event of an existing homeownership unit coming up for resale, we can expect a fee of 1% for units at Junction Place, High Cliff Estates and Garden Street/Browne-Whitney and 2.5% for The Suites of Needham and Craftsman Village. The Affordable Housing Restrictions calculate different resale prices based on dissimilar resale price formulas, but would likely range from about \$2,000 to \$4,800. • <i>HUD Consolidated Plan for 2016-2020</i> Complete the other required sections of the Five-Year HUD Consolidated Plan for 2016-2020. • <i>HOME Annual Action Plan</i> Prepare the HOME Annual Action Plan (AAP) that is a required document for HOME Program funding. • <i>Housing Website and Other Informational Materials</i> Develop a Housing Section on the Town's website to provide comprehensive information regarding the Housing Plans, available programs and services, existing affordable housing developments, links to other organizations and documents, etc. Prepare other informational materials, such as a potential brochure or PowerPoint presentations, on affordable housing. • <i>Implement Housing Plans</i> Provide staff coordination for the implementation of priority strategies included in the Housing Production Plan and HUD Consolidated Plan. • <i>Support for the Establishment and Operation of a Municipal Affordable Housing Trust</i> Coordinate the establishment and operation of a Municipal Affordable Housing Trust that will serve as the Town's entity to oversee affordable housing issues and manage a dedicated fund in support of affordable housing initiatives. • <i>Technical Support</i> Provide technical input into new affordable housing development from the conceptual phase through occupancy.			
			V2016

Fiscal Year 2016 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Planning and Economic Development				
Title	Professional and Technical Services	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		\$17,500		\$17,500	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		\$17,500		\$17,500	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?				X	
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?				X	
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Department of Planning and Community Development seeks the approval of the Town Manager to increase its professional and technical services line item by \$17,500. The purpose of this request is to allow the Department to retain required technical and professional services on an as needed basis. Presently this line item is budgeted at \$2,500. Departmental demands over the course of the last few years have triggered this request. The use of contracted services, including consulting services for professional assistance in matters related to planning and zoning initiatives, development applications, land use regulations, and other activities related to the day-to-day operations of the department has proved essential to allowing the department to effectively address the issues coming before it. The Planning Board in conjunction with the Council of Economic Advisors is presently considering rezoning three areas in the Industrial District and in Industrial 1 in order to spur economic growth. In order to assess the impact of such development, the Department requires money to conduct traffic analyses of the impacts of the development of these two areas along Reservoir Street and Gould Street. In the CEA's meeting with neighbors about zoning proposals, they have expressly asked for such analyses to be conducted and the Department agrees that such information is critical to any rezoning. Additionally, during the preceding year the Department needed to secure consultant services					

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Professional and Technical Services	Priority	2
in its review of "the Mews" a 350 unit 40B affordable housing project on Greendale Avenue. As funds were not available in the Planning and Community Development budget for this purpose, monies for the required density analysis and fiscal impact analysis of the project were secured from other funding sources. The above-noted funding request would enable the much needed traffic impact analysis that will be required for a rezoning of the Industrial and Industrial-1 Districts to proceed. Additionally, the requested funding will prevent the problem experienced at "the Mews" from reoccurring by providing a dedicated source of funding for professional and technical services focused on project reviews. Any funds not required in any given year would of course be returned to the general fund at the end of the fiscal year.			
			V2016

Department Information DSR1	
Department	Community Development
Operational Considerations	
FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and the Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. The MA wetlands protection fund has been utilized to supplement the salary demands of the Community Development Department. Thirty six hundred dollars (\$3,600) was secured in FY2012 and fifty-four hundred dollars (\$5,400) in FY2013, FY 2014 and FY 2015 to partially fund the Conservation Specialist position. A contribution of fifty-four hundred dollars (\$5,400) from the MA wetlands protection fund is included in the FY2016 budget request for the Conservation Specialist position moving forward. As relates the Director of Conservation position, ten thousand dollars (\$10,000) was secured from the MA wetlands protection fund to partially fund the position in FY2011, FY2012 and FY2013. Beginning in FY 2014 the position was funded entirely out of the tax levy in accordance with the agreement reached with the Conservation Commission at the time the reorganization plan was implemented. Increased funding for the Conservation Specialist position is requested in FY2016 so as to increase the hours of the position from 20 hours per week to 30 hours per week. Accordingly, a DS4 request in the amount of \$13,200 has been submitted with this budget request to fund the noted position. The enclosed budget and report address the "Community Development" function of the Department organized by the two divisions therein namely Conservation and Board of Appeals.	
<u>CONSERVATION</u>	
OPERATIONAL CONSIDERATIONS	
The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commissions' primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation 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.	

Department Information DSR1	
Department	Community Development
☐ Maintains case files and materials including computer databases. ☐ Arranges and conducts on-site inspections related to filings. ☐ Reviews wetland delineations. ☐ Drafts permits with associated conditions and other documents. ☐ Monitors construction to ensure compliance with permits. ☐ Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach. ☐ Responds to complaints and investigates potential violations. ☐ Keeps regular office hours to provide assistance to the regulated community. ☐ Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal 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. ☐ Participating members of the 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. ☐ Assist 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 FY2014, all applications were completed within the noted time line 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 conducted well over a hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The universalized permitting procedures and deadlines; the Division message system and forms to track written requests; established filing system; inter and intra departmental established procedures; required record keeping and data base entry; drop-in office hours; and established field days all provide consistency and efficiency in project reviews to provide better service and response time to the public.	

Department Information DSR1	
Department	Community Development
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. FY 2010 THROUGH FY 2015 OPERATIONAL ACHIEVEMENTS Since the creation of the Community Development Department in FY 2010, the Conservation Division has established written administrative procedures to increase efficiency, consistency and better serve the public. Written permitting procedures and deadlines were developed along with a Division message system and forms to track written requests. Inter and intra departmental procedures were established including required record keeping and data base entry; drop-in office hours; and designated field days that provide better service and response time to the public. Specifically, written guidelines were developed for the following: electronic filing system; abutter list requests & notifications; legal ads; agenda postings; commission packages; meeting notes; meeting minutes; site visits; public hearing & preparation; pre-hearing site visits; pre-construction site visits; and demolition permit procedures. Additionally, the Conservation Division coordinated the creation of a Town wide GIS wetland map that has significantly increased the efficiency and accuracy of site investigations regarding the presence of state and town protected wetland resource areas and associated protection zones. The Conservation Department also worked with the GIS Department to create ARC MAP templates for USGS Maps and Wetland Site Maps with parcel and topographical information that have professional legend and title data and can be used for town permit application filings along with permit issuances. Regular updates and enhancements of this system are coordinated with the GIS Department, the most recent being the addition of vernal pool and rare species layers. LAND MANAGEMENT With respect to FY2014/15 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Trails Master Plan in addition to oversight and management of existing conservation lands. In cooperation with the Trails Advisory Group (TAG), the Conservation Commission continued progress over the last year in implementing the Master Plan including signage, kiosks, a trail steward program and improved trail maintenance. The Commission has partnered with Eagle Scouts Award applicants and the Town of Needham Forestry Department to complete maintenance of several Ridge Hill Reservation trails. Additionally, the Conservation Division continued implementation of the Ecological Management Plan for Ridge Hill Reservation. The Timothy Fuller Trail construction project was put out to bid and construction of the elevated boardwalk is anticipated to begin in late 2014. FY 2016 GOALS Primary goals for FY 2016 include continued assistance in the implementation of the Comprehensive Trails Master Plan in cooperation with the Trails Advisory Group. Projects to be addressed are as follows: (1) Complete construction of the Timothy Fuller Trail; (2) Coordinate design, permitting and construction of the Ridge Hill Trail Loop – This project would create a large turn-around for the northernmost extension of the Esker Trail; (3) Coordinate the Design of the Needham Reservoir All-Persons Trail – This project would create a handicap accessible trail (with boardwalks) around the Needham Reservoir; and (4) Coordinate the design of the Eastman Conservation Area Trail Connection Project – This project would allow the trail system in the Eastman Conservation land behind the Newman School and which is utilized as part of the curriculum of the Needham Public Schools and its Science Center to be connected to the trails at the Carol/Brewster property. Additional goals for FY 2016 include updating of the Town's Open	

Department Information DSR1	
Department	Community Development
Space and Recreation Plan, assisting the Stormwater Committee in assuring compliance with the Town's NPDES permit, and more hand-on management of Conservation lands to promote use and protect valuable natural resources. <u>ZONING BOARD OF APPEALS</u> OPERATIONAL CONSIDERATIONS The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws. The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations. To provide information about the Town's policies, procedures and requirements for comprehensive permits under Massachusetts General Laws, Chapter 40B the Board of Appeals completed an update of its Chapter 40B comprehensive permit regulations including both procedural and substantive requirements. The updated regulations include (a) minimum submittal requirements, (b) filing and/or administrative fees, (c) review fees, utilizing M.G.L., Chapter 53G, (d) notice, hearing, and review procedures, (e) standards for approval, approval with conditions and denial of an application and (f) provisions relating to modification of projects.	
Performance Factors	
<u>CONSERVATION</u> In FY2014, the Conservation Commission met formally a total of twenty-two (22) times and held a total of seventy-four (74) public hearings – nearly 35 percent more hearings than FY 2013 (refer to Table 1). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out a permit. The Commission handled one hundred and thirty-seven (137) of these applications and requests during this fiscal year (refer to Table 2). Finally, for that small percentage of projects that occur within the Commission's jurisdiction obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2014, fifteen (15) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas. During FY 2014 the Conservation Commission collected a total of \$28,834.00 in fees and \$2,300 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected in FY 2014 is due to an overall increase in the number of permit applications processed by the Commission during the fiscal year.	

**Department Information
DSR1**

Department	Community Development
-------------------	-----------------------

Table 1 : Conservation Commission Public Hearings, Bylaw Fees & Enforcement Fines

Fiscal Year	Number of Public Hearings	Wetlands Protection Bylaw Fees Collected	Enforcement Order Fines Collected
FY 2012	96	\$19,182*	\$1,300
FY 2013	55	\$11,663*	\$6,900
FY 2014	74	\$28,834*	\$2,300
*Town Portion of State WPA fee \$6,070 in FY 2012, \$2,913 in FY 2013 and \$9,947 in FY 2014.			

The following Table 2 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Recent regulatory changes have occurred that impact the Division's administrative operations and includes Section 173 of Chapter 240 of the Acts of 2010, also known as the MA Permit Extension Act (November 2010 updated August 8, 2012), that automatically extends permits and determinations under both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw for a period of four additional years beyond the original expiration date. The Division saw a significant increase in application filings from FY 2013 to FY 2014, likely due to the overall uptick in development due to the improving economy.

Table 2: Conservation Commission Application Filings & Requests

Type of Application Filing / Request	FY 2012	FY 2013	FY 2014
Notice of Intent	28	24	44
Request to Amend Order of Conditions	4	4	3
Request for Determination of Applicability	15	7	16
Abbreviated Notice of Resource Area Delineation	0	1	4
Extension Permit	2	1	0
Emergency Certification	2	1	0
Certificate of Compliance	30	27	26
Minor Modification Request	24	22	14
Enforcement Order	8	15	15
Trail Maintenance Notification Form	6	5	4
DPW Generic Permit Activity Notification Form	8	3	4
Exemption Letter	7	12	7
Conservation Restriction	0	0	0
Notice of Non-significance	1	0	0
TOTAL	135	122	137

The Commission continues to see a high volume of permit applications filings and requests each year. The Department will continue to track the number of formal applications and all revenue-generating administrative requests.

Department Information DSR1																
Department				Community Development												
<u>ZONING BOARD OF APPEALS</u>																
In FY2014, the Board of Appeals met formally a total of thirteen (13) times and held a total of sixty (60) public hearings and five (5) informal hearings (refer to Table 1). During FY 2014 the Board of Appeals collected a total of \$12,100 in fees in fulfilling its regulatory function as noted below. The decrease in Bylaw application fees collected from FY2013 to FY2014 is in large part due to fact that no 40B filings were made in FY 2014. During FY 2013 two 40B affordable housing projects were filed as follows: Greendale Village a 20-unit development at 894/906 Greendale Avenue and Needham Mews a 300-unit development at 692 Greendale Avenue.																
Table 1: Board of Appeals Public Hearings, Informal Hearings & Fees																
Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected													
FY 2012	50	5	\$13,700													
FY 2013	29	5	\$43,137													
FY 2014	60	5	\$12,100													
Within the 60 public hearings conducted in FY2014, forty (40) special permits, one (1) variance, and one (1) appeal of a Building Inspector decision were presented (refer to Table 2). The number of hearings for FY 2014 exceeds the number of applications filed as the Greendale Mews Comprehensive Permit public hearings ran for 8 meetings extending into FY 2014 from FY 2013. It should be noted that today's hearings can run for several meetings, and require more intense background checks.																
Table 2: Number of Permit Application Filings in FY2012, FY2013 and FY2014																
Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions									
2012	14	32	2	1	0	1	33									
2013	13	19	1	1	3	3	19									
2014	13	40	1	1	0	2	51									
Total		91	4	3	3	6	103									
Moving forward the division has established the following set of goals for the upcoming fiscal year.																
1) Produce and file all decisions within two weeks of the closing of the public hearing. 2) Continue the task of changing the filing system from an applicant-name format to a street-address format. This activity has the effect of also completing missing information and correcting errors in the existing database, making the database a more useful tool. 3) Monitor revenue generation in relation to the cost of the application process. 4) Expand the website to be more user friendly.																

Fiscal Year 2016 Proposed Budget

Department Information DSR1			
Department		Community Development	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	146,855	13,200	160,055
b) Expenses	11,858		11,858
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	158,713	13,200	171,913
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Community Development					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	1	3	2.5	1	3	2.5	1	3	2.5
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							145,734	
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							1,121	
Sub Total 1								146,855	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								146,855	
DSR2B									

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2				
Department	Community Development			
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Consultants (environmental assessments, enforcements, appeals)	2,958		
Communications (534x)	Wireless Device, Postage, Legal Notices	5,250		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)		1,500		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Misc. State, Private and University Sponsored Conferences	850		
Dues & Subscriptions (573X)		1,300		
Other Expenses (574 X – 579x)				
6. Total Expenses		11,858		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		158,713		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		NO	X	
Does the Department depend on any Federal or State grants to provide services?				
YES		NO	X	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES		NO	X	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES		NO	X	
V2016				

Fiscal Year 2016 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Community Development				
Title	Conservation Specialist		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	.8	13,200		13,200	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		13,200		13,200	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
Increased funding for the Conservation Specialist position is hereby requested. The request if approved would increase the hours of the Conservation Specialist from 20 hours per week to 30 hours per week in FY2016. The Conservation Department has a goal of eventually expanding this position to full time (37.5 hours). The position has been in existence since FY2012, when the Conservation Division was re-organized and expanded. Up to and including FY2015, the position has been part-time (20 hours) and was categorized at the TS4 level. The position is currently partially funded by the Wetlands Fund. The Conservation Commission authorizes an annual expenditure of \$5,400 to assist in the funding of this position. The Conservation Commission voted to an additional expenditure of \$3,125 from the Wetlands Fund to increase the position to 25 hours for the remainder of FY2015 (beginning on January 1, 2015). In 2014, at the request of the Director of Planning and Community Development, the Director of Conservation conducted a review of the existing roles and responsibilities of the position. As a result of the review and with the future goals of the Conservation Division in mind, the existing job description was updated to reflect the current and future needs of the Division. As a result of this update the position was reclassified to the TS5 level and will be placed in					

Performance Improvement Funding Request DSR4			
Department	Community Development		
Title	Conservation Specialist	Priority	1
the "I" schedule at the I-17 level in accordance with the Fiscal Year 2015 Memorandum of Agreement between the Town of Needham and the Needham Independent Town Workers Association. The original 20-hour per week Conservation Specialist position was set up as an administrative position with duties that primarily include: review and preparation of memorandums related to building and demolition permits and general wetland enquiries; preparation of legal advertisements; limited site inspections; and organization of Conservation Commission meeting minutes. Looking forward, the Needham Conservation Division has a wide array of continuing and new initiatives and responsibilities that will require proper planning to achieve. Currently, these include: • Development of a Stormwater Management Bylaw (associated with NPDES compliance); • Development of a Tree Bylaw; • Update of the Open Space and Recreation Plan; • Implementation of the Ridge Hill Reservation Ecological Management Plan; • Creation and implementation of an Ecological Management Plan for all other Conservation Commission owned land (Mitchell School, Farley Pond, Anna Volante, Walker Road); • Assistance with the development of the proposed Bay Colony Rail Trail; • Assistance with the development of the Needham Reservoir Trail; • Updates to the existing Wetlands Protection Bylaw and Regulations (and associated forms, fee structure, and guidance documents); • Coordination of ongoing Conservation Commission projects (e.g., the Timothy Fuller Trail at Ridge Hill, updating and expanding kiosks, etc.); • Coordination of trail maintenance activities of conservation and other Town owned Open Space land; • Investigation of deer population control issues throughout town; and • Development of initiatives related to regulatory streamlining, invasive species control, town conservation related GIS data, and public outreach/education. Under the current staffing organization, finding adequate time to successfully address these varied priorities may be challenging while maintaining adequate coverage of regulatory responsibilities. Furthermore, an increase in ongoing regulatory responsibilities is anticipated as the economy continues to improve and the number of applications increases. The regulatory component of the Conservation Division positions are driven by regulatory timeframes and requirements that, by their nature, consume a significant portion of staff time. With regard to the possible implementation of new regulations such as would be associated with a Stormwater Bylaw, it is likely that any new regulations would result in additional duties and responsibilities for the Conservation Division. Based on the analysis, the following structural changes to the Conservation Division were proposed: • Increase the hours of the Conservation Specialist to 37.5 hours per week.			

Performance Improvement Funding Request DSR4			
Department	Community Development		
Title	Conservation Specialist	Priority	1
- Expand the responsibilities of the Conservation Specialist to assume a technical, rather than administrative, focus. This focus would include both regulatory and land management tasks. - Expand the responsibilities of the Conservation Specialist to include greater involvement in the regulatory framework, allowing the Director to focus on other priorities, as listed above. - Promote greater integration of the Director of Conservation and Conservation Specialist positions, where both staff members work cooperatively on a wide variety of duties. By revising the job descriptions and implementing the proposed changes, the following value-added results are anticipated to realized by the Town: - Greater availability for Conservation staff to assist the public and other town departments with conservation-related issues. - Provide a higher level of quality on all products from the Division by having both staff members involved and reviewing each other's work products. - Promotion of knowledge sharing between staff members to increase technical knowledge and job satisfaction. - Allow the Director position greater time to pursue and expand involvement in new or existing town-wide conservation-related initiatives. - Currently, the town hires private consulting firms to provide environmental consulting services to various town departments. In the future, it may be more cost-effective for the Conservation Division to provide an increased level of service in this area. The requested salary includes an increase in hours to 30 hours per week and reflects the newly updated job classification salary level. In FY2017, the goal will be to increase the hours to 37.5 per week to fully realize the potential of the position. The following provides a summary of the recently revised job responsibilities of the Conservation Specialist position: Under the general supervision of the Director of Planning and Community Development and in conjunction with the Director of Conservation, the core responsibilities of this position are to provide dedicated professional, administrative and technical assistance to the Town and Conservation Commission (Commission) in accordance with the MA Wetlands Protection Act (Act; M.G.L. Chapter 131 Section 40) and the Needham Wetlands Protection Bylaw (Bylaw; Article 6), and their respective regulations, guidelines and policies. Additionally, provides support in office administration and organization, public assistance, grant administration, committee and community support, and land conservation and management. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her control. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of detail, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility. ESSENTIAL JOB FUNCTIONS - Assists the Director of Conservation (Director) by advising applicants, developers,			

Performance Improvement Funding Request DSR4			
Department	Community Development		
Title	Conservation Specialist	Priority	1
builders, realtors, citizens, property owners and other municipal departments on the permit application policies and procedures related to the Act and the Bylaw. - Assists in the review of permit applications, assisting applicants and town departments with permit applications and procedures, responding to the public's conservation-related inquiries, conducting preliminary GIS wetland map reviews of building permits, drafting permits and public hearing meeting minutes. - Assists with material distribution to the Commission for each public hearing. Attends two (2) evening Conservation Commission meetings per month. Prepares draft and final Conservation meeting minutes in accordance with the designated timeframes and procedures. - Prepares and coordinates legal requirements of both the Act and the Bylaw regarding permit applications (i.e. legal ads, agenda postings, abutter notifications, permit issuance). - Coordinates building permit reviews and demolition memorandums in accordance with the Conservation Division required procedures and determine if projects fall under the Commission's jurisdiction. - Assists with scheduled drop-in office hours to respond to miscellaneous inquiries from the public. Responds to public inquiries received through the civic plus website, email and by telephone. - Assists in review of permit applications for completeness, including all required forms, supporting documentation, and fees. Consults with Director to determine if application can be processed if found to be deficient. Assists in the review of permit applications for compliance with applicable performance standards under the Act and the Bylaw. Assists in the preparation of draft Application Summaries for each new application for distribution to Conservation Commission members. - Assists in the drafting of wetland permits and approvals for Conservation Commission review (i.e. Order of Conditions, Determinations of Applicability, Orders of Resource Area Delineation, Certificate of Compliances, Minor Modifications, Amendments, Exemption Letters etc.). - Assists in the implementation of Division policies and procedures associated with wetland project violations and enforcement actions, as directed. - Participates in or leads site inspections for a variety of functions, including: the project review process; pre-construction meetings; ongoing inspections for project compliance; site inspections in support of Certificate of Compliance requests; and inspections for violations and enforcement actions. - Assists in planning, acquisition, administration and management of municipal conservation land, including the Ridge Hill Reservation Ecological Management Plan. The position does not include any supervisory responsibilities. An analysis has been completed of other towns in eastern Massachusetts to assess current staffing levels within their Conservation Departments. Table 1 summarizes the analysis and includes a listing of the existing positions and the estimated FTEs for each town.			

Performance Improvement Funding Request DSR4			
Department	Community Development		
Title	Conservation Specialist	Priority	1
Table 1. Comparison of Conservation Dept. Staffing			
Town/City	Positions (as listed on town websites)	FTE	Office Hours (per week)
Needham	Director of Conservation (full-time) Conservation Specialist (part-time) Administrative Assistant (part-time)	1.75	40
Burlington	Conservation Administrator (full-time) Assistant Conservation Administrator (full-time) Principal Clerk (full-time)	3.0	40
Canton	Conservation Agent (3/4 time) Recording Secretary	1.5	31
Concord	Natural Resources Director Assistant Natural Resources Director Administrative Assistant * all positions full time	3.0	40
Dedham	Conservation Agent (2 days/week) Environmental Coordinator (full time – coordinates wide variety of non-regulatory tasks) Administrative Assistant (full time; shared position)	2.0	42.5
Lexington	Conservation Administrator (primarily regulatory) Conservation Stewardship Program Coordinator (primarily land management) Department Assistant (administrative) *all positions full time & town hires 2 paid seasonal interns	3.0	40
Lincoln	Conservation Director (full-time) Conservation Planner (3/4-time) Land Manager (full-time) Conservation Ranger (part-time)	3.25	40
Wakefield	Conservation Agent	1.0	14
Waltham	Office assistant	1.0	not listed
Wellesley	Director (full-time) Assistant Director (full-time) Secretary (full-time) Environmental Education coordinator (part-time)	3.5	37.5
Weston	Conservation Administrator Administrative Assistant Permit Administrator (Inspectional Services)	2.0	40
Westwood	Conservation Agent	0.25	9
Winchester	Conservation Administrator	0.5	20
Woburn	Conservation Administrator	1.0	not listed

Performance Improvement Funding Request DSR4			
Department	Community Development		
Title	Conservation Specialist	Priority	1
For the purpose of the analysis, primary comparable towns included Dedham, Lexington, and Wellesley. Their conservation staffing FTEs are 2.0, 3.0, and 3.5 respectively. Needham's Conservation Department FTE is currently 1.75, with a goal of increasing to 2.0 in FY2016 and eventually to 2.25 in FY2017. The Town of Dedham's department includes a Conservation Agent who focuses solely on regulatory tasks and works just two (2) days per week. They also have an Environmental Coordinator position that focuses on a wide variety of topics related to environmental sustainability (including open space preservation, climate change issues, recycling, and stormwater). They also have a full-time, shared Administrative Assistant. The Town of Lexington also has three positions. The full-time Conservation Administrator focuses primarily on regulatory responsibilities; the Conservation Stewardship Program Coordinator focuses on land management activities, including grant application preparation; and the Department Assistant focuses on administrative tasks related to regulatory responsibilities, including preparation of meeting minutes and website maintenance. The Town of Wellesley has three full-time positions and one part-time position within their Natural Resources Department. These positions share the regulatory, land management, and administrative duties. Based on the analysis above, increasing the FTE of Conservation Department staff to between 2.0 and 3.0 is not inconsistent from other comparable towns in the region.			
			V2016

Department Information DSR1			
Department		Police Department	
Operational Considerations			
	FY2014 Activity	FY2013 Activity	FY2012 Activity
Calls for Service	34,368	32,595	33,595
Priority 1,	5,010	4,703	4,598
Priority 2, and 3 calls	5,051	5,244	5,360
Incident Reports	1,729	1,667	1,777
Arrest & Complaints			
Adult	317	341	376
Juvenile	41	28	29
Motor Vehicle Violations	3,491	2,931	3,355
Motor Vehicle Accidents	424	407	437
Priority 1 Calls (Immediate Police Response)			
Examples: Domestic Disturbance, Physical Altercation, Accident with Injury, Robbery, Suspicious Person			
Priority 2 Calls (Reasonable Police Response)			
Examples: 911 Hang-ups, Past Burglary (suspect not on scene), Commercial/Residential Alarms			
Priority 3 Calls (As Available)			
Examples: Simple Larceny Report, vandalism			
FY 2016 Budget Request			
The FY2016 overall budget request of \$6,159,166 is \$96,390 above FY15 department budget. Included in the overall increase is a special request of \$20,000 to fund a contingent account for uncollectible details.			
Salary and Wages			
The salary and wage amount requested is \$ 5,660,317. The \$79,195 increase over FY15 is the result of the following			
The salary increase was due to underfunded dispatcher positions in FY15, salary step and longevity increases along with education.			
A collective bargaining agreement with the ITWA unit and wage restructuring for the non-representative group			
There is no collective bargaining agreement in place for FY16 between the police units and the Town.			
There is also an increase to vacation shift filling due to several officers gaining additional vacation weeks.			
There is one less scheduled election in FY16			
The 911Recert line item was moved from regular salary line item to the Training and Development overtime line item.			

Department Information DSR1	
Department	Police Department
Expenses	
The FY16 expense request has increased by (\$4,955) Under Rentals & Leases, Identi-kit lease cancelled (-450) cooler rental increased by (100) Under Communications Wireless increased by (1,000) Guilfoil Communications (4,800) Office Supplies increase (200) Building and Equipment Supplies Hardware supplies (1,000) Grounds Keeping (1,000) These two line items were moved from Other Supplies and Equipment reducing that amount(-2,000) to (1,500) Vehicle Supplies Gasoline has been reduced (-7,540) Three year average fuel usage is 26,615 Medical Supplies Increased by (700) due to Opiate overdose antidote to medical kits (Narcan) Other Supplies and Equipment Uniform Supplies New Issue increase (1,000) , Allowance increase (1,000) Patrol, Traffic, Cell Supplies, Training Supplies increase (2,000) Other Supplies decreased (-2,000) due to movement to Building and Equip (1,000)and Grounds Keeping (1,000) Dues & Subscriptions increased by (2,145) The total expense requested for FY16 is \$311,885	
Capital Equipment Replacement	
For FY2016 the replacement of five vehicles is anticipated in accordance with the department's vehicle replacement schedule. They are four patrol cruisers and one patrol supervisor vehicle. The patrol supervisor vehicles price includes equipment that could not be swapped out of the vehicle it is replacing, a 2011 Ford Crown Victoria. A \$20,000 (DSR4) request to fund a Detail Contingent Account would be used to pay uncollectable and other special details. The source of funding for this account would come from the administration fee the Town charges on details.	
Grants and Donations	
The Department received reimbursement funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Program. The grant funding to each primary 911 call center is based on the previous years 911 call center volume. During FY 2014 the Department was allocated \$ 57,891 The Department also received federal grant funding through the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The enforcement mobilizations targeted drunk driving, aggressive drivers and seat belt use. In FY 2014, the Department	

Department Information DSR1			
Department		Police Department	
received \$3,759 through the grant.			
These grants are not guaranteed and are subject to Federal and State appropriation. The reimbursement is returned to the general fund and is not reflected in the Departments bottom line.			
Total Budget Summary			
The total police department budget request for FY 2016 is \$ 6,159,166			
Performance Factors			
In FY 15, the Police Department will be transitioning over to a new public safety computer aided dispatch and records management system. Training and development will be provided to ensure proficiency with the new software in advance of the target change-over date in early FY16 The Departments goal is to improve efficiency by eliminating multiply applications currently being used and reducing maintenance costs.			
Over the past year, the Police Department has met with school officials in reviewing crisis plans and building security. The Police Department has a full time school resource officer who works closely with school administrators in addressing student safety needs. The Police Department will continue to work in conjunction with the Fire Department in addressing school safety initiatives, including lock-down drills, building security and other school safety concerns.			
The distribution of illicit drugs in Town continues to be a major concern of the police department. In the spring of 2014, Needham Police investigated and arrested several individuals involved in the trafficking and distribution of Opiate drugs in the Town. The arrest of these individuals had a significant impact on the street level availability of these drugs in town. The Police Department will continue to aggressively address the distribution of illegal narcotics through enforcement, education and community partnerships.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	5,660,317		5,660,317
b) Expenses	311,885	20,000	331,885
c) Capital	166,964		166,964
d) Total DSR2 & DSR4 Request (a+b+c)	6,139,166	20,000	6,159,166
e) Other			
f) Other			
Total Request (d+e+f)	6,139,166	20,000	6,159,166
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Police Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	59		59	59		59	59		59
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. Salary and Wage Permanent Positions.									
a. PRD1 Salary and Wages Base								3,532,457	
b. PRD1 Differentials (Conditions, Requirements, Shifts)								229,018	
c. PRD1 Education								457,109	
d. PRD1 Extra Holiday								9,910.	
e. PRD1 Longevity								60,376	
f. PRD1 Snow Program									
g. PRD1 Uniform								57,600	
h. PRD1 Other Compensation								61,780	
i. PRD1 Budget Adjustments								33,910	
Sub Total 1								4,442,160	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a. Recording Secretary									
b. Seasonal Help									
c. Temporary Department Coverage									
d. Matron Duty								1,500	
e. Parking Enforcement								31,450	
f.									
Sub Total 2								32,950	
3. Salary and Wage Overtime (Itemized Below)									
a. Scheduled Overtime									
b. Shift Vacancies, Holiday, Court, Investigations, Emergencies, Meetings and Functions								594,202	
c. Vacation Shift Filling								216,346	
d. Elections (2)								11,000	
e.									
f.									
Sub Total 3								821,548	
4. Other Salary and Wage Expenses - (Itemized Below)									
a. Incentive Programs NOSL								15,000	
b. Pay In Lieu of Accrued Leave									
c. Training and Development								155,274	
d. Tuition Reimbursement									
e. Traffic Supervisors								193,385	
f.									
Sub Total 4								363,659	
5. Total Salary and Wages (1+2+3+4)								5,660,317	

Department Expenditure Detail DSR2		
Department	Police Department	
Object	Description	Amount
DSR2B		
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Photocopier Maint (1,000), Radar,Lidar other devices (5,000), Communication system (18,200), CJIS& Crossmatch(2,900) Bicycle parts/services (500), vehicle repairs & inspections(8,300)	35,900
Rental & Leases (527X)	Range Rental (2,750), Motor Cycle (4,495), Postage meter (800), TTY (75) Cooler (900)	9,020
Other Property Related Services (529x)	Animal control services (2,100) Crematory (400)	2,500
Professional & Technical Services (530x – 531x)	Employee training, Testing Services, Consultant & Technical Services	13,000
Communications (534x)	General Postage (2,000) 911and other landlines (6,500) Wireless (14,200), Printing (1,300) Guilfoil Communications (4,800)	28,800
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Towing (800), ACO Testing (800), Vehicle Cleaning (600)	2,200
Office Supplies (542x)	Office Supplies	6,900
Building & Equipment Supplies (543x)	Hardware	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Misc Building Maintenance	1,000
Vehicular Supplies (548x)	Gasoline (108,860), Oil (1,800) Tires, Batteries, Accessories (14,500)	125,160
Food and Service Supplies (549x)		
Medical Supplies (550x)	Cruiser Medical & Station Kits (4,000) Defib Supplies (1,600) Narcan (700)	6,300
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Uniform Supplies New Issue (13,800) Allowance (7,000) Range Supplies (12,600) Batteries, Portable Radio (10,500) Lab Items & Evidence Supplies (1,900) Patrol, Traffic, Cell Supplies, Training Supplies (12,500) Other Supplies (1,500)	59,800
Governmental Charges (569x)	EMT Licenses (3,000) Court Filing Fees (160)	3,160
Travel & Mileage (571x – 572x)	Court, Training & Seminars	3,000
Dues & Subscriptions (573X)	Memberships & Dues GBPC, Metro-Lec, Nespín, IACP, SSPI, Chiefs, Plymouth County	14,145
Other Expenses (574 X – 579x)		

Department Expenditure Detail DSR2				
Department		Police Department		
Object	Description	Amount		
6. Total Expenses		311,885		
DSR2C				
Capital Equipment Replacement (587X)	Four Marked Cruisers (130,466) One Supervisor Cruiser (36,498)	166,964		
7. Total Operating Budget Capital		166,964		
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,139,166		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☒	NO ☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?		YES	☐	NO ☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?		YES	☐	NO ☒
V2016				

Performance Improvement Funding Request DSR4							
Department	Police Department						
Title	Detail Contingent Account				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. Other Costs							
5. Total (1+2+3+4)							
Budgetary Considerations						Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee						☐	☒
2. Has this request been submitted in the last three fiscal years and not funded?						☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						☐	☒
6. Does the request support activities which produce revenue for the Town?						☒	☐
7. If the request is not approved, will current Town revenues be negatively impacted?						☐	☒
8. Is there an increased exposure for the Town if the request is not approved?						☒	☐
9. Is specialized training or licensing required (beyond the initial purchase)?						☐	☒
10. Does this request address a documented health or safety issue?						☐	☒
All " YES " responses must be explained in the narrative							
Description and Explanation							
On occasion the Department as had to deal with uncollectible debt in the form of details. The account would be used as a contingent annual allowance for uncollectable and other special details. The administration fee the Town charges on details would be a source of funding for this account.							
V2016							

Department Information DSR1	
Department	FIRE
Operational Considerations	
The Fire Department has three main sources of revenue for the Town: the ambulance(s), fire inspection permits and fire alarm permits. In FY14, we collected \$589,298.66 in revenue from the ambulance, \$67,148.03 in revenue from fire inspection permits and actual inspections and \$57,650 in revenue from fire alarm master box fees, permits and inspections. Once again, in FY14, we were awarded a Student Awareness of Fire Education grant in the amount of \$4,100. This money provides us the means to have trained firefighters go into the classroom and teach children about fire safety. We concentrate our efforts on Grades Pre-K through Grade 3. We have just submitted our grant application for FY15 and hope to hear a favorable response in the next month or two.	
Salaries	
The salary line items include cost of living increases as per contractual agreement for Local 1706 Units A & C. It also includes raises for ITWA members based on a new compensation schedule as per contract.	
Services and Supplies	
The following highlights significant changes (+/-100 up or down) to the services/supplies portion of our budget:	
Repair and Maintenance	
- Repair and maintain FF equipment ~ 9,589 up from 8,821 (+768) - Vehicle Inspections ~ 6,255 up from 5,940 (+315) - Outside vehicle repairs ~ 19,770 up from 18,550 (+1,220) - Municipal Fire Alarm system outside repairs ~ up 10,000 (+10,000) - Radio maintenance contract ~ 4,026 up from 3,330 (+696) - Radio repairs ~ 1,800 down from 2,200 (-400) - Defibrillator maintenance contract ~ 5,515 up from 4,981 (+534)	
Professional/Technical	
- Fire Chief/Fire Inspectors monthly meetings ~ 1,200 down from 1,310 (-110) - Ambupro Software License User Fee ~ 4,980 up from 4,855 (+125) - EMT/Paramedic Refresher Course (with ACLS, CPR & 12 Lead) ~ 11,450 up from 9,550 (+1,900) - E911 Continuing Education for Dispatchers (State mandated) ~ 1,675 up from 650 (+1,025) - Wireless communication ~ 7,355 up from 4,950 (+2,405) This cost increase is due to the need for 5 air cards which will interface between the new CAD (computer aided dispatch) software and laptops in the vehicles. - Phone/repeater lines ~ 4,105 up from 3,566 (+539)	
Office Supplies	
General office supplies ~ 2,250 down from 2,900 (-650)	
Building and Equipment Supplies	
Digitizer Upgrade ~ one time expense down 7,500 (-7,500)	

Department Information DSR1	
Department	FIRE
Vehicular Supplies - Fuel (gasoline and diesel) ~ 39,745 down from 43,078 (-3,333) (Historical fuel consumption: FY10: Diesel~7,680 gal/Unleaded~3,017 gal; FY11: Diesel~6,973gal/Unleaded~3,490 gal; FY12: Diesel~6,651 gal/Unleaded~2,933 gal; FY13: Diesel~7,021 gal/Unleaded~3,104 gal; FY14: Diesel~5,906 gal/Unleaded~2,627 gal. To determine FY16 fuel costs, we used FY14 diesel fuel/unleaded gas consumption gallons, but added an additional 1,000 gallons to the diesel fuel number. The additional gallons were added due to the fact that in FY14 our ladder truck was off the road for three months being repaired, our bucket truck was off the road for ½ year due to the retirement of our Superintendent of Fire Alarm, and on several occasions manpower was low so fewer vehicles went out on calls.) - Vehicle parts ~ 17,050 down from 17,235 (-185) Supplies and Equipment - Firefighting supplies ~ 38,166 up from 33,618 (+4,548) - All uniforms ~ 35,900 up from 24,570 (+11,330) - Fire alarm supplies ~ 1,890 down from 7,103 (-5,213) Governmental Charges - EMT/Paramedic State Recertification ~ 6,750 up from 5,400 (+1,350) - EMT/Paramedic National Registry Fee ~ 960 down from 1,260 (-300) Travel and Mileage - Fire Chief, Fire Prevention and Fire Alarm travel ~ 2,240 down from 3,365 (-1,125) Capital Equipment Replacement - New FF/Officer Structural Firefighting Protective Apparel (Hitch Gear) ~ We continue to project a changing department with the potential retirement of officers/firefighters. Since any retirements would require promotions and hiring of new firefighters, we are once again requesting new hitch gear. Last year, we included new gear at a cost of 20,012; this year the cost is 20,311.	
Performance Factors	
In FY15, the Fire Department was fortunate to receive approval and funding to start the process of updating our municipal fire alarm system to a wireless radio master box system. In FY16, we hope to have all Town-owned buildings on-line with the new system. This is the planned initial step in what will be a two – three year process. Once the municipal buildings are complete and functioning properly, we can begin to implement the system for the 128 privately owned properties which we currently monitor. (Please note: It will not be mandatory for privately owned properties to use our wireless radio master box system. Building owners and tenants will have the option of outsourcing to a private alarm company.) Heading into the latter part of FY15 and the beginning of FY16, both the Police and Fire Departments will be changing over to a new and enhanced "Dispatching and Reporting" software system. It is our goal to make this transition as seamless as possible. We hope to have all involved personnel trained and proficient in the workings of the program. The new system will include several laptop or tablet computers which can be used in the field to complement emergency operations, as well as inspectional services.	

Fiscal Year 2016 Proposed Budget

Department Information DSR1			
Department		FIRE	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,890,572		6,890,572
b) Expenses	308,090		308,090
c) Capital	20,311		20,311
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other			
f) Other			
Total Request (d+e+f)	7,218,973		7,218,973
V2016			

Department Expenditure Detail DSR2									
Department				FIRE					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	71	0	0	71	0	0	71	0	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		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							4,396,352	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							566,116	
c.	PRD1 Education							250,802	
d.	PRD1 Extra Holiday							348,333	
e.	PRD1 Longevity							127,856	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							520	
h.	PRD1 Other Compensation							42,043	
i.	PRD1 Budget Adjustments							3,083	
Sub Total 1								5,735,105	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage - Administration							1,464	
d.	Temporary Part-time Support - Fire Alarm							18,500	
e.									
f.									
Sub Total 2								19,964	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	Fire Overtime - Units A & C ~ In order to cover all Vacations and Personal Days for Deputies, Captains, Lieutenants and Firefighters we will need approximately 659,147. In addition, historically we will need approximately 130,000 - 145,000 to cover sick, mutual aid, callbacks, holdovers, storms, EMS meetings, mechanic work, and any other unexpected overtime. We, therefore, estimate needing 804,147.							804,147	
c.	Fire Alarm Overtime							10,000	
d.	Fire Civilian Dispatch Overtime							47,727	
e.									
f.									
Sub Total 3								861,874	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs - Assistant Director of Emergency Mgt							1,500	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development							258,145	
d.	Tuition Reimbursement								

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
e. Working Out of Grade		10,702
f. Fire Civilian Dispatch Holiday Worked		3,282
	Sub Total 4	273,629
5. Total Salary and Wages (1+2+3+4)		6,890,572
DSR2B		
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Copier maintenance contract (1,016) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow and hydrostatic testing; air compressor maintenance contract, service for Amkus rescue tools; annual calibration of CO monitors; recharging fire extinguishers; and small equipment repair (9,589) Vehicle inspections (6,255) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake, exhaust, body, pump and aerial electrical repairs, as well as scheduled maintenance (19,770) Municipal Fire Alarm system outside repairs (10,000) Radio maintenance contract (4,026) Radio repairs (1,800) Defibrillator maintenance contract (5,515)	57,971
Rental & Leases (527X)	Acetylene tank rental (156) Medical oxygen tank rental (84)	240
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Regional Shared Resource (1,000) New Hire Psychological/PAT and Academy Trust Fund (2,320) Monthly MetroFire, Fire Chiefs; Association of MA, Norfolk County and Fire Prevention monthly meetings (1,200) Annual conferences including MMA, IAFC and Fire Prevention; Fire Alarm seminars, and Professional Development courses (1,435) Ambupro Software License User Fee (4,980) Medical Oxygen (1,216) EMT/Paramedic Refresher Course/ACLS/12-Lead (11,450)	58,154

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	Consultant(s) for Fire Alarm plan review (20,000) Police details (336) Instructor's fees (4,500) E911 Dispatch Continuing Education (1,675) Swiftreach Emergency Notification Software User License (8,042)	
Communications (534x)	All wireless communications (7,355) All phones/repeater lines (4,105) Postage (285) Printing/Mailing (125)	11,870
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, stationary, envelopes, notebooks, file folders, tape, staples, etc. (2,250)	2,250
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, other plantings (385)	385
Vehicular Supplies (548x)	Fuel - regular, diesel (39,745) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (17,050)	56,795
Food and Service Supplies (549x)	Meeting refreshments (200)	200
Medical Supplies (550x)	General medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, gloves, saline, sharps, syringes, EPI-pens, sanitizers, electrodes, defib pads, EZIO needles, bandages, etc. (25,500)	25,500
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, gates, tools, SCBA accessories, batteries, thermal imager, rescue kit etc. (38,166) All work and dress uniforms including, but not limited to: dress pants, dress coats, dress shirts, badges, work pants, work shirts, sweatshirts, hats, gloves, work shoes, etc. (35,900) NFPA Codes on-line (1,166) Fire Prevention supplies (300) Educational supplies (1,375)	78,997

Department Expenditure Detail DSR2				
Department	FIRE			
Object	Description	Amount		
	Fire Alarm supplies (1,890) Emergency Mgt supplies (200)			
Governmental Charges (569x)	Ambulance(s) license (1,000) Food and Drug license (300) EMT/Paramedic State Recertification (6,750) EMT/Paramedic National Registry Fee (960)	9,010		
Travel & Mileage (571x – 572x)	Mileage, hotels, parking and tolls for all meeting/conferences (2,240)	2,240		
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400) Norfolk County Fire Chiefs (250) IAFC (428) NFPA (165) Fire Prevention Association (80) MetroFire (2,500) Haz-Mat Team member (75) IMSA (80)	3,978		
Other Expenses (574 X – 579x)				
6. Total Expenses		308,090		
DSR2C				
Capital Equipment Replacement (587X)	Promotion/New FF Structural Firefighting Protective Apparel (20,311)	20,311		
7. Total Operating Budget Capital		20,311		
8. Total Base Request (Line 5 + Line 6 + Line 7)		7,218,973		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
YES		☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES		☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES		☐	NO	☒
V2016				

Department Information DSR1	
Department	Building
Operational Considerations	
The Building Department oversees several functions of public safety, and the enforcement of their applicable codes. Massachusetts State Building Code: The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations. National Electric Code: The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity. Commonwealth of Massachusetts Fuel Gas and Plumbing Code: This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems. The Building Department also reviews all building, electrical, plumbing, gas, and sign applications. Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or code. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc. The Building Department is funded by its fiscal operational budget. The FY12 operational budget was \$467,911.00 The FY13 operational budget was \$489,559.00 The FY14 operational budget was \$559,654.00 The FY15 operational budget is \$582,350.00. Monies generated by the Building Department are by means of permit fees, and misc. fees. Total fees collected in FY12 amounted to \$1,693,088.- increased by approx. 40.5% Total fees collected in FY13 amounted to \$1,598,953.- decrease by approx. 6% Total fees collected in FY14 amounted to \$1,975,200- increase by approx. 23.5% The Building Department enforces state and national public safety codes and Town By-Laws. The Building Department actively investigates complaints filed with the office regarding building safety, zoning enforcement and general nuisance complaints. The Building Department also fields many calls to resolve other Town of Needham Departments' issues. Department staff works with Town departments involved with planning future developments in town	

Department Information DSR1	
Department	Building
<u>New positions</u> Since the Building Department received its additional funding for a staff increase of one part time Building Official and one full time Department Assistant, the increase of demand on the Department for building permit review and processing is being met. The first three months of this fiscal year has already shown a 13% increase in number of permits issued and a 17% increase of just building permits reviewed. The Building Department went through some staffing changes during the year. The Assistant Building Commissioner retired after many years of service. One of the department's local building inspectors was promoted into the vacant position. To create as smooth of a transition as possible for trades- persons and property owners, the Building Department continues to enhance information on the Town web page with respect to changes coming into effect. For example; Effective last year the Building Board of Regulations and Standards instituted a state wide controlled construction document to be used by design professionals. Starting in July of this year, the State adopted a new Energy Code and Building Code changes. To educate contractors, architects, and developers of these changes, the Building Department conducted its first in house seminar, hosted by a design engineer under the direction of the Assistant Building Commissioner, The event was well attended and the Department received good positive feedback. The Building Commissioner will be hosting similar events during the upcoming year regarding new Zoning, noise, tree, and residential storm water requirements being developed and adopted. This full staffing of the Building Department has enhanced the ability of the Building Department Team to continue to provide better customer service in the field and in the office. The Town of Needham continues to attract building, development, and new business. Prospective buyers appreciate that construction projects in our community, with regard to safety and zoning, receive full attention and that the Building Department is maintaining high standards. Property purchase in Needham continues to be on the rise. <u>New Construction:</u> FY12-Residential Dwelling Units- 95 FY12-Non-residential Buildings - 5 FY13-Residential Dwelling Units- 84 FY13-Non-residential Buildings - 6 FY14-Residential Single Family Dwellings- 101 FY14 Residential Two Family Dwellings- 13 FY14 Residential More than Two Family Dwellings- 4 FY14 Non-residential Buildings- 4 FY15 7/1/14 thru 10/24/14 Residential Single Family Dwellings-34 FY15 7/1/14 thru 10/24/14 Residential Two Family Dwellings-6 FY15 7/1/14 thru 10/24/14 Non-residential Buildings-1 <u>Demolition:</u> FY14-Residential- 101 FY14-Non-Residential- 5 FY15-7/1/14 thru 10/24/14 Residential-33 FY15-7/1/14 thru 10/24/14 Commercial-1	

Department Information DSR1	
Department	Building
Last fiscal year Needham property owners reported they spent \$166,510,982.00 to construct or remodel 1,814,387 square feet to buildings and structures. This was a 27% increase of space being constructed or remodeled. This amounted to a <u>monthly</u> average of \$13,875,915.00 and 151,199 square feet. Budget submission for level service is \$606,494 <u>Salary & Wages</u> FY16 Budget submission-\$575,454.00-4% Increase –ITWA contract/Promotion/& Annual Step increases <u>Services, Supplies & Other Expenses</u> FY16 Budget submission-\$31,040.00	
Performance Factors	
The Building Department maintains extensive document information on all town properties. Because of the availability of these well maintained, historical and current records, our department property files are constantly being requested for access & review by the public and other town departments. The Building Department has provided and continues to offer a high level of customer service through several avenues. <u>1.)Information: Written & Verbal</u> <u>Written:</u> <u>On-line 'Easy Permit' Process:</u> Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights. Permit applications-Building, Electric, Plumbing, Gas, Sheet metal, Sign Fee schedules-Building, Electric, Plumbing, Gas, Sheet metal, Sign Controlled Construction documents, Homeowner exemption document, Home Improvement Contractor, & Workers' Comp. <u>In-Office-</u> All permit applications-Fee schedules-State Construction Control documents - Residential zoning information, Misc. construction guidelines In addition, approximately 30-40 informational pamphlets have been generated by the Inspectors as an educational tool or guided process for tradespersons and property owners. New postings on the web page, and counter displays, as soon as any code changes or amendments are announced by the State.	

Department Information DSR1	
Department	Building
<u>Verbal:</u> Telephone assistance answering questions as to building, electric, plumbing & gas codes, as well as zoning and sign by-laws. Telephone assistance and guidance as to permit process and special permit process. Telephone assistance providing property information; property history; ownership; contractor information; etc. Counter assistance answering questions as to permit process, property information, zoning information, contractor information, etc. Inspectors make themselves available before and during normal business hours to meet with contractors and property owners for questions and informal plan reviews. <u>2.)Permit Review:</u> The Building Department reviews all building, electric, plumbing, gas, sheet metal, and sign applications. Number of total permits <u>issued</u>: FY12-4,797 FY13-5,080 FY14-5,092 <u>3.)Inspections:</u> Adjustments in inspection scheduling to ensure on time arrival of inspectors. Adjustments in inspections required to expedite construction progress. (e.g. House demolition and new house excavation may be combined into one inspection if building permit for new house has been issued). Developing an inspection process; resulting in eliminating unnecessary delays of project. Daily inspection schedules for building, plumbing, gas, electric, sheet metal, and annual state inspections times are posted on the Building Department website by 5:00pm the night before, so that tradespersons and property owners are better able to plan their day and be prepared for the scheduled inspection. This process has received an exceptional, positive response from tradespersons & property owners. Number of requested inspections performed: <u>Building Inspector</u> FY12-3,728*	

Department Information DSR1			
Department		Building	
FY13- 3,240* FY14- 3,603* <u>Plumbing Inspector</u> FY12- 2,969* FY13- 3,552* FY14- 3,227* <u>Wiring Inspector</u> FY12- 3,293* FY13- 3,094* FY14- 3,111* * These numbers do not reflect emergency calls from Police & Fire Depts.			
4.)Complaints			
The Building Department fields numerous calls and written complaints from Needham residents expressing their concerns regarding neighborhood construction, zoning conformance, nuisances, noise, parking, water run off, trash, unsightly properties, abandoned properties, unsafe properties, working with out permits, illegal use of property, broken elevators, general maintenance. The Building Department also receives many written complaints regarding all of the same issues. The Building Department responds to all complaints by means of letters, phone calls, site visits, or, if applies, directing to the attention of another more appropriate Town department.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$575,454		\$575,454
b) Expenses	\$31,040		\$31,040
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	\$606,494		\$606,494
e) Other			
f) Other			
Total Request (d+e+f)	\$606,494		\$606,494
V2016			

Department Expenditure Detail DSR2									
Department				Building					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	7	1	8	8	1	9	8	1	9
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. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$538,610	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$1,600	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							\$4,155	
Sub Total 1								\$544,365	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage Coverage for vacation and sick for Building, Wiring, and Plumbing & Gas Inspectors. Coverage to assist during high volume inspection periods, such as heating seasons.							\$20,842	
d.									
e.									
f.									
Sub Total 2								\$20,842	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	Staff overtime during absenteeism & special projects							\$10,247	
c.									
d.									
e.									
f.									
Sub Total 3								\$10,247	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4								0	
5. Total Salary and Wages (1+2+3+4)								\$575,454	

Department Expenditure Detail DSR2				
Department	Building			
Object	Description	Amount		
DSR2B				
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. (\$2785) Annual in-state/ out of state conferences(\$2446)		\$5,231	
Communications (534x)	Cell phones (\$2200) Postage & Constable Services (\$685) State forms, applications and Building permit cards (\$2184)		\$5,069	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Photo processing (\$100)		\$100	
Office Supplies (542x)	Folders, binders, paper, desk & office supplies, archive storage boxes, small office equipment as needed (\$4149)		\$4,149	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Jackets, shirts, safety boots, glasses, vests, flashlights, batteries etc. (\$1500)		\$1,500	
Governmental Charges (569x)	Contrat with Massachusetts Division of Weights & Standards (\$12,000)		\$12,000	
Travel & Mileage (571x – 572x)	Mileage, lodging, meals, tolls, parking & transportation for conferences and education seminars. (\$2,111)		\$2,111	
Dues & Subscriptions (573X)	Annual membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAEI. Updated Code books (\$880)		\$880	
Other Expenses (574 X – 579x)				
6. Total Expenses			\$31,040	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			\$606,494	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒

Department Expenditure Detail DSR2				
Department	Building			
Object	Description	Amount		
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2016

**Department Information
DSR1**

Department	Department of Public Works
-------------------	----------------------------

Operational Considerations

The Department of Public Works is responsible for maintaining the physical non-building infrastructure of the Town. This infrastructure includes: roads, bridges, sewer systems, water systems, trash disposal, recycling, parks, sidewalks, etc.

The Department of Public Works consists of eight different divisions, five of which are budgeted under the general fund, and three of which are independent enterprise funds. Within the general fund there are three support divisions (Administration, Garage, & Engineering) which provide support services to all of the operating divisions of the DPW regardless of their funding source, and two operations division (Highway and Parks & Forestry).

Differences in FY 16 Budget Submission

Salaries & Wages increased by \$122,239, 3.66%

Expenses & Services increased by \$86,212, 5.8%

Operating Capital increased by \$11,716, 186.44%

Total Budget Submission increased by \$220,167, 4.56 %

Salaries

There are presently contracts for all represented employees. Those in the ITWA union are getting a 2.5% increase in FY 16 in addition to a new classification plan under the contract that was approved in FY 15. Those in the NIPEA union are getting a 1% increase for first half of FY 16 and an additional 1% six months into the fiscal year. The Non-Represented employees are not getting a cost of living increase, but have been reclassified as part of a town-wide study and this reclassification will go into effect in FY 16. The overall increase in the Wages & Salaries and the Other Salary Items line is 3.44% over the prior years approved budget.

The Overtime line item service hours are flat from the FY 15 submission. There is an overall increase of 8.75%. The Temporary line item is flat in service from the FY 15 submission, and based on the current Class C schedule for summer hires has increased 2.15%

Energy

Type	3 Year Average Consumption	Cost per Unit	Fixed Costs Adjustment 2%	Budgeted Amount	Difference from Prior Year Submission
Electricity	180,744	\$0.21	\$3,201	\$41,158	-\$235
Natural Gas	6,238	\$1.60*	\$216	\$10,197	\$3,223

*increase from FY15 budget of 27%

Vehicular Supplies

Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	25,161	\$4.34*	\$109,197	-\$5,548
Diesel – Revision due to lost data	407	\$4.34*	\$1,767	
Gasoline	12,399	\$3.72**	\$46,124	\$2,478
Gasoline - Revision due to lost data	187	\$3.72**	\$697	

*decrease from FY 15 budget of 1.84%

**decrease from FY 15 budget of 4.3%

Department Information DSR1	
Department	Department of Public Works
<u>Newman Fields Upgrade</u> As part of the Newman Fields upgrade which is scheduled for the Summer of 2015, there will be additional maintenance costs associated with upgrading the field from a tier 3 to a tier 2. These costs include fertilizer, seed, and plant protectants (\$22,686) and cultural practices (\$9,734) for a total increase of \$32,420 in the Other Property Related Services and Groundskeeping Supply lines. <u>Irrigation Repair</u> The irrigation systems that the Town maintains on an annual basis are showing wear with time and are requiring an increasing amount of repair that is now expanding beyond the capacity of in-house staff. This increase of \$9,000 will fund outsourcing of some of these repairs and reflects the increase in materials required when making repairs in-house. <u>Highway Contract Increases</u> The Highway division has evaluated its lines and analyzed its current agreements and has factored in increases for those contracts. The amount that these lines are increasing is conservative. The increases are as follows: roadway markings 3%, signage 2.5%, street sweeping 17%*, street sweeping disposal 11%*, roadway paving 2.5%, surface treatments 2.5%, crack sealing 2%, sidewalk rehabilitation 3%, and traffic signals 2%. This has resulted in an increase of 18,779. *These items were not increased in the FY 15 budget <u>Mobile Devices</u> In FY 2016 the Department intends to rollout a program of utilizing mobile devices as part of its daily operations. Utilizing the PeopleGIS software, and other products that DPW utilizes in its regular operations, staff will be able to retrieve and enter data remotely. This line is not being increased due to savings in the wireless service for existing plans. <u>Vehicular Repairs</u> After management transitions in the Garage, additional shortcomings in maintenance have been identified for the existing fleet. This line is being increased by \$13,000 based on increased costs that have been demonstrated over the past two years. The division is currently investigating increased maintenance and vehicle pool management options to avoid increased costs in future years. <u>Operating Capital</u> The operating capital now includes items that had previously been called Small Specialty Equipment in the capital replacement schedule. These items are all under \$25,000. <u>DSR4s</u> <u>Personal Protective Equipment</u> The Town applied for and did not receive a MIIA grant for equipment including a voltage detector to be used by Town staff when dealing with downed wires.	

Fiscal Year 2016 Proposed Budget

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Off-Set By	Comments	Net Change
Energy	Electricity	(\$235)		Based on 3 Year Average	\$2,988
	Natural Gas	\$3,223		Based on 3 Year Average	
Repairs & Maint Services	P & F: Irrigation Repair	\$9,000		Establishing program for irrigation repairs	\$24,077
	Admin: Copies, Printer, & Typewriter Repair	\$1,000		Prices based on three copier/printer/scanners at PSAB and current maint. Agreement	
	Highway: Roadway Markings	\$1,022		New contract 3% average increase	
	Highway: Specialty Signs	\$55		New contract 2.5% average increase	
	Garage: Vehicular Repair	\$13,000		Based on increased maintenance and backlog	
Other Property Related Services	P & F: Crane Work - Trees	\$1,600		Based on increased need for Crane work	\$46,856
	P & F: Fertilizer	\$18,279		Newman Field Upgrade	
	P & F: Field Work	\$9,639		Newman Field Upgrade	
	P & F: Soil Sampling	\$95		Newman Field Upgrade	
	Highway: Roadway Paving	\$6,080		New contract 2.5% average increase	
	Highway: Road Surface Treatments	\$2,326		New contract 2.5% average increase	
	Highway: Crack Seal	\$1,290		New contract 2% average increase	
	Highway: Sweeping & Disposal of Street Sweepings	\$5,924		Includes contractual increases in FY 15 & 16 not accounted for in prior years budget which equals an increase of 14%	
	Highway: Sidewalk Repair/Rehabilitation	\$1,065		New contract 3% average increase	
	Highway: Curbing	\$225		New contract 3% average increase	
	Highway: Handicapped Ramps	\$333		New contract 3% average increase	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Off-Set By	Comments	Net Change
Professional & Technical Services	P & F: Trade Shows/Seminars - NE Grows, NESTMA, MTW, APWA	\$200		Adding SE MA Tree Warden Tradeshow	\$4,700
	Admin: Training, Seminars, Conferences	\$3,000		Include additional attendee to APWA National through ELA program	
	Highway: Training, Seminars, Conferences	\$1,500	(\$1,500)	Transferred from Inspection Services	
	Highway: Inspection Services	(\$1,500)	\$1,500	Transferred to Training, Seminars, Conferences	
	Highway: Asphalt Cores & Analysis	(\$3,165)	\$3,165	Transferred to police details	
	Garage: Training, Seminars, Conferences	\$1,300		Increase in staff trainings	
	Garage: RTA Software Maintenance Agreement	\$200		based on subscription cost	
Communications	Highway: Telephones	\$400		Based on FY 15 Spending Trends	\$400
Other Purchased Services	Highway: Police Details	\$3,165	(\$3,165)	Transferred from Professional & Tech.	\$0
	Garage: Emissions Testing	(\$3,100)	\$3,100	Transferred to towing services	
	Garage: Towing Services	\$3,100	(\$3,100)	Transferred from emissions testing	
Custodial Supplies	P & F: Hand Soap, Paper Goods, Shop Towels	\$650		Based on 3 year Average of Spending	\$650
Grounds Keeping Supplies	P & F: Irrigation Supplies	\$2,000		No current program for irrigation repairs	\$6,467
	P & F: Quick Dry Clay	\$60		Increased cost of product	
	P & F: Seed	\$4,407		Newman Field Upgrade	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Off-Set By	Comments	Net Change
Vehicular Supplies	Diesel	(\$5,548)		Based on 3 Year Average	(\$3,070)
	Gasoline	\$2,478		Based on 3 Year Average	
Public Works Supplies	P & F: Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies	\$2,000		Based on 3 year Average of Spending & Increased cost of Chainsaws	\$2,459
	Highway: Traffic Signals	\$359		New contract 2% average increase	
	Highway: Traffic Marking Paint	\$100		New contract 3% average increase	
Governmental Charges	Garage: CDL Licenses	\$25		Supervisor has CDL License	\$25
Dues & Subscriptions	NESTMA, MTWFA, MCLP, APWA, ISA, MMA	\$660		New license for ISA and increased dues	\$660
Performance Factors					
Administration					
		FY13	FY14		
Contracts Drafted		155	187		
Bids Conducted		28	43		
Invoices processed		NA	750		
Purchase orders processed		NA	4517		
Property insurance claims		121	108		
Vehicle insurance claims		22	45		
Street Opening Permits		447	583		
Water Permits		102	157		
Sewer Permits		98	141		
Drain Permits		15	21		
Commonwealth Connect FY 2014					
Issue	Number of Issues		Average Days to Close		
Liaison Services (Utility Poles, Trenches, Wires)	33		13.7		

**Department Information
DSR1**

Department	Department of Public Works
-------------------	----------------------------

Engineering

Noteworthy projects completed in FY14 include: the Chestnut/Lincoln Street Parking Lot, the Reservoir B Pump Station, the Lincoln Street water main replacement, & the Grant Street water main replacement.

	FY12	FY13	FY14
Street/Sidewalk Occupancy and Excavation Permits	613	450	583
Project Reviews for Planning Board Completed	34	33	54
Project Reviews for ZBA Completed	2	5	5
Project Reviews for Building Department Completed	802	658	966

Commonwealth Connect FY 2014

Issue	Number of Issues	Average Days to Close
Street Lights	273	21.3
Other	16	11.8

Parks & Forestry

Noteworthy accomplishments of FY14 include: the completion and opening of the Off Leash Dog Area, the Installation of the War Memorial at Memorial Park, & Landscaping at the Chestnut/Lincoln Street Parking Lot.

Hours Worked

	FY12	FY13	FY14
Field Maintenance	13,608	13,467	12,272
Roadside Maintenance	2,088	1,544	1,560
Support Work	4,525	5,373	4,784
Tree Work	6,443	6,092	4,848
Grand Total	26,664	26,476	23,464

National Citizen Survey

Percentage of Citizens Who:		
Year	Rate Town Parks Positively	Visited a Town Park
2010	88%	84%
2012	89%	82%
2014	82%	80%

Commonwealth Connect FY 2014

Issue	Number of Issues	Average Days to Close
Tree Issues	89	11.4
Other	25	17.4

Department Information DSR1						
Department		Department of Public Works				
Garage						
	Gasoline Fuel Usage in Gallons			Diesel Fuel Usage in Gallons		
Department	FY 2012	FY 2013	FY 2014	FY 2012	FY 2013	FY 2014
Billed to Individual Department/Funds						
Council on Aging	1,346	1,793	2,031			
Fire Dept.	2,402	2,526	2,627	6,651	7,021	5,906
Police Dept.*			16,999			
Public Facilities Ops.	7,342	7,440	7,527	9	17	316
School Department	5,638	5,961	5,564	5,615	5,022	4,604
RTS	386	539	599	17,130	16,240	17,157
Sewer	1,280	1,666	2,186	2,558	4,976	3,814
Drains				2,776	1,583	1,681
Water	8,904	9,226	8,399	2,763	4,361	4,275
Total Non-DPW General Fund Usage	27,298	29,151	45,932	37,502	39,220	37,753
Paid by DPW General Fund						
Administration	323	527	611			
Engineering	908	756	661			
Garage	896	1,181	1,971	85	130	216
Assessors	158	154	136			
Board of Health**	12	14				
Building Dept.	1,487	1,280	1,131			
Needham Housing***	3,501	4,353	4,438	5	21	10
Highway	1,347	1,944	1,783	9,315	14,873	17,345
Parks & Forestry	2,144	2,677	2,804	11,018	11,243	11,221
Total DPW Usage	10,776	12,886	13,535	20,423	26,267	28,792
Totals						
Unaccounted for Usage****			2,705			2,109
Total Usage Town-Wide	38,074	42,037	62,172	57,925	65,487	68,654
*Police data only recorded starting September 2013						
**Board of Health Vehicles is now being used by the Building Dept.						
***Town does bill for consumption and is reimbursed						
****estimated unrecorded consumption for two weeks of overwritten data in May of 2014						
Proposed Goal		Proposed Measure				
Maintain fleet availability		Percentage of vehicles available for use each day				
Maintain focused productivity		Percentage of garage staff time dedicated to vehicle and equipment maintenance				
Maximize use of warranties		Percentage of warranty eligible repair dollars recovered				
Extend vehicle life cycles		Number of preventative maintenance service orders				

**Department Information
DSR1**

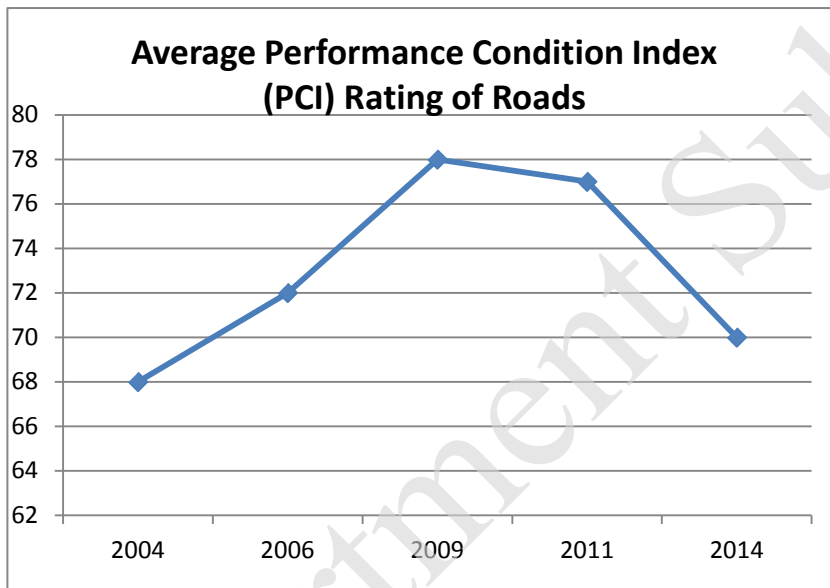
Department	Department of Public Works
-------------------	----------------------------

Highway

Performance Condition Index (PCI) Rating of Roads							
Year	PCI (0-40)		PCI (41-70)		PCI (71-100)		Average PCI
2004	16.98 clm	13.88%	39.88 clm	32.60%	65.46 clm	53.52%	68
2006	21.53 clm	17.60%	24.68 clm	20.18%	76.09 clm	62.22%	72
2009	8.26 clm	6.75%	34.36 clm	28.09%	79.69 clm	65.16%	78
2011	8.27 clm	6.76%	34.26 clm	28.01%	79.77 clm	65.23%	77
2014	12.68 clm	10.31%	46.79 clm	38.05%	63.5 clm	51.64%	70

Goal 1: PCI rating of 80 or above

Goal 2: Identify roads with PCI of 60 below and target for repair/renovation



Traffic Signal Energy Consumption					
	FY10	FY11	FY12	FY13	FY14
kWh	130,557	114,029	151,790	137,079	107,976
Number of Intersections owned and maintained by the Town *	26	27	27	27	28
% of Town's full signals converted to LED **	46%	53%	55%	70%	90%

*22 full signals of which 20-12" signal heads have been converted to LED, 3 school zone, 3 flashing.

**Great Plain Ave @ Chestnut St. & Great Plain Ave @ Dedham Ave will be upgraded during the Town Center Reconstruction. (These signal heads are only 8" in diameter)

**Department Information
DSR1**

Department	Department of Public Works
-------------------	----------------------------

Total Roadway & Sidewalk Rehabilitation Program by Fiscal Year

Program	Unit	FY10	FY11	FY12	FY13	FY14
Asphalt Paving	lane miles	12.3	5.9	4.5	7.5	12.1
Asphalt Curbing	feet	32,250	28,750	19,600	30,350	60,350
Grass Plot	feet	42,650	32,500	22,450	37,850	72,400
Micro Surfacing	lane miles	3.9	-	-	-	-
Chip Seal (Double)	lane miles	-	5.3	-	-	-
Rubberized Crack Seal	gallons	4,130	5,280	8,261	9,432	5,352
Granite Curbing	feet	5,100	2,050	4,650	5,340	4,260
Asphalt Sidewalk	miles	2.7	2.8	2.3	3.6	3.4
Aprons Repairs & Adjustment	driveways	295	185	146	241	435
Handicap Ramps	ramps	54	35	26	31	24
Repair/Adjust Large Utility Castings	count	325	165	129	284	419
Repair/Adjust Small Utility Castings	count	145	67	48	92	151

Commonwealth Connect FY 2014

Issue	Number of Issues	Average Days to Close
Berm Issues (Loam, Rake, Re-seed)	71	16.7
Other	60	21.3
Parking Meter Issues	8	10.6
Potholes	318	5.9
Public Litter	25	13.9
Public Works - Construction	54	36.6
Sidewalk & Curb Issues (installation, repair, etc.)	100	31.5
Signs	72	10.7
Traffic Signals	21	12.3
Winter Weather Issues	290	0.8

National Citizen Survey

Percentage of Citizens Who:

Year	Rate Street Repair Positively	Rate Street Cleaning Positively	Rate Snow Removal Positively	Rate Sidewalk Maintenance Positively
2010	39%	61%	63%	46%
2012	52%	73%	72%	51%
2014	43%	64%	65%	44%

Department Information DSR1			
Department		Department of Public Works	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	3,461,561		3,461,561
b) Expenses	1,571,633	5,000	1,576,633
c) Capital	18,000		18,000
d) Total DSR2 & DSR4 Request (a+b+c)	5,051,194	5,000	5,056,194
e) Other Snow & Ice	404,000		404,000
f) Other			
Total Request (d+e+f)	5,455,194	5,000	5,460,194
V2016			

Department Expenditure Detail DSR2									
Department				Department of Public Works					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	49		49	49		49	49		49
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X	49	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							3,083,051	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							11,100	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							66,512	
f.	PRD1 Snow Program							42,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							24,636	
Sub Total 1							3,227,299		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help P&F 6 Summer Help at 12 weeks, Engineering 2 Summer Help at 12 weeks							51,072	
c.	Temporary Department Coverage Admin 8 weeks							3,755	
d.									
e.									
f.									
Sub Total 2							54,827		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	Parks & Forestry							54,880	
c.	Garage							15,915	
d.	Engineering							5,138	
e.	Administration							8,081	
f.	Highway							84,221	
Sub Total 3							168,235		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs Sick Incentive Pay							11,200	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4							11,200		
5. Total Salary and Wages (1+2+3+4)								3,461,561	

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
DSR2B		
Energy (521x)	Electricity (41,158) Natural Gas (10,197)	51,355
Repairs & Maintenance Services (524x – 525x)	Administration • Copiers, Printers & Typewriter Repair (6,000) Engineering • Large Document Copier & Survey Equip. Repair (930) Garage • Equipment Repair (6,000) • Fuel Tank Maintenance (4,000) • Vehicle Repair (35,000) • Vehicle & Equip. Inspections (7,000) Highway • Roadway Markings (35,115) • Specialty Signs (2,260) • Repair & Maint. of Traffic Signals (14,999) Parks & Forestry • Electrical Repair (4,000) • Irrigation Repair (10,000) Equipment Repair (7,800)	133,104
Rental & Leases (527X)	Garage • Shop Supplies, Gas & Welding Supplies	3,000
Other Property Related Services (529x)	Highway • Roadway Paving (249,380) • Road Surface Treatments (95,386) • Crack Seal (65,810) • Sweeping & Disposal of Street Sweepings (47,344) • Fence/Guardrail (10,500) • Sidewalk Repair/Rehabilitation (36,565) • Curbing (7,725) • Handicapped Ramps (11,433) Parks & Forestry • Fence Repair (3,400) • Winter Moth Spray (1,100) • Power Wash Pool (1,500) • Contracted Mowing (36,480) • Fertilizer (75,697) • Field Work (33,961) • Soil Sampling (1,673) • Turf Field Grooming (0) • Sod Installation (4,000) • Xeriscape Planting (2,000)	732,742

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	- Crane Work – Trees (9,600) - Tree Spade (2,000) - Invasive Weed Control – Carol Brewster (4,900) - Top Dressing (20,788) - Wetting Agent (11,500)	
Professional & Technical Services (530x – 531x)	Administration - Training, Seminars, Conferences (8,000) Engineering - Monumentation, Conferences, Seminars (25,450) Garage - Training, Seminars, & Conferences (2,000) - RTA Software Maintenance (1,750) Highway - Inspection Services (5,000) - Asphalt Cores & Analysis (0) - Training, Seminars, Conferences (1,500) Parks & Forestry - Consulting (4,000) - Training, Seminars, & Conferences (1,575)	49,275
Communications (534x)	Cell Phones, Postage, Telephones, Printing, Legal Advertising & 2 Way Radio System - Administration (2,600) - Engineering (5,200) - Garage (1,670) - Highway (6,280) - Parks & Forestry (3,890)	19,640
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Garage - Towing Services (6,100) Police Details - Highway (9,065) - Parks & Forestry (1,500)	16,665
Office Supplies (542x)	Administration	12,100
Building & Equipment Supplies (543x)	Parks & Forestry Light Bulbs, Paint, Hardware	350
Custodial Supplies (545x)	Hand Soap, Paper Goods, Shop Towels - Garage (500) - Highway (1,000) - Parks & Forestry (1,000)	2,500
Grounds Keeping Supplies (546x)	Highway Seed & Fertilizer (1,000)	64,799

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Parks & Forestry • Rubber Crumb Top Dressing (4,500) • Trees & Shrubs (4,000) • Mulch (2,900) • Tools (4,250) • Loam, Sod & Soil Additives (5,000) • Marking Lime (400) • Irrigation Supplies (5,000) • Beach Sand (350) • Seed (31,499) • Infield Mix (5,000) • Quick Dry Clay (900)	
Vehicular Supplies (548x)	Garage • Vehicle, Parts, Batteries, Tires (92,050) • Diesel (110,964) • Gasoline (46,821) Highway • Sweeper Brooms, Wear Parts (5,400) Parks & Forestry • Parts, Supplies, Fuel Additives (2,200)	257,435
Food and Service Supplies (549x)		
Medical Supplies (550x)	First Aid Kits & Supplies • Garage (2,000) • Highway (100) • Parks & Forestry (750)	2,850
Public Works Supplies (553x)	Engineering • Drafting, Engineering, Surveying Supplies (1,100) Garage • Welding Supplies (500) • Steel, Lumber (500) • Hardware Supplies (5,000) Highway • Asphalt (121,970) • Granite Curbing (4,500) • Concrete, Masonry Supplies (2,100) • Lumber, Hardware (950) • Traffic Signals (18,440) • Traffic Signal Equipment & Supplies (5,550) • Traffic Marking Paint (3,460) Parks & Forestry • Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (12,550)	176,620

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
Other Supplies & Equipment (558x)	Administration (1,200) Engineering - Plan Size Copy Paper, Large Toner Bar (1,100) Garage - Clothing Supplies (1,000) - Shop Supplies (1,925) 2-Way Radio Supplies (4,000) - License Renewals (500) Highway - Tools (2,250) - Traffic Control Supplies (9,477) - Clothing Supplies (2,275) - Safety Clothing (700) - License Renewals (200) - Dead Animal Supplies (106) Parks & Forestry - Clothing, Work & Safety Gear, Supplies & Equipment (9,180) - Dog Park (5,000)	38,913
Governmental Charges (569x)	Engineering - Registry of Deeds Fees (500) Garage - CDL Licenses (125) Highway - Hoisting & CDL Licenses (200) Parks & Forestry - Hoisting & CDL Licenses (360) - Pesticide Licenses & Certifications (900)	2,085
Travel & Mileage (571x - 572x)	- Administration (2,000) - Engineering (600) - Garage (50) - Parks & Forestry (250)	2,900
Dues & Subscriptions (573X)	Administration - APWA Membership (1,200) Engineering - Law Books, ASCE/BSCE, MALSCE, Prof. Lic. (1,000) Garage - NAFA & APWA (700) Highway - APWA, MHA, NHM Highway Assoc., Mun. Signal Assoc. (400) Parks & Forestry - NESTMA, MTWFA, MCLP, APWA, ISA, MMA (2,000)	5,300
Other Expenses (574 X - 579x)		

Department Expenditure Detail DSR2				
Department		Department of Public Works		
Object	Description	Amount		
6. Total Expenses		1,571,633		
DSR2C				
Capital Equipment Replacement (587X)	Trailers (3 Landscape & 1 Deckover)	18,000		
7. Total Operating Budget Capital		18,000		
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,051,194		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	X	NO
Does the Department depend on any Federal or State grants to provide services?		YES		NO X
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?		YES	X	NO
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?		YES		NO X
V2016				

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Personal Protective Equipment	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			5,000	5,000	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)			5,000	5,000	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?				X	
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?				X	
All " YES " responses must be explained in the narrative					
Description and Explanation					
Often times during storm events such as Hurricanes, micro bursts and snow emergencies the DPW has to respond quickly to large scale tree emergencies. This one time budget request would be used to provide personal protective equipment to multiple Divisions working under the supervision of the Tree Warden and the Parks and Forestry Division. This equipment would be stored until such emergencies and then assigned to various personnel. This request would serve as an added layer of protection for staff. In addition to safety signage this request is for 6 complete packages of protective outer wear, including helmets with masks, ear and eye protection, and leg chaps to be worn by assigned staff working in and around tree damage. As well, this request includes the purchase of voltage detectors. As past history has shown DPW staff and Needham Police and Fire are typically the first responders to downed electrical lines. These meters would protect first responders as well the general public at large until trained NSTAR personnel can arrive on site. It is the Department's intention to provide the Needham Police and Fire with 2 of the 8 voltage detectors to have full time. In conclusion this DSR 4 request, exactly as presented here was submitted as a Loss Control grant through our insurance carrier MIIA but was denied because MIAA does not cover the Town Of Needham for worker's comp insurance.					
V2016					

Department Information DSR1	
Department	Municipal Parking
Operational Considerations	
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. Over the past five years, the Town has been working towards increasing the amount of parking in the business areas. This includes an expansion of parking spaces in some lots, acquisition of property to create additional spaces, and retention of existing parking on property for which the Town has a use license. Examples of activities leading to increased parking and/or parking revenue include: • The Town acquired five parcels in Needham Center. Property on Lincoln Street and School Street was used to expand the Chestnut/Lincoln Lot, create a new lot at Lincoln and School, and to create a parking lot for the Police/Fire station. • Land acquired at 66 – 70 Chestnut Street to allow for future Police/Fire Station expansion has been dedicated, in the interim, for permit parking. • The Town renegotiated its license with the First Church of Christ, Scientist to retain public parking in the Dedham Avenue Lot. • The Town negotiated an arrangement with the MBTA to eliminate commuter parking and provide additional permit/customer parking in the Needham Center/Chapel Street Lot. • The Town negotiated a partnership with Needham Bank to expand access to customer parking on nights and weekends in Eaton Square. This arrangement also included reconstruction of the existing lot and construction of a popular pedestrian plaza. • The Town is pursuing a permit parking program in Needham Heights. The areas proposed for permit parking include 12 spaces in the Mark Lee Lot and on-street parking on Highland Avenue between Mellen Street and Morton Street. • The Town negotiated a License Agreement with St. Joseph Parish to relocate teacher parking from the Emery Grover parking lot to the Stephen Palmer Parking Lot. In January 2014, the Board of Selectmen voted to increase permit parking fees as follows: • 2014: \$125 • 2015: \$165 • 2016: \$200. The prior fee was \$75 for individual spaces and \$200 for “buddy parking” spaces. The buddy parking was eliminated in the newly redesigned lot. The creation of new parking lots and associated plazas with attendance landscaping has necessitated an increase in operating costs. The lots are well-used and highly visible, and need to be kept in good and attractive condition. Finally, this budget includes an allowance for a renegotiated parking license with the Christ Episcopal Church for the Library Parking Lot. The current license expires in 2015. Salary & Wages has been increased by \$12,130 Rental & Leases has been increased by \$12,655 Other Property Related Services has been increased by \$1,000 Groundskeeping Supplies has been increased by \$500 Total \$26,285	

Department Information DSR1			
Department		Municipal Parking	
Revenue Associated with Municipal Parking Lots over the past ten years is as follows:			
2003/2004 \$14,360			
2004/2005 \$25,585			
2005/2006 \$28,395			
2006/2007 \$32,110			
2008/2009 \$32,995			
2009/2010 \$32,560			
2010/2011 \$32,220			
2011/2012 \$35,075			
2012/2013 \$41,910 (includes \$2,000 for short term parking for Hospital)			
2013/2014 \$63,400 (includes \$3,000 for short term parking for Hospital and \$250 for Farmers Market)			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)			
e) Other Municipal Parking Program	97,730		97,730
f) Other			
Total Request (d+e+f)	97,730		97,730
			V2016

Department Expenditure Detail DSR2									
Department				Municipal Parking					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
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								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	To service existing 6 lots: Highway 4 people / 3x per year / 8 hours – \$3,651.84 To service existing 6 lots: Parks & Forestry 4 people / 6x per year / 8 hours \$7,934.40								11,586
c.	Expanded Lincoln St lot sweeping: Highway 4 people 3x per year / 2 hours \$912.96 Expanded Lincoln St lot Parks & Forestry: 4 people / 6x year / 2 hours \$1,983.60								2,897
d.	Expanded Eaton Square lot: Highway sweeping 4 people / 3x per year / 2 hours \$912.96 Expanded Eaton Square lot: Parks & Forestry 4 people / 6x per year x 8 hours \$7,934.40								8,847
e.									
f.									
Sub Total 3								23,330	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									

Department Expenditure Detail DSR2				
Department	Municipal Parking			
Object	Description	Amount		
Sub Total 4				
5. Total Salary and Wages (1+2+3+4)				23,330
DSR2B				
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)				
Rental & Leases (527X)	Lease for Dedham Avenue lot \$12,000 Lease for Library lot \$12,000 Lease to MBTA for Heights lot: \$17,600			41,600
Other Property Related Services (529x)	Light pole repair, bollard repair, pavement repair, curbing, concrete sidewalk \$12,000 Paint markings (every lot/every year) \$8,000 Miscellaneous \$5,000 Outsourced planting care for Eaton Sq \$1,000			26,000
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)	Mulch			3,000
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Signs, patching, fence repair			3,800
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				74,400
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				97,730
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES			NO	x
Does the Department depend on any Federal or State grants to				
YES			NO	X

Department Expenditure Detail DSR2					
Department		Municipal Parking			
Object	Description	Amount			
provide services?					
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES		NO	X	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X	
					V2016

Department Information DSR1						
Department		Municipal Lighting Program				
Operational Considerations						
The Municipal Lighting Program maintains and operates all of the street and municipal parking lot lights in the Town.						
There is presently no contract in place for maintenance and repairs for FY 16, and when the Town went out to bid there was a very large spread between the lowest bidder and the second lowest bidder. The current low vendor has indicated that they will be unable to continue serving the Town at the rate we are currently receiving. At an anticipated new rate of \$1.50 per fixture, the anticipated cost of the monthly maintenance is \$52,200. This is an increase of \$26,596. There are approximately 2,900 fixtures that are maintained under this agreement.						
Other contractual items that will be included in this agreement are new fixtures and lamps, tags and labels, and street light transfers. There are currently 20 street light transfers necessary due to utility pole replacement. It is anticipated that these will included in the next three year agreement at 20 per year, based on need. These items are not being increased, as the cost in the current contract seems likely to continue.						
Knockdowns are an additional cost to the program, that are not included as part of the maintenance and repair contract. Knockdowns typically occur through motor vehicle accidents or weather. The Town does pursue payment for knockdowns through automotive insurance when appropriate. It is estimated that there will be seven knockdowns on an annual basis based on prior years' experience. Each knockdown is estimated to cost between seven and ten thousand dollars depending on the severity of the knockdown and the type of fixture that is being replaced.						
Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated 2%	Budgeted Amount	Difference from Prior Year Submission	
Electricity	895,929	\$0.18	\$1,484	\$162,751	\$4,002	
Energy Consumption						
Fiscal Year	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
kWh	1,136,855	906,934	865,634	896,506	883,684	907,598
Spending Request Recap						
Description		Base Request DSR2		Additional Request DSR4		Total (DSR2 + DSR4)
a) Salary and Wages						
b) Expenses						
c) Capital						
d) Total DSR2 & DSR4 Request (a+b+c)						
e) Other Municipal Lighting Program		254,951				254,951
f) Other						
Total Request (d+e+f)		254,951				254,951
V2016						

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Municipal Lighting Program					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
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								
								Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
								Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
								Sub Total 3	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
								Sub Total 4	
5. Total Salary and Wages (1+2+3+4)									

Department Expenditure Detail DSR2				
Department	Municipal Lighting Program			
Object	Description	Amount		
DSR2B				
Energy (521x)	Electricity (162,751)			162,751
Repairs & Maintenance Services (524x – 525x)	Transfers (6,000) Monthly Maintenance Fee (52,200) Knockdowns (34,000)			92,200
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)				
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				254,951
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				254,951
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES	☐	NO	☒
V2016				

Department Information DSR1			
Department		Public Facilities Department - Operations	
Operational Considerations			
Public Facilities Department - Operations is responsible for providing scheduled and routine maintenance and custodial operations to all town and school buildings and managing rentals in school gyms and auditoriums. The Department has worked to keep down costs while providing a high level of service. The changes in this year's submission are in Salary & Wages, Energy, Repairs and Maintenance, Professional and Technical Services, Communications, Other Purchase of Services, Building Equipment and Supplies, Custodial Supplies, and Vehicular Supplies. The changes to these lines are detailed below.			
<u>Difference in FY 2016 Budget Submission</u>			
Salaries & Wages increased by \$26,863, 0.85%			
Expenses & Services increased by \$474,969, 10.46%			
Total Budget Submission increased by \$501,832, 6.53%			
<u>DSR4 Requests:</u>			
<u>Full Time Custodian</u> - This request is for a full time custodian position which would provide cleaning coverage for the School Administration Building and the Center at the Heights. <u>Professional Consulting Services</u> - This request is for professional consulting services to ensure that the Town is complying with and reaping the benefits of the solar array project net metering.			
<u>Changes to Salaries, Services & Expenses</u>			
Object Code	Change from prior years budget	% Change	Comment
Salary & Wage Regular	\$25,495	0.94%	Based on step increases
Salary & Wage Temporary	\$756	2.09%	
Salary & Wage OT	\$2,777	0.82%	
Salary & Wage Other	(\$2,165)	(4.71%)	Decrease of stipend
Energy	\$291,580	11.78%	Based on 3 year average
Repairs & Maintenance	\$151,814	32.62%	Based on 3 year average
Professional&TechnicalServices	\$27,995	39.43%	Based on last 2 years spending
Communications	\$5,036	3.14%	Added internet/cable services
Other Purchase of Services	(\$6,002)	(14.43%)	Based on 3 year average
Building & Equipment Supplies	(\$197)	0.05%	Based on 3 year average
Custodial Supplies	\$3,956	1.81%	Based on 3 year average
Vehicular Supplies	\$264	0.88%	Based on 3 year average fuel use and fuel pricing
Governmental Charges	\$500	25%	Mass DEP boiler inspections
Other Property Related Services	\$23	0%	
<u>Salary and Wages:</u>			
The FY16 budget submission is \$26,863 higher than the current budget of \$3,145,846, an increase of 0.85%. The FTE's for FY16 are the same as FY15, but the department is submitting a DSR4 request for 1 FTE. The base request is \$3,172,709 and the total request with the DSR4 is \$3,220,643.			

Department Information
DSR1

Department	Public Facilities Department - Operations
-------------------	---

The submission includes step and longevity increases to eligible employees. There is no finalized successor agreement for FY 16 for the BCTIA union, so step increases and staff changes are the only increase for Salary and Wage base. The overtime budget was comprised in the same manner as past years where programs for Sunday Coverage at Library, Snow Program, Non-Billable Coverage, Boiler Watch, and Saturday Program to Support Preventative Maintenance are based on the average salary of each employment category. The overtime line item was increase by \$2,777, which is an increase of 0.82%. The Salary and Wage Other was decreased by \$2,165, a decreased of \$4.71%, due to the dropping of an employee's stipend.

Expenses:

The FY16 expenses submission is \$474,969 higher than the current budget of \$4,540,922, an increase of 10.46%. Some expense line items are higher while others are lower, but all are based on past history of spending.

- Energy

Energy Type	3 Year Average Consumption	Cost	FY 16 Budget	% Difference from Prior Year
Electricity	8,679,218	\$0.21	\$1,888,753	1.57%
Natural Gas	428,154	\$1.60	\$693,331	49.22%
Oil	41,809	\$3.97	\$183,940	22.36%

The energy budget was derived in the same manner as the last year by taking all of the buildings and calculating the 3 year consumption average and multiplying it by the estimated cost of that energy type for FY 2016. Added to the budget this year was the monthly customer service fee for Electricity and Natural Gas. The monthly service fee per building was increase by 2% to estimate the rate for FY16 and then added to the budget request amount for each building. For Electricity the assumed average cost of energy per kWh is \$0.21. The major changes from FY 15 for electricity are at the Mitchell School and the Center at the Heights. With the addition of the Mitchell School modular, an estimated 72,000 kwh were added to the estimated consumption for the building increasing it by 37.6%. The Center at the Heights is increasing by \$12,838, or 39.43%, based on the consumption for the building during its first year of operation and consumption. The overall electricity budget is increasing by \$29,259, a 1.57% increase over last year. For Natural Gas the assumed average cost of energy per therm is \$1.60. The Mitchell School has been converted and is now utilizing natural gas, and the Pollard is running entirely off of natural gas. The budget for the Pollard is based on a 2 year consumption average and the budget for the Mitchell is based on FY14 consumption. The overall natural gas budget is increasing \$228,708, or 49.22% from last year. \$184,819 of this increase is due to estimated increase in price of natural gas which is \$0.43 higher than FY15 estimates. For Fuel Oil the assumed average cost per gallon is \$3.97. There is an increase in all of the buildings based on the estimated cost per gallon which is \$.39 higher than was utilized in FY15. The Chestnut Street properties are also being budgeted this year for a total of \$17,960. The overall fuel oil budget is increasing by \$33,613, or a 22.36% increase. Overall the energy line item is being increased by \$291,580 over last year's submission which is an increase of 11.78 %.

Department Information DSR1	
Department	Public Facilities Department - Operations
<u>Repairs and Maintenance</u> The Repairs and Maintenance line is \$151,814, or 32.62% higher than the FY15 budget. This increase is based on a three year average which shows a trend of increasing costs. Part of this is based on the fact that the department is utilizing outside contractors more often in order to keep up with the maintenance demands while still providing a high level of service. <u>Professional and Technical Services</u> This line is \$27,995, or 39.43% higher than the FY15 budget. This amount is based on a three year average and reflects the growing increase in licensed professional services used by the department over the past three years. The department is utilizing more consultants to assist in drafting bid documents for construction projects. The department is also utilizing professional services for programming of HVAC equipment. The increase is also based on increased use of training and seminars by department employees in order to better educate employees and improve operations related to their positions. <u>Communications</u> The overall increase in this line is \$5,036, 3.14% and is due to internet/cable service for Center at the Heights computer lab and the Newman School building management system. <u>Custodial Supplies</u> This line is \$3,956, or 1.81% higher than the FY15 budget. This increase is based on a three year average, as well as added supplies for the Mitchell School modular classrooms. <u>Vehicular Supplies</u> The Vehicular Supplies line, which is comprised of vehicle fuel costs, was increase by \$264, or 0.88%. This increase is based on a \$3.72 per gallon price and the three year average consumption. The overall change from FY 2015 to FY 2016 submission for Expenses, not including the DSR4 request, is \$474,969 which is an increase of 10.46%. The overall change from FY 2015 to FY 2016 submission for the total operating budget, not including the DSR4 requests, is \$501,832 which is an increase of 6.53%.	

**Department Information
DSR1**

Department Public Facilities Department - Operations

Performance Factors

Completed Work Orders by Building

Building	Fiscal Year 2012		Fiscal Year 2013		Fiscal Year 2014	
	Number	Percentage	Number	Percentage	Number	Percentage
All Buildings	24	0.8%	20	0.6%	20	0.6%
Town Hall	79	2.5%	160	4.8%	185	5.3%
Ridge Hill	25	0.8%	19	0.6%	22	0.6%
Daley Building	61	1.9%	57	1.7%	35	1.0%
Public Safety Building	156	4.9%	165	4.9%	107	3.0%
Fire Station No. 2	59	1.9%	54	1.6%	52	1.5%
Broadmeadow	214	6.7%	220	6.6%	225	6.4%
Eliot	119	3.7%	135	4.0%	133	3.8%
Hillside	219	6.9%	173	5.2%	188	5.4%
Mitchell	213	6.7%	260	7.8%	246	7.0%
Newman	81	2.5%	147	4.4%	213	6.1%
High Rock	168	5.3%	223	6.7%	246	7.0%
Pollard	619	19.5%	598	17.9%	604	17.2%
NHS	469	14.7%	432	12.9%	528	15.0%
Emery Grover	90	2.8%	115	3.4%	138	3.9%
DPW	123	3.9%	64	1.9%	71	2.0%
Water & Sewer	93	2.9%	74	2.2%	71	2.2%
RTS	20	0.6%	36	1.1%	31	0.9%
PSAB	109	3.4%	120	3.6%	111	3.2%
Senior Center	22	0.7%	13	0.4%	17	0.5%
Library	160	5.0%	185	5.5%	183	5.2%
Parks & Fields	58	1.8%	70	2.1%	82	2.3%
Schools	2192	68.9%	2188	65.5%	2403	68.4%
Municipal	989	31.1%	1152	34.5%	1111	31.6%
Total	3181		3340		3514	

Average Age of Work Order

FY 2011	FY 2012	FY 2013	FY 2014
60 Days	69 Days	70 Days	65 Days

Action Item: Include number of days to complete work order as part of employee review process. Include supervisors on the daily planning process of work to be completed.

PM vs. Regular Maintenance Work Orders Completed

Type	Fiscal Year 2012		Fiscal Year 2013		Fiscal Year 2014	
	Number	Percentage	Number	Percentage	Number	Percentage
Preventative Maintenance	984	30.9%	1027	30.7%	1003	28.6%
Regular Work Orders	2197	69.1%	2313	69.3%	2511	71.4%
Total	3181		3340		3514	

**Department Information
DSR1**

Department Public Facilities Department - Operations

Permit of Afterschool Activities - started program in November 2010

Buildings	Fiscal Year 2011			Fiscal Year 2012			Fiscal Year 2013		
	# of Events	Hours	Fees Charged	# of Events	Hours	Fees Charged	# of Events	Hours	Fees Charged
Broadm.	576	3,074	\$4,910	844	4,150	\$6,640	622	2,893	\$6,210
Eliot	727	5,119	\$3,060	542	3,342	\$3,135	560	3,385	\$6,152
Hillside	158	1,591	\$1,000	229	2,580	\$1,542	291	2,319	\$1,163
Mitchell	330	1,986	\$525	342	1,655	\$730	168	1,212	\$1,046
Newman	547	3,724	\$4,785	279	1,629	\$0	374	2,101	\$5,526
High Rock	316	1,788	\$3,115	552	2,904	\$2,403	505	2,296	\$2,667
Pollard	731	4,029	\$14,610	817	3,275	\$10,713	726	3,009	\$13,783
NHS	2,761	11,804	\$6,455	3,010	14,413	\$6,195	2,321	8,792	\$5,960
Total	6,146	33,114	\$38,460	6,615	33,946	\$31,356	5,567	26,007	\$42,507

Buildings	Fiscal Year 2014			
	# of Events	Hours	Fees Charged	Custodial Fees
Broadm.	556	1,961	\$7,197	\$7,130
Eliot	787	4,682	\$6,651	\$7,936
Hillside	185	1,599	\$512	\$917
Mitchell	130	750	\$990	\$1,026
Newman	619	4,090	\$7,938	\$16,554
High Rock	395	1,736	\$2,756	\$4,674
Pollard	741	2,848	\$11,440	\$13,023
NHS	2,024	8,498	\$6,073	\$19,505
Total	5,437	26,164	\$43,557	\$70,765

Charge Type	Total Fees
Auditorium Rental	\$3,755
Cafeteria Rental	\$750
Classroom Rental	\$100
Computer/Media Center Rental	\$318
Gym Rental	\$38,115
Lecture Hall Rental	\$319
Performance Center	\$200
TOTAL	\$43,557

Energy Consumption in MMBTUs

FY 2009 – High Rock offline, PSAB not yet constructed

FY 2010 – High Rock online for 11 months, PSAB online for 6 months

FY 2011 – Town Hall Offline

FY 2012 – Town Hall Online for 9 months, Newman housed in modular classrooms, St Mary's Pump Station oil consumption moved to Water Division

FY 2013 – Newman fully online

FY 2014 – Center at the Heights online

Department Information DSR1							
Department			Public Facilities Department - Operations				
Year	Electricity		Natural Gas		Oil		Total
	kWh	MMBTU	therms	MMBTU	gallons	MMBTU	MMBTU
2009	7,607,407	25,296.02	226,051	22,479.40	204,005	27,928.74	75,704.16
2010	7,949,501	24,610.37	212,600	18,900.30	174,965	24,282.88	67,793.55
2011	8,128,945	27,744.09	263,497	26,349.70	194,096	27,169.66	81,263.45
2012	8,680,870	29,627.81	299,781	29,978.10	84,839	11,962.30	71,568.21
2013	8,571,948	29,256.06	374,785	37,478.50	70,369	9,922.03	76,656.58
2014	8,821,107	30,106.43	467,115	46,711.50	43,184	6,088.94	82,906.88
Spending Request Recap							
Description		Base Request DSR2		Additional Request DSR4		Total (DSR2 + DSR4)	
a) Salary and Wages		3,172,709		47,934		3,220,643	
b) Expenses		5,015,891		31,050		5,046,941	
c) Capital							
d) Total DSR2 & DSR4 Request (a+b+c)		8,188,600		78,984		8,267,584	
e) Other							
f) Other							
Total Request (d+e+f)		8,188,600		78,984		8,267,584	
V2016							

Department Expenditure Detail DSR2									
Department				Public Facilities Department - Operations					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	52		52	52		52	52		52
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X		.5	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							2,730,560	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform							19,400	
h.	PRD1 Other Compensation							6,000	
i.	PRD1 Budget Adjustments							21,200	
Sub Total 1								2,777,160	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help Summer Trades Assistants							16,138	
c.	Temporary Department Coverage								
d.	Town Hall Building Monitors							12,960	
e.	CATH Building Monitors							3,854	
f.	PSAB Building Monitors							4,000	
Sub Total 2								36,952	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime							8,136	
b.	Snow Program							45,239	
c.	Ground Keeping							33,047	
d.	Non-billable Coverage and Planned Cleaning							95,056	
e.	Saturday Program to Support Preventative Maintenance & Upgrades							110,071	
f.	Boiler Inspections							48,648	
Sub Total 3								340,197	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs Sick Incentive Pay							18,400	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4								18,400	
5. Total Salary and Wages (1+2+3+4)								3,172,709	
DSR2B									

Department Expenditure Detail DSR2		
Department	Public Facilities Department - Operations	
Object	Description	Amount
Energy (521x)	Electric (1,888,753) Natural Gas (693,331) Oil (183,940)	2,766,024
Repairs & Maintenance Services (524x – 525x)	Alarm and Sprinkler Servicing (36,000) Door Repairs (36,500) Door Access System Repairs (70,000) Elevator Maintenance (65,000) Electrical Repairs (82,000) Extinguisher Service (19,500) Floor Repair (15,500) General Repairs (46,074) Generator Maintenance (19,500) HVAC Maintenance (85,000) Plumbing Repairs (36,750) Masonry Repairs (9,000) Roof Repairs (24,500) Fence Repairs (10,000) Telephone Maintenance (29,000) Vehicle Maintenance (14,400) Equipment Repairs (18,500)	617,224
Rental & Leases (527X)	Rentals of Specialty Equipment	4,738
Other Property Related Services (529x)	Pollard Contract Cleaning (187,665) High School Contract Cleaning (333,625) Pest Control Services (25,600) Energy Upgrade Fund (32,000) General Services (37,859) Grounds Keeping (20,000) Irrigation Systems (2,000) Window Washing (8,000) Hazardous Waste Disposal (4,000)	650,749
Professional & Technical Services (530x – 531x)	Engineering Consulting (32,000) HVAC Programming (40,000) Software (17,000) Trainings and Seminars (10,000)	99,000
Communications (534x)	Hardwire Phones (147,830) Cellular Phones (11,500) Internet/Cable (3,500) Printing & Mailing (800) Legal Notices (2,000)	165,630
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Water Filtration (4,900) Landscaping (30,700)	35,600
Office Supplies (542x)		3,000
Building & Equipment Supplies (543x)	Electrical Supplies (82,500) Plumbing Supplies (62,000) HVAC Supplies (135,500) Carpentry Supplies (51,500)	403,500

Department Expenditure Detail DSR2				
Department	Public Facilities Department - Operations			
Object	Description	Amount		
	Glass and Glazier Supplies (10,500) Flooring and Carpet Supplies (10,000) Custodial Equipment (20,000) Misc. Supplies (31,500)			
Custodial Supplies (545x)		222,480		
Grounds Keeping Supplies (546x)		2,259		
Vehicular Supplies (548x)	Fuel - Gasoline	30,220		
Food and Service Supplies (549x)		250		
Medical Supplies (550x)		300		
Public Works Supplies (553x)		0		
Other Supplies & Equipment (558x)	Uniforms	6,917		
Governmental Charges (569x)	Boiler Inspections	2,500		
Travel & Mileage (571x - 572x)		3,250		
Dues & Subscriptions (573X)	APWA (800) MFAA (1,450)	2,250		
Other Expenses (574 X - 579x)				
6. Total Expenses		5,015,891		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		8,188,600		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2016				

Performance Improvement Funding Request DSR4					
Department	Department of Public Facilities - Operations				
Title	Full Time Custodian			Priority	1
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	47,934		47,934	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		47,934		47,934	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X	
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request is for a full time custodian position which would provide adequate cleaning coverage for the School Administration Building and the Center at the Heights. There is currently a custodian assigned during the day at the Center at the Heights. There is a need for a night shift custodian in order to set up a cleaning schedule in a manner which would be in the best interest of the Center. There is no custodian assigned to the School Admin Building. In order to clean and maintain the Center at the Heights and the School Admin Building, the Department currently averages 20 hours of overtime per week at each building. This position would work 4 hours at the School Admin Building and 4 hours at the Center at the Heights to ensure that both buildings are receiving the cleaning coverage needed. The amount that would be added to the Public Facilities Operations budget should the request be funded is \$47,934.					
V2016					

Performance Improvement Funding Request DSR4					
Department	Public Facilities Department - Operations				
Title	Professional Consulting Services	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		31,050		31,050	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		31,050		31,050	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?				X	
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?				X	
9. Is specialized training or licensing required (beyond the initial purchase)?				X	
10. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request is for professional consulting services to ensure that the Town is complying with and reaping the benefits of the solar array project net metering. These services will allow for the reconciliation of the schedule Z energy allocation against the Nstar Electric invoices for each building included in the Nstar Electric account for net metering. Each meter will receive a credit which will be reflected on the invoice and the consultant, on a monthly basis, will reconcile these invoices against the credits. The amount that would be added to the Public Facilities Operations budget should the request be funded is \$31,050.					
V2016					

Department Information DSR1	
Department	Health and Human Services
Operational Considerations	

Public Health

In addition to a FY'14 budget of \$515,549, the Public Health Department received \$107,357 in grants and donations and \$104,577 from permits and licenses for an additional \$211,934. The grants and donations helped to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees and makes appropriate changes in the fee structure as needed.

There are two continuing Revolving Accounts that include the Traveling Meals Program and the Immunization Fund.

There are no requests for increases to the Riverside Community Care, Charles River ARC or Fuss and O'Neil contracts.

The Riverside Community Home Based Care brings outstanding services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department, Fire Department, Police Department, Building Department, Needham Housing, and Human Services. In addition Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention. Riverside has also provided a Licensed Clinical Social Worker to the Housing Committee, Domestic Violence Committee and Needham Coalition for Youth Substance Abuse. Riverside runs a weekly Parent Group focused on supporting Needham mothers who have a child with chronic and serious mental health issues.

Charles River ARC continues to provide many services to cognitive delayed residents.

The synthetic fields are tested yearly by Fuss and O'Neill to proactively monitor chemical exposure. Since 2010 the Board of Health has had testing on the synthetic turf fields and uses these results to compare data from year to year.

Interface has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses and Beth Israel Deaconess Hospital Needham for the fourth year. The year one pilot project was paid for by the Needham Coalition for Suicide Prevention, Co-chaired by the Health Department, through grant money from the Massachusetts Department of Public Health. The service provides licensed professionals who match client needs within 3 days to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster for those with insurance. They also follow up within a few weeks to evaluate the services found. This service is now available to all residents. Interface continues to be funded by Beth Israel Deaconess Hospital Needham and the Kyle Shapiro Foundation. Their website offers valuable educational material and resources on many mental health issues. The number of families using this program has increased yearly from 86 in FY'10 to 135 in FY'13 to 187 in FY 14.

The mission and vision of the Needham Coalition for Youth Substance Abuse Prevention (NCYSAP) and the Senior Substance Abuse Prevention Project Coordinator are centered on collaboratively reducing substance use in our community with prevention initiatives impacting media advocacy, policy and enforcement, access and availability and creating a

shift in community norms around the normalization of youth substance use. The work in these vital areas has created community awareness outside of the youth population, resulting in an increase in the adult population seeking services. Initiatives impacting access, through the Medication Take- Back and the Needham Police Department Party Patrols, accompanied by media advocacy on the justification of these initiatives, have created an enhanced awareness of substance abuse issues. These prevention initiatives have contributed to enhanced awareness of abuse and dependence as a treatable condition as well as visible access to counseling, treatment and support resources for Needham adults. The Public Health department receives calls from adults and parents of youth for counseling and treatment resources for substance abuse and mental health issues reportedly motivated by the community prevention work. The federal funding of the Drug Free Communities (DFC) grant program has created awareness of substance abuse and mental health issues for youth while simultaneously extending the reach to Needham adults, motivating their pursuit of support resources and treatment. Continuing strategies included Fifth-Quarter, a substance free events, held following high school sporting events. The Youth Center events held at Pollard School on Friday evenings (which has been pulled into the Health Department) with increasing numbers of junior high school youth. The weekly Parent Support Group, in its fourth year, supports parents of youth who are chronically using substances. This program has been funded for the last three years by the Tolman Trust Fund but this funding will end in FY'14. Students Advocating Life Without Substance Abuse (SALSA) is a new program brought to the Pollard Middle School students by High School students who have been trained to discuss refusal skills for substances and highlight that most students do not use substances at the High School.

The Public Health Department continues to look for opportunities for shared services with other towns. We work with CHNA #18 (Waltham, Newton, Brookline, Wellesley Weston, Dover, Dedham, Westwood and Needham) to promote health initiatives based on the results of our Community Needs Assessment from last year that found Mental Health needs (especially anxiety and depression) are the top issues in all 9 communities. We work with Norfolk County - 7 (Wellesley, Westwood, Norwood, Dedham, Canton, Milton and Needham) to write grants to support Emergency Preparedness exercises and trainings for our Departments and our Medical Reserve Corps. This group is also funded from the Toxic Use Reduction Institute of University of Massachusetts - Lowell to educate workers and consumers in nail salons to improve the environment and reduce the use of chemicals. We continue to work with Region 4 -B (27 towns bordering Boston who meet monthly at the Needham Public Library) on Emergency Preparedness activities sharing exercises and deliverables defined by the Center for Disease Control.

The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. There are approx. 10,000 - 12,000 a meal provided per year and requires the use of approx. 80 volunteers. It is managed by one part time employee who coordinates all services . In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population.

Currently the Public Health Department Chairs the Housing Committee, Co-Chairs the Needham Coalition for Suicide Prevention with the Public School Guidance Department, Co-Chairs the Local Emergency Planning Committee with the Fire Chief, Co-Chairs the Domestic Violence Action Committee with the Police Department, Leads the Needham Youth Substance Abuse Prevention Coalition, and Coordinates the Medical Reserve Corps and Coordinates the Tobacco Control Program. The Health Director is on the Steering Committees for CHNA #18, Steering Committee for Region 4-B Emergency Preparedness and Steering Committee for Norfolk County -7 Emergency Preparedness and also the

Steering Committee for Beth Israel Deaconess Hospital Community Needs Assessment.

The Health Department strives to maintain the Essential Public Health Services as defined by the Center for Disease Control (CDC) and National Association of County and City Health Organizations (NACCHO). The time spent on emergency preparedness since 2001 has made it difficult to focus on these services. The Essential Services provide a working definition of public health and a guiding framework of the responsibilities of local public health systems.

1. Monitor health status to identify community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

There are three DSR 4 requests for FY 2016.

The DSR 4 – request for a part-time non-benefited up to 18 hours per week Program Coordinator \$22,725 to continue the coordinated efforts of the Substance Abuse Prevention Programs Developed during the Federal Grant position that was not refunded 2015.

The DSR 4 – Request for 5 full year part time Drivers for the Traveling Meals Program for consistent management of the program \$64,235. If this DSR 4 is funded in FY2016 the actual increase for FY2016 would be less the \$6,329 currently funded for seasonal (summer) drivers for an actual increase of \$57,906.

The DSR4- \$3,500 a year for 5 years (total \$17,500) to apply for National Public Health Accreditation. This accreditation will allow us to be eligible to apply for Federal and State grants in the future.

Council on Aging

The primary focus of the COA during September and October FY14 was the transition from the Stephen Palmer Senior Center, to The Center at the Heights at 300 Hillside Avenue. How best to handle the packing, the actual move, attempting to arrange for the least disruption for participants while creating a positive atmosphere for everyone, were constant topics of concern. Due to limited space it was determined that it would be unsafe to continue programming at the Center during this time as filled bins would be stacked and stored on site for two weeks prior to the move. We worked to find temporary offsite homes for most of our programs. Our community partners answered our requests and at least thirteen programs continued to meet in October at other locations. When we could safely bring programs to the Center would be determined by our ability to function safely, depending on many factors such as the telephone and computer system set up as well as

furniture and equipment being in place even if partially available.

The staff moved to the Center at the Heights in October 2013. For the first few weeks we settled in, and put our work spaces in order, offered tours to interested people through out the day and continued to offer services while the contractor was finishing up on some punch list items. Dr. Willgoose created a legacy many decades ago that has been a compass for the department's continued forward-looking vision. It has helped us to address needs and issues of today while always being open to new ideas, best practices, initiatives and concepts related to the field of aging. With this in mind our new home was designed to accommodate present needs and concepts as well as those in the future that we have yet to imagine. Where we were a year ago looks very different from where we are today and where we have yet to go. This space and the long-standing adherence of the community to open and forward thinking will continue to pave the way.

In the 1950's, Dorothea Willgoose, MD. , a forward thinking resident, realized that the older adult population of Needham had unmet health, housing and social needs. In large part due to her advocacy, the Needham Council on Aging (COA) was established to address these issues by Town Meeting vote in 1957. As a proactive community Needham was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. In 1971 Needham's role as a pioneer in providing programs and services specifically geared toward the needs of older adults was recognized as a model for the nation. Needham data was used at the First White House conference on Aging and Dr. Willgoose was invited to be a key participant.

Various community partners such as the YMCA shared space with the division over the years until we officially opened our doors as the Stephen Palmer Senior Center at 83 Pickering Street on October 2, 1979. This address was home for 34 years. The Needham Council on Aging's Senior Center was the first in Massachusetts and the 20th in the nation, to achieve national accreditation in 1999 and is only one of a handful of Centers in the Nation to have gone through the process three times completing the last reaccreditation in December 2011.

The primary focus of the COA during September and October FY14 was the transition from the Stephen Palmer Senior Center, to The Center at the Heights at 300 Hillside Avenue. How best to handle the packing, the actual move, attempting to arrange for the least disruption for participants while creating a positive atmosphere for everyone, were constant topics of concern. Due to limited space it was determined that it would be unsafe to continue programming at the Center during this time as filled bins would be stacked and stored on site for two weeks prior to the move. We worked to find temporary offsite homes for most of our programs. Our community partners answered our requests and at least thirteen programs continued to meet in October at other locations. When we could safely bring programs to the Center would be determined by our ability to function safely, depending on many factors such as the telephone and computer system set up as well as furniture and equipment being in place even if partially available.

The staff moved to the Center at the Heights in October 2013. For the first few weeks we settled in, and our work spaces in order, offered tours to interested people through out the day and continued to offer the services while the contractor was finishing up on the some punch list items. Dr. Willgoose created a legacy many decades ago that has been a compass for the department's continued forward-looking vision. It has helped us to address needs and issues of today while always being open to new ideas, best practices, initiatives and concepts related to the field of aging. With this in mind our new home was designed to accommodate present needs and concepts as well as those in the future that we have yet to imagine. Where we were a year ago looks very different from where we are today and

where we have yet to go. This space and the long-standing adherence of the community to open and forward thinking will continue to pave the way.

The Mission and Goals

For the past 56 years our mission has consistently been to respond to the needs of older residents' by providing a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth. We have fulfilled our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The COA had offered most programs and services at 83 Pickering Street, where the professional Council on Aging staff has had oversight for over 34 years.

Some of the services and programs provided to meet the goals of the Council on Aging include, but are not limited to: outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling (SHINE), volunteer opportunities, health & wellness information and screening, creative and social classes, educational programs, special events and trips, and a place for socialization, independent activities and learning opportunities.

In October 2013 the Council on Aging moved to the much anticipated and long awaited new home at 300 Hillside Avenue, The Center at The Heights. After twenty years of studying the need for larger and more appropriate space, looking for the right site, receiving the funding and developing the design that would address the present needs while accommodating future growth. The building is a testimony to all who understood the need and helped to make this happen. In October of 1979 folks marched from the space in Town Hall to more spacious accommodations at 83 Pickering Street. Thirty-four years later to the month we moved on once again to an environment that better addresses the needs of today and our continued mission going forward. This move forward is an example of our belief to always think outside of the box, think a head and address the aging service issues of the present day while projecting into the future. Some of the Highlights of the past year illustrate this fact.

Highlights FY 14

This move forward is an example of our belief to always think outside of the box, think ahead and address the aging service issues of the present day while projecting into the future. Some of the Highlights of the past year illustrate this fact.

- As projected we began to welcome programs to the Center the first week of November. During that week we hosted approximately 19 programs and by the end of the month we had welcomed at least 25 regular programs, a Hearing Screening, an evidenced based program, helped the Friends (FONE) launch a Trip and were glad to host the Springwell lunch program once again.
- Expansion of our programs continued and in June 2014 we hosted approximately 55 programs and support groups, many which met weekly and included special offerings.
- During FY14 work continued on a proposed reorganization of the division. The Associate Director position was reclassified to an Assistant Executive Director position, which is in keeping with job functions and responsibilities compatible with

- other Town jobs of similar nature.
- In FY14 we completed and published a revised Center Handbook that has been made available to Center participants.
- Wi-Fi was made available throughout the building in January 2014, our Lobby screen was up and running in February, and in April we worked with our IT consultants and our MIS Department to ensure that four computers and a copy machine were made available for public use.
- In April we had a formal Dedication although there had been multiple opportunities for residents to tour the building even before we were open for programming, and specifically at an open house held in December where we estimate that over 300 attended.
- Our roof deck opened in the Spring as well as our Fitness Center which was a wonderful addition to our many fitness offerings and our belief that our programs and services are geared to promoting health and wellness of the individual spiritually, emotionally, financially and physically. The pilot program for our fitness room was developed and ready to be rolled out in May with funding and qualified staff hired for this phase secured. By the end of June we had 19 folks actively using the room and approximately 50 participants having completed the orientation process.
- 8514 rides were provided through our transportation program. 2606 rides were related to food shopping which is offered three days a week morning and afternoon as well as an additional Friday trip monthly. Some of our shoppers need assistance in the store, some require a ride to and from only, and some need assistance with bag carrying which is available during all of our grocery shopping trips. 5908 van trips were related to transporting participants to and from the Center for programs and services to include a five-day a week luncheon program provided by Springwell in our Café area. Without our transportation services some of our riders would not be able to participate in a much needed noon time meal which can serve as the most nutritious meal they have on that day.
- Throughout the year we continued to update our Resource Directory with an expected completion in the fall of 2014 and plan to make it available on our website.
- A new initiative is being pursued to more adequately address snow removal needs of our residents and a roll out of our Screened Home Contractor grant funded program continues.
- The SHINE program served 6499 clients in our 22 Town area providing an annual regional savings of \$4,707,919. To Needham clients alone the savings calculation was \$239,054.

Funding FY14

Funding for the Council on Aging and the many services and programs that we offer comes from varied sources. The Town continued to fund part or all of some salaried positions and allocated a sum to purchase services and expenses. As an adjunct to town funding the Council on Aging received funds through the State Formula Grant which continued to support some professional staff hours and expenses up to \$51,984. The Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information of Everyone) for 22 cities and towns in the Metro-West region. The funding received, over \$94,000, was used to pay for the part time positions of the Shine Program Director and Assistant Director who provided supervision and oversight for 50 volunteers and also paid for program expenses. Both grants fluctuate yearly and are dependent on the State Budget as well as the budget for the Center for Medicare and Medicaid (CMS). Present and future funding for the SHINE program continues to be a major concern that we continue to closely

monitor, and we have been proactive with the Massachusetts Executive Office of Elder Affairs and our State Legislators to work towards a more secure funding source for the future. We have seen our numbers increase from 3635 contacts in FY08 to over 6000 in FY 14 and anticipate further growth in as SHINE Counselors take a major role in counseling those Medicare / Medicaid clients (dually eligible) who are now being offered insurance options (Integrated Care Organizations) that were not available in the past.

Additional support for our Programs and Services comes through the Senior Community Service Employment Program (SCSEP) as the Council on Aging acts as a host agency. SCSEP is funded under Title V of the Older Americans Act for the purpose of promoting useful part-time opportunities in community service activities for unemployed low-income persons who are age 55 and older. This helps to foster individual economic self-sufficiency and to assist a person in transitioning to unsubsidized employment. The division is extremely grateful to the continued financial support of the Friends of the Center at the Heights.

Veterans' Services

The mission of the Veterans' Services are to provide services pursuant to MGL Chapter 115 which include the administration of a program of Veterans benefits for Veterans and their families who meet stringent eligibility criteria; the care of Veteran's graves, insuring the burial of indigent Veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; and to take such actions as may be necessary to insure the well being of the Veteran residents of Needham; to actively pursue federal benefits which may accrue to the Veterans of Needham and their families; thus minimizing local expenditures.

The West Suburban Veterans' District (WSVD) was established towards the end of fiscal year 2010. The District includes the Towns of Needham, Wellesley, Weston and Wayland. The Commonwealth continues to identify its concerns with the District's staffing level being of 2 full-time and one part-time employees. The staffing level has been a concern of the Commonwealth's which the WSVD Board has been monitoring. With the expansion and increases services both in the areas of benefits and assistance, meetings and counseling, the Board is considering to increase the Deputy Director position from part-time to full time. In addition to the Director and Assistant Director the District has a full-time Administrative Assistant. The services being provided continue to be monitored, adjusted and expanded to meet the needs of the veterans of yesterday and of today.

In addition Town has a dedicated Care of Graves/Coordinator of Ceremonies who works with the Director and the Deputy Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities such as Memorial Day and Veterans' Day.

All the monies spent on veterans' benefits and other services are eligible for up to 75% reimbursement.

In FY2014 Needham provided financial benefits to 9 clients totaling \$39,271. In FY2015 (through October 2014) Needham has provided financial benefits to 8 clients totaling \$13,192 with an estimated cost should there be no additional clients approximately \$39,576.

After the budget process for FY2015 was completed the Town was notified of an increase in the Assessment that resulted in a \$5,471 increase from the budgeted amount of \$61,500.

The District has not officially notified the Town of Needham of its FY2016 Assessment, so a 4% increase is being used . The FY2016 budget includes the estimated 4% increase from the actual assessment of \$66,971 for the District (Governmental Charges) is estimated at \$66,971. This budget is preliminary, as the WSVD Board will begin its FY2016 budget discussions in December 2014.

Youth Services

The mission of Youth Services is to provide leadership and a community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs; advocating for youth and family interests; partnering with other youth and family service agencies; developing and implementing quality programs and services; and educating and communicating with the public regarding youth and family issues.

Youth Services is sensitive to the budget constraints facing the Town of Needham. Please note that with the exception of the expense of a smart phone for the Director, the Youth Services Expense Budget has not increased in twenty (20) years.

The division has focused considerable attention on the area of "outside sources of support" in an effort to meet the growing needs of youth and families without adding a financial burden to the town. In the coming year the division will continue to work with outside sources as we have for FY2015 as described below:

GRANTS, FEES, TRUST FUNDS, AND DONATIONS

In an effort to lessen the burden on the Town's Operating budget, Youth Services utilizes a combination of grants, fees, trust funds, and donations as follows:

VIP Program

Estimate of Amount Generated: \$1,500

Source: Grant

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Babysitter Training Seminars

Estimate of Amount Generated: \$2,500

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Employment Program

Estimate of Amount Generated: \$750

Source: Fee

Amount of Fee: \$10 depending on service

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Peer Tutor Program

Estimate of Amount Generated: \$1,800

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

A Conversation...For Parents of Teens

Estimate of Amount Generated: \$500

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Project VAN

Estimate of Amount Generated: \$600

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Make A Statement Day

Estimate of Amount Generated: \$3,000

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2014 (next review will be in July, 2015)

Miscellaneous gifts, donations, and grants

Estimate of Amount Generated: \$2,050

Source: Individuals and businesses

SUPPLEMENTAL SOURCES OF SUPPORT

At no cost to the town, continue program offerings that increase the quality and quantity of services as follows:

Graduate and Undergraduate Internship Program:

By continuing the Graduate and Undergraduate Internship Programs, the division delivered 981 hours of free skilled service to the community in the past year.

Volunteers:

Dozens of people volunteer their time and skills to the Youth Services. For example Peer Tutor and VIP Program volunteers provide hundreds of hours of service to youth, and numerous individuals assist the division on a variety of short-term projects. In sum, more than 1,900 hours of free donated services were made available to the Town through the Division of Youth Services over the past year.

Diversion/Restitution Placements:

During the coming year the Youth Services will oversee 200 – 750 hours of free community service. Monitored by Needham Youth Services, participants complete their community service hours by providing free support to town departments such as Police, Library, Town Clerk's Office, Public Facilities- Maintenance/Operation, and Council on Aging.

In sum, these programs have generated the equivalent of over 1.75 FTE in services at no cost to the Town of Needham through our internships and volunteer programs.

SERVICE DEMANDS

As the figures from our FY 2014 Statistical Summary of Services indicate, the volume of work for such as a small division is impressive --- we provided 709 hours of individual/family therapy, 241 hours of group therapy, and recorded 2,971 participants in our workshops and trainings (our statistical survey is online at the Youth Services website). The demand for the services of this division continues to be exceeds the division's ability to meet such demands. This is due to a variety of factors including 1) Increase in the teen/youth population (e.g. the 8th grade at Pollard Middle School is close to 500 students in the current academic year); 2) Declining overall mental health of youth and families; 3) Significant need to support parenting raising teens; and 4) The context of the past several years and concerns related to stress, depression, and suicide.

In FY 2015, Needham Youth Services was fortunate to have the support of the Town manager and Finance Committee for the creation of a .4 FTE position. This position will provide clinical services (individual and group counseling) in an effort to meet the increasing demands of youth and families.

The division makes a concerted effort to share our services/programs with the community by publishing a seasonal brochure of programs, presenting to large and small groups, coordinating with the school division, working with a wide range of community groups, and collaborating with the local press. Our website is a well maintained, up-to-date, contains valuable mental health information, and lists our services (including program evaluations), and much more. The Youth Services website can be found at www.needhamma.gov/youth.

Increases/Decreases from the FY2105 Budget to the FY2016 Request:

The Health and Human Services Salaries have increased by 4.4% which includes staff turnover, the wage table for represented members of the department under the ITWA collective bargaining agreement that became effective after the vote at October 27, 2014 Special Town Meeting with the new wage table being retro-active to July 1, 2014. Other increase includes the new wage table for the non-represented employees scheduled to take

Health

Communications \$1,020 increase

Office Supplies \$ 856 increase to account for a grant funded position becoming a tax funded position

Council on Aging

Pay in Lieu of Accrued Leave (2 weeks) \$3,591

Hardware (\$1,000)

Professional/Technical \$1,000

Communication (\$900)

Postage \$900

Recreation (\$1,550)

Office Supplies \$1,550

Veterans' Services

Government Charges (WSVD Assessment) \$2,679

Youth Services

Pay in Lieu of Accrued Leave (2 weeks) \$3,767

Postage (\$600)

Communication \$600

Performance Factors
Public Health Based on the Board of Health Goals for 2015: 1.Communicable Disease Monitoring/Investigation Investigate all communicable disease investigations reported using the State surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. All reportable diseases investigation within 24 hours. (214 confirmed cases in FY'13 and 108 confirmed cases in FY'12 completed) 2.Food Establishment Inspections Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health. (All 157 establishments inspected at least twice) 3.Medical Reserve Corps Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. 4.Food, Housing, Nuisance and Tobacco Complaints Follow up on all complaints received within 24 hours. All complaints followed up on within 24 hours in FY'13 and FY'12. (74 complaints FY14, 66 complaints in FY'13 and 140 complaints in FY'12) 5.Fuel/Emergency Assistance to Families Assist eligible families to obtain state and private and also monies raised locally to provide fuel assistance and emergency funds as needed. (302 Families received assistance in FY14 ,304 families received fuel assistance in FY'13 and 302 families received fuel assistance in FY'12) 6. Needham Coalition for Youth Substance Abuse Prevention To continue to seek funding and eventually sustainable funding to support Fifth Quarter (the high school substance free events following sporting events) . \$5000.00 raised FY14, \$10,000 raised in FY'13 and \$10,000 raised in FY'12). SALSA (Students Advocating Life without substance Abuse) Youth Leadership Program presenting to all 8th grade Health Classes. Raised \$ 6,500 FY14 7. Traveling Meals Program Friends of the Needham Board of Health and Traveling Meals will continue to fund raise at the same level to provide meals for those vulnerable needy residents unable to pay for meals.(592 meals provided for free FY14, 1,020 meals provided for free at a cost of by FRIENDS in FY 2013 and \$1,085 meals provided for in FY'12).

Council on Aging

- 1) Expand community usage of the building after normal business hours and part time on Saturday
- 2) Pursue funding for the ongoing program and potential expansion of hours for the Fitness Center
- 3) Expand the capabilities of our Social Service department.

Performance Indicators:

- 1) Community usage has been expanded to include a part time Saturday program
- 2) Funding for the Fitness Center secured for FY16
- 3) Increased availability of Social Service.

Veterans' Services

During the last year there were over 2,400 American flags on the graves of Veterans in St. Mary's and Needham cemeteries, coordinated and operated the Memorial Day and the Veterans' Day observations. Veterans and widows of Veterans have been provided with services to identify benefits they are entitled to receive and to assist with the requests for such benefits. In addition to benefits, Veterans' Services continues to meet with veterans and their families to help identify other services and benefits they are entitled to receive.

Veterans' Services continues to work with other town departments to provide information and services to Needham's veterans and their families.

Youth Services

Below is a review of the past six (6) years of performance factors and well as the performance factors for the coming year.

Six Years Ago:

- 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults).
Achievement: This was not accomplished (as only two of these were facilitated)
- 2) Increase participation in "Make A Statement Day" by 15%
Achievement: This was accomplished as participation increased by more than the target amount

Five Years Ago:

- 1) Create online registration process for programs
Achievement: Youth Services a part of the committee that recently selected a company to assist the Town of Needham with online payments, and are working on the portion which relates to online registration.
- 2) Coordinate with Schools and Library for use of space as PSAB is limiting for our needs.
Achievement: This was accomplished.
- 3) Work with graduated Needham High School students regarding suicide/safety issues.
Achievement: This was accomplished.

Four Years Ago:

- 1) Work with the High Rock/Pollard PTC on a new parenting program.
Achievement: This was accomplished.
- 2) Maintain services to as close to last years levels as possible given that the division was short staffed this year due to medical leaves.
Achievement: This was accomplished.
- 3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards.
Achievement: This was accomplished.

Three Years ago:

- 1) Implement the new Bully Intervention Program.
Achievement: This was accomplished.
- 2) Implement the new VIP Program for youth.
Achievement: This was accomplished.
- 3) Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition.
Achievement: This is still ongoing.

Two Years Ago:

- 1) Revise, update, and re-evaluate Bullying Intervention Program.
Achievement: This was accomplished.
- 2) Convert as many as possible website documents (PDF's and Word) to electronic documents (so that they can be completed online).
Achievement: This was accomplished.
- 3) Implement full Single Parent Support Group Program.
Achievement: This was accomplished.

Last year:

- 1) Revise, update, and distribute Safe Surf Booklet for Youth and Parents. The benefits are to give parents a deeper understanding of how their children utilize technology, what they do online, and tools for how to talk to their children about technology.
Achievement: This was accomplished.
- 2) Develop Social Media sites --- Facebook, Twitter, etc. The benefits are to reach "our audience" where they are at as youth utilize the aforementioned sites to express

themselves and to communicate with others.

Achievement: This was accomplished.

- 3) Complete Suicide Prevention Coalition Project at Needham High School. The benefits of this include a site for youth to reflect, integration of this project into the school curriculum, and a physical reminder of the challenges of being a teen.

Achievement: This was accomplished.

This Coming Year:

- 1) Complete revision and redesign of Substance Abuse Awareness Program
- 2) Hire new part-time Social Worker
- 3) Increase presentations to school PTC groups
- 4) Participate in the operation of the new Health and Human Services Department

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,141,941	149,024	1,290,965
b) Expenses	237,270	3,500	240,770
c) Capital		0	
d) Total DSR2 & DSR4 Request (a+b+c)	1,379,211	152,524	1,531,735
V2016			

Department Expenditure Detail DSR2									
Department				Health and Human Services					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	2	13.4	11	2	13.4	11	3	13.8
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						x		2	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							930,409	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							8,538	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							3,000	
i.	PRD1 Budget Adjustments							7,246	
Sub Total 1								949,193	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary							3,486	
b.	Seasonal Help Traveling Meals summer drivers							6,329	
c.	Temporary Department Coverage							3,411	
d.	Part-Time Social Worker \$20,887 (Y) Building Monitor 18 hrs./wk. \$10,923 (C)							31,810	
e.	Van Drivers 37.5 hrs./wk.							28,061	
f.	Outreach 10 hrs./wk.							14,274	
Sub Total 2								87,371	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime							2,000	
b.	Public Health Nurses							33,994	
c.	Environmental Health Agent							13,627	
d.	Public Health Coordinator							31,426	
e.	and Animal Inspector							2,500	
f.	Public Health Nurses per diem)							9,972	
Sub Total 3								93,519	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							7,358	
c.	Training and Development								
d.	Tuition Reimbursement								
e.	Care of Graves and Coordinator of Ceremonies							2,500	
f.	Seasonal Assistance (V) Assistant Emergency Management Director (H)							2,000	
Sub Total 4								11,858	
5. Total Salary and Wages (1+2+3+4)								1,141,941	

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2				
Department	Health and Human Services			
Object	Description	Amount		
DSR2B				
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)	Monitors , Thermometers, Machine calibrations (H)		513	
Rental & Leases (527X)				
Other Property Related Services (529x)	Care of Graves (V)		1,400	
Professional & Technical Services (530x – 531x)	Contract, Employee Trainings and seminars (H), employee training, Seminars, Conferences, My Senior Center (C), purchase programmatic and clinical consultation services (Y)		86,434	
Communications (534x)	Wireless , legal notices (H), Postage (C), Postage (V), postage, mobile phone (Y)		8,898	
Recreational & Cultural Services (535x)	Senior Events (C) Memorial Day Luncheon (V)		1,500	
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies--All		8,666	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)	Fuel and Oil (C)		3,500	
Food and Service Supplies (549x)	Food and supplies for related programs (C) and (Y)		600	
Medical Supplies (550x)	Clinics, First Aid, CPR Materials (H), Medical Supplies (C)		1,393	
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Wellness supplies (H), Flags and Flag Holders (V), Program materials, printing, books, manuals and other literature (Y)		6,415	
Governmental Charges (569x)	West Suburban Veterans' District		69,650	
Travel & Mileage (571x – 572x)	Reimbursement for staff for work related travel--All		3,505	
Dues & Subscriptions (573X)	Dues and Professional organizations --All		1,296	
Other Expenses (574 X – 579x)	Veterans' Benefits		43,500	
6. Total Expenses			237,270	
DSR2C				
Capital Equipment Replacement (587X)			0	
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,379,211,	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES	x	NO	
Did the Department submit any requests for FY2016 for the	YES		NO	x

Department Expenditure Detail DSR2				
Department	Health and Human Services			
Object	Description	Amount		
replacement or upgrade of technology or software to the Finance Department?				
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	X	NO	
				V2016

Performance Improvement Funding Request DSR4					
Department	Health and Human Services--COA				
Title	Administrative Assistant	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	42,491		42,491	
2. Expense		0			
3. Operating Capital		0			
4. Other Costs		0			
5. Total (1+2+3+4)	1	42,491		42,491	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x	
2. Has this request been submitted in the last three fiscal years and not funded?					x
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				x	
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
6. Does the request support activities which produce revenue for the Town?				x	
7. If the request is not approved, will current Town revenues be negatively impacted?					x
8. Is there an increased exposure for the Town if the request is not approved?					x
9. Is specialized training or licensing required (beyond the initial purchase)?					x
10. Does this request address a documented health or safety issue?					x
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Board of Selectmen and the Council on Aging Board have expressed their desire to consider expanded after hours and weekend usage of The Center at the Heights. In the FY 15-Fy16 Goals set forth by the BOS and adopted by them on August 19, 2014 expanded hours of operation for the Senior Center were included. In FY 15 the Council on Aging division operated with the staffing ratio from previous years. The decision was made to operate for one full year (October 2013 – October 2014) in our new home providing an opportunity for us to gather information enabling us to evaluate what our real needs would be for the expansion of programs and services that believed would come with a well designed space and an ever growing aging population. Without this information we could not predict in FY15 what the real demands of daily operations and building maintenance would be. During this past year we have come to know that the overall scheduling and functioning of the physical plant puts increasing demands of time and consideration on the existing full time staff members and our custodian. In addition to daily operations, program and service planning, development delivery, the professional staff is increasingly pulled away from these responsibilities and job functions to deal with building and support service issues. This position will also assume the administrative responsibilities that currently the three full-time staff members are doing in addition to being the primary contact for use of CATH after normal business hours. This position will allow the other full time staff members the ability to					

Performance Improvement Funding Request DSR4			
Department	Health and Human Services--COA		
Title	Administrative Assistant	Priority	1
address other priorities while the administrative functions for this division are maintained. In addition, this position will administer the after normal business hours rentals of CATH based on the fees recommended by the COA and voted by the BOS. This request is for a hourly rate of \$21.79 which is listed as step 5 but actually the third available hourly rate in the new wage table in FY2016. This request does not include health insurance and payroll taxes expenses.			
			V2016

Performance Improvement Funding Request DSR4				
Department	Health and Human Services -COA			
Title	Social Worker	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount(B)	Total Amount (A + B)
1. Salary and Wage	.42	25,902		25,902
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)				25,902
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x x
2. Has this request been submitted in the last three fiscal years and not funded?				x
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				x
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
6. Does the request support activities which produce revenue for the Town?				x
7. If the request is not approved, will current Town revenues be negatively impacted?				x
8. Is there an increased exposure for the Town if the request is not approved?				x
9. Is specialized training or licensing required (beyond the initial purchase)?				x
10. Does this request address a documented health or safety issue?				x
All "YES" responses must be explained in the narrative				
Description and Explanation				
For at least the past 8 years the Council on Aging has had a full time social worker, an 18 hour outreach position partially funded by the Town (10 hours) and partially funded by the Formula Grant (8 hours) along with a 20 hour, benefited Formula grant funded position. To better serve all of our residents we have felt that converting these part time positions into 1 FTE would benefit the division and enhance service delivery. A move in this direction was hampered by the insufficient office space available. Having two full time employees who would often be called upon to handle confidential information and meetings within one space would be impossible to manage especially as there was no other regular meeting space in the Stephen Palmer Center. With our move to The Center at The Heights the division is provided with appropriate office and meeting space. This gives us the opportunity to move forward with our desire to reorganize our social work staffing pattern in the belief that this will better serve all of the residents and families that come to us for information and referral, case management and counseling. To accomplish this goal we are recommending that in FY 16 the Formula Grant fund the position at 22 hours per week and request that the Town fund the additional 15.5 hours necessary. This could be accomplished by utilizing the funds requested, and in prior years granted (10 hours) to partially fund a part time outreach position while adding some addition funds for an increase in funding from the Town of \$11,627 for the year. .				
V2016				

Performance Improvement Funding Request DSR4					
Department	Health and Human Services-- Health				
Title	Traveling Meals Packers/ Drivers	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.6	57,906		57,906	
2. Expense		0			
3. Operating Capital		0			
4. Other Costs		0			
5. Total (1+2+3+4)	1.6	57,906		57,906	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x	
2. Has this request been submitted in the last three fiscal years and not funded?					x
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					x
8. Is there an increased exposure for the Town if the request is not approved?					x
9. Is specialized training or licensing required (beyond the initial purchase)?					x
10. Does this request address a documented health or safety issue?					x
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Traveling Meals Program began in 1971 with one recipient and has continued to grow. The program provides two meals(2% milk, juice, fruit, a 100% wheat bread sandwich, hot meal with roll and butter, and dessert for \$5.20) where as the federally funded Meals on Wheels provides one hot meal only. Needham Residents can remain in their homes and live more comfortably on this nutritious program. The Traveling Meals Program is managed by a part- time Program Coordinator who oversees a range of 8,000 – 10,000 meals per year to the homebound elders and any aged disabled person in Needham. Number of meals provided the last five years 2010 – 10,438 2011 – 9,754 2012 – 9,681 2013 – 9,072 2014 – 8,441					

Performance Improvement Funding Request DSR4			
Department	Health and Human Services-- Health		
Title	Traveling Meals Packers/ Drivers	Priority	3
This Program is unique in that it is subsidized by BID Needham Hospital which prepares the two meal program. Five days a week volunteers pack and deliver these meals to our residents. Over the years it has taken up to 83 volunteers to pack and deliver meals to Needham clients. In the past five years we have seen a diminishing interest in volunteering. We are now at approximately 42 volunteers and have been experiencing a 8 -10 % per year reduction in volunteers over the past five years. Many of the people who would volunteer have a financial need to work. Many people have indicated that they would help weekends and evenings but our program requires morning hours, which interferes with their working schedule. With the continued decrease in volunteers we have had to cap our program to 45 clients. For this reason we are seeking to hire 5 part-time non benefited employees who will work up to 15 hours per week to pack and deliver meals. We anticipate an increasing need Needham as BID Needham Hospital Cancer Center is referring their patients to our program for the nutritious meals. If this DSR4 were funded the additional funds requested in FY2016 in the amount of \$57,906 would be in addition to the previously funded amount in FY2015 of \$6,329 for seasonal drivers for a total of \$64,235.			
			V2016

Performance Improvement Funding Request DSR4									
Department	Health and Human Services--Health								
Title	Program Coordinator				Priority	4			
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
1. Salary and Wage	.5	22,725				22,725			
2. Expense		0							
3. Operating Capital		0							
4. Other Costs		0							
5. Total (1+2+3+4)		22,725				22,725			
Budgetary Considerations						Yes	No		
1. Does this request address a goal of the Board of Selectmen or other Board or Committee						☒	☐		
2. Has this request been submitted in the last three fiscal years and not funded?						☐	☒		
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						☐	☒		
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						☐	☒		
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						☐	☒		
6. Does the request support activities which produce revenue for the Town?						☐	☒		
7. If the request is not approved, will current Town revenues be negatively impacted?						☐	☒		
8. Is there an increased exposure for the Town if the request is not approved?						☐	☒		
9. Is specialized training or licensing required (beyond the initial purchase)?						☐	☒		
10. Does this request address a documented health or safety issue?						☐	☒		
All " YES " responses must be explained in the narrative									
Description and Explanation									
This was previously a grant funded position (Federal SAMSHA) and the Town was not awarded the grant for FY2016. This position coordinates the youth wellness initiatives that were developed during the Five year grant period with Needham Coalition for Youth Substance Abuse Prevention. Programs include 5th Quarter, and Students Advocating Life Without Substance (SALSA) a Peer leadership program for the Middle school. Both of these programs have community and school support. Fifth quarter a substance free event, held following high school sporting events has over 250 students participating and continues to grow. This program helps reduce underage substance abuse and promotes wellness. This program has community as well as school support. SALSA is evidence based mentoring and peer leadership skills program for students who abstain from alcohol and other drugs. SALSA Youth Leaders are trained to speak to middle school students presenting themselves as healthy, happy and productive teenagers who have chosen not to use alcohol, tobacco or other drugs. Research demonstrates that younger students dramatically overestimate the amount of alcohol and other drug use on the part of their classmates and older students, leading to an increase of use by younger students. SALSA presents younger students with the role models they need- making healthy decisions and strengthening the younger students' resolve to remain alcohol-and drug free. Correcting mistaken beliefs has been shown to reduce use and risky behaviors. The power of SALSA is									

Performance Improvement Funding Request DSR4			
Department	Health and Human Services--Health		
Title	Program Coordinator	Priority	4
based on a personal connection youth members make with a classroom of younger students; they are positive role models sharing Social Norm messages. Training, transportation, materials and program coordination of SALSA is critical for the continuation of this program. Training is provided by FCD Educational Services Inc., a leader in school-based substance abuse prevention services. Transportation costs need to be absorbed as well to ensure SALSA members can meet with Pollard Middle School students. The 12 SALSA trips to Pollard each year are treated as NHS Field Trips so we must contract and pay for a van through the school transportation dept. for each trip. We trained 18 new SALSA students and are ready to bring the new and current SALSA members to Pollard. Custom printed materials are distributed to middle school students to reinforce the learning. Program coordination is essential for training, implementation, youth connection and advocacy. The Salsa budget is approximately \$9,732.00. We look to fundraise to supplement the cost of the program. This request for a part-time non-benefited up to 18 hours per week. The Program Coordinator would continue the coordinated efforts of the Substance Abuse Prevention Programs developed through the Federal Grant. Coordination of these programs through the Health Department has proved to bring these groups together with a positive voice in prevention. This position will assist and be supervised by our full time Senior Program Coordinator.			
V2016			

Performance Improvement Funding Request DSR4					
Department	Health and Human Services--Health				
Title	National Public Health Accreditation	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0				
2. Expense		3,500		3,500	
3. Operating Capital		0			
4. Other Costs		0			
5. Total (1+2+3+4)	0	3,500		3,500	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x	
2. Has this request been submitted in the last three fiscal years and not funded?					x
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
6. Does the request support activities which produce revenue for the Town?					x
7. If the request is not approved, will current Town revenues be negatively impacted?					x
8. Is there an increased exposure for the Town if the request is not approved?					x
9. Is specialized training or licensing required (beyond the initial purchase)?					x
10. Does this request address a documented health or safety issue?					x
All " YES " responses must be explained in the narrative					
Description and Explanation					
This is a five year process to obtain National Public Health Accreditation at a cost of \$3,500 per year for an estimated total of \$17,500. National Accreditation will be necessary in the next few years to be eligible for federal and State Health Grants.					
V2016					

Department Information DSR1			
Department		Commission on Disabilities	
Operational Considerations			
The \$550 town allocated budget 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. One significant grant funded partially by the handicapped parking funds in FY2015 was a performance by Luca "Lazylegz" Patuelli and his ILLMASK Crew on Wednesday, October 29th, 2014 at the Broadmeadow School. Luca is a break-dancer who considers himself "differently-abled". This presentation met several objectives, namely, that the students may understand while people have different strengths and abilities, those with disabilities are able to do most of the same things that people without disabilities can do.			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages		1,500	
b) Expenses	550		
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	550	1,500	2,050
e) Other			
f) Other			
Total Request (d+e+f)	550	1,500	2,050
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Commission on Disabilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
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								
							Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
							Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)								0	
DSR2B									
Energy (521x)									
Repairs & Maintenance Services (524x)									

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2				
Department	Commission on Disabilities			
Object	Description	Amount		
- 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)	Printing paper, stationary, additional file cabinet		400	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Purchase of handicapped parking signs specific for VAN		100	
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Attendance and travel to trade shows and special ADA events, and access monitoring training		50	
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses			550	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			550	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2016				

Performance Improvement Funding Request DSR4						
Department	Commission on Disabilities					
Title	Town Liaison to the Commission on Disabilities			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency		Total Amount (A + B)		
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage		1,500		1,500		
2. Expense						
3. Operating Capital						
4. Other Costs						
5. Total (1+2+3+4)						
Budgetary Considerations				Yes	No	
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☒	☐	
2. Has this request been submitted in the last three fiscal years and not funded?				☐	☒	
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒	
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒	
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒	
6. Does the request support activities which produce revenue for the Town?				☒	☐	
7. If the request is not approved, will current Town revenues be negatively impacted?				☒	☐	
8. Is there an increased exposure for the Town if the request is not approved?				☐	☒	
9. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒	
10. Does this request address a documented health or safety issue?				☐	☒	
All "YES" responses must be explained in the narrative						
Description and Explanation						
The stipend for the Town Liaison for the Commission on Disabilities has previously been funded within the budget of the Park and Recreation Department while my predecessor, Karen Pierce, was an employee by that department during her 13 year tenure as the NCOD Liaison. With Karen's resignation, and the appointment of Dana Mastroianni, Assistant Director of the Needham Library, it would be a logical alteration to the budget to incorporate the stipend for the NCOD Liaison within the NCOD town appropriated budget. Moving the stipend monies does not alter the "bottom line" of the budget for the Town, but rather aligns the expense more closely with the employee who is the recipient of it. If this request is not approved, the Town's current revenues will not be impacted as the stipend amount is not changing, but rather the budget line from where the funding is allocated will be changed. Since the appointment to this position is made by the Town Manager whose schedule may preclude her regular attendance at these meetings, one can presume that filling and funding this position is important to all parties at Town Hall, specifically, Town Manager Kate Fitzpatrick and the Board of Selectmen. The revenues for the town that may be considered for "budgetary consideration #4" are the handicapped parking fines.						
V2016						

Department Information DSR1			
Department		Historical Commission	
Operational Considerations			
The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of unofficial bodies organized for similar purposes. The Commission makes recommendations as to whether an asset should be certified as a historical or archeological landmark. The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the demolition delay by-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings.			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	1,050		1,050
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	1,050		1,050
e) Other			
f) Other			
Total Request (d+e+f)	1,050		1,050
			V2016

Department Expenditure Detail DSR2									
Department				Historical Commission					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
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								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)									0

Department Expenditure Detail DSR2				
Department	Historical Commission			
Object	Description	Amount		
DSR2B				
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)	Postage and printing			350
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies			250
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Signs and House Plaques			450
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses				1,050
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,050
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2016				

Department Information
DSR1

Department

Library

Operational Considerations

For more than 125 years (established in 1888), the Needham Free Public Library has been providing the community with access to resources to support users' evolving educational, intellectual, recreational, and cultural needs. The library provides an open environment for interaction among people of all ages, interests, and abilities.

During FY14, the library circulated a total of 525,798 items to its borrowers, provided answers to more than 30,000 reference inquiries, obtained 62,979 items from other libraries to fill Needham requests, added 11,172 books and 3,884 audiovisual items to the materials collections, registered 1,575 new borrowers, held 337 children's programs, and had 509 uses of its Community Room.

During FY14, the library's collections had a net gain of 2,027 (1%) over FY13. The gain was made possible by the continued funding of the materials budget, plus gifts and donations from local groups (especially the Friends of the Library and the Library Foundation) and individuals. The appropriation and gifts made it possible for the library to maintain the elimination reached in FY12 of the long-standing gap between the number of items Needham requests from other libraries to fill Needham patrons' requests and the number of items Needham sends to other libraries to fill their requests. In FY07 the gap was 19.2%. Due to four years of cash capital funding (\$25,000 each year) for purchase of library materials, by FY11 the gap had been narrowed to 2.2%. An increase in the library's materials' budget for FY12 not only made gap elimination possible but also allowed Needham to become a 2% net lender. This trend continued to FY13, when Needham's net lender percentage increased to 4.7%. In FY14 Needham remained a net lender; however the percentage dropped to 3.6%. The following chart illustrates the library's progress from net borrower to net lender. It also shows the growing demands on library collections and the increase in inter-library cooperation.

Fiscal Year	Items Borrowed from Other Libraries	% of Total	Items Loaned to Other Libraries	% of Total	Gap
FY07	45,870	59.6%	31,138	40.4%	19.2%
FY08	47,125	55.9%	37,210	44.1%	11.8%
FY09	56,798	53.4%	48,489	46.6%	5.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
FY11	61,418	51.1%	58,782	48.9%	2.2%
FY12	62,627	49.0%	65,151	51.0%	No Gap—2% Net Lender
FY13	61,865	47.5%	68,448	52.2%	4.7% Net Lender
FY14	62,979	48.2%	67,779	51.8%	3.6% Net Lender

There is a DSR4 request for a 19-hour-a-week library page to pack and unpack the 18-25 bins of materials that the library sends out and receives each Monday to Friday. There is also a DSR4 request for 18 additional part-time hours at the Circulation Desk to cover the hours that the two full-time library assistants are now using to oversee the workings of the Network Transfer/Inter-Library Loan operations. This task was previously done by the eliminated full-time (now part-time) administrative specialist.

Department Information
DSR1

Department

Library

While the overall materials collection grew by only 1% in FY14, the audiovisual collections increased by 7%, reflecting the continuing demand for DVDs, CDs, Books-on-CD. Use of downloadable services increased by a phenomenal 55.6% over FY13. Use of the library's self-checkout computers grew from 81,292 in FY11 to 114,175 in FY12 to 121,879 in FY13 to 131,851 in FY14. The self-checkout figure stands at 25% of the library's total checkouts, an increase of 2.5% over FY13. Self-checkout has enabled the library staff to keep up with other circulation duties and to take on some new duties that make the Circulation operation more efficient and more customer-friendly.

Hiring a part-time children's librarian to do children's programming remains high on the library's DSR4 request submissions.

Fiscal Year	Children's Programs	Total Attendance	Average Attendance
FY10	209	9,537	45.8
FY11	271	13,456	49.7
FY12	304	14,273	47
FY13	294	12,276	42
FY14	337	13,029	38.7

The numbers affirm the need for the continuing presentation of quality programming for Needham's children.

If funded, the four DSR4 requests for additional part-time hours will **not** result in anyone being added to the Town's benefited employee list.

The library's other DSR4 request is for funding for the museum pass reservation software (\$725). The museum passes are used an average of 158 times each month. This software allows patrons to check the availability of the passes and to make their own reservations from a home computer. The software saves the Circulation Desk workers many hours of time that is spent helping the library's customers in other ways.

In addition to the Town-Meeting-appropriated budget, the library receives support from the Friends of the Library and the Library Foundation of Needham. Both of these organizations have generously provided the library with programs (adult and children's), museum passes, and funds for the purchase of books, audiovisual materials, and equipment. The library uses its trust fund interest and State Aid payments for many expenses (See enclosed supplementary material).

The DSR2 base budget request is \$1,532,415. This is sufficient funding to assure certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Aid Grant (\$37,000 expected in FY15), the library must:

1. Be open 59 hours per week
2. Receive a Town-appropriated budget that is 2.5% higher than the average of the 3 previous years. For FY16 that figure is \$1,461,478.
3. Spend 13% of its total budget on library materials.

The MBLC has a waiver process; failure to obtain a waiver means decertification and loss of the

Department Information
DSR1

Department

Library

State Aid Grant. The library already depends on its State Aid Account to cover three salary shortages and to pay for parking lot rental, library banner maintenance, museum pass reservation software, wireless service, and equipment not covered by the Town-appropriated budget.

Base budget request increases include:

Account	Amount of Increase	Explanation
5345 Printing	\$240	In FY14 spent \$742.80; current budget of \$510 is not adequate; increase to \$750
5420 Office Supplies	\$1,100	In FY14 spent \$7,823.71; current budget of \$6,700 is not adequate; increase to \$7,800
5580 Other Supplies	\$300	In FY14 spent \$6,762.66; current budget of \$6,500 is not adequate; increase to \$6,800
5584 Databases	\$7,000	In FY14 spent \$24,206.95; current budget of \$18,000 is not adequate; increase to \$25,000. New and improved databases are constantly being released. Library needs the funds to purchase new databases.
5711 Mileage	\$225	In FY14 spent \$668.48; current budget of \$450 is not adequate; increase to \$675
5730 Dues	\$160	In FY14 spent \$458; current budget of \$305 is not adequate; increase to \$465. In addition to one American Library Association membership, this account now includes a membership in The Digital Commonwealth.

Performance Factors

Performance measures for FY16 will include:

1. Network transfer/inter-library loan balance maintenance
2. Continued sponsorship of culturally diverse programs
3. Continued collection building of world language materials in both adult and children's collections
4. Increased encouragement of self-checkout use
5. Continued sponsorship of programs that explain use of electronic reading and listening devices, including individual instruction by Reference staff
6. Continued improvement of library publicity, including increased publicity of library electronic services.

These performance measures support both the library's current Strategic Plan and the Board of Library Trustees' annual goals.

Department Information DSR1			
Department		Library	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,204,347	51,056	1,255,403
b) Expenses	328,068	725	328,793
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	1,532,415	51,781	1,584,196
V2016			

Department Expenditure Detail DSR2									
Department				Library					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	13	37	23.6	13	37	23.6	13	37	23.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			4
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							806,754	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							27,073	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							6,415	
Sub Total 1								840,242	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage Part-time, Mon - Sat							304,885	
d.	Sunday part-time hours (time and a half)							35,398	
e.	Part-Time Administrative Specialist							23,822	
f.									
Sub Total 2								364,105	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								1,204,347	
DSR2B									

Department Expenditure Detail DSR2		
Department	Library	
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Equipment repairs and copy machine maintenance: 1,489 Computer hardware maintenance: 607	2,096
Rental & Leases (527X)	Postage Meter rental: 550 Iron Mountain and NEDCC 390	940
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Minuteman Library Network 58,000 Computer software licenses 6,030	64,030
Communications (534x)	Postage: 2,169 Printing: 750	2,919
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery 4,800	4,800
Office Supplies (542x)	Paper, (copier and other), pens, pencils calendars, file folders, etc.: 7,800	7,800
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Supplies for processing books, periodicals, and AV items: 6,800 Library Materials Budget: Newspapers, Periodicals 22,100 Books 131,043 Audiovisual 43,000 Databases 25,000 Total Materials: 221,143 Computer Supplies and Equipment: 16,250	244,193
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conference In-State 150 Mileage 675	825
Dues & Subscriptions (573X)	American Library Association Membership: 315 Digital Commonwealth Membership: 150	465
Other Expenses (574 X – 579x)		
6. Total Expenses		328,068
DSR2C		
Capital Equipment Replacement (587X)		

Department Expenditure Detail DSR2				
Department	Library			
Object	Description	Amount		
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,532,415
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2016				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Children's Programming Librarian	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.51	21,766		21,766
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)	.51	21,766		21,766
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
2. Has this request been submitted in the last three fiscal years and not funded?				X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
6. Does the request support activities which produce revenue for the Town?				X
7. If the request is not approved, will current Town revenues be negatively impacted?				X
8. Is there an increased exposure for the Town if the request is not approved?				X
9. Is specialized training or licensing required (beyond the initial purchase)?				X
10. Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
This request is for funding for the Children's Programming Librarian—a part-time, non-benefited position. 19 hours a week x 52 weeks = 988 hours x 22.03 per hour = \$21,766 For several years filling this request has been a goal of the Board of Library Trustees. Quality programming is an essential service for a successful Children's Room operation. Programming is currently being done by a part-time children's librarian. Her storytime, craft, and other programs are well-attended and highly praised. Her hours are funded by the library's State Aid account. Continued use of this fund for salary items will totally deplete the fund in a few years. See enclosed "State Aid FY15 Budget statement.				
V2016				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Circulation Desk Hours		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.48	15,922		15,922
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)	.48	15,922		15,922
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
2. Has this request been submitted in the last three fiscal years and not funded?				X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
6. Does the request support activities which produce revenue for the Town?				X
7. If the request is not approved, will current Town revenues be negatively impacted?				X
8. Is there an increased exposure for the Town if the request is not approved?				X
9. Is specialized training or licensing required (beyond the initial purchase)?				X
10. Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
This request for funding for additional part-time, non-benefited hours at the Circulation Desk has been submitted for several previous years and is a goal of the Library Board of Trustees. 18 hours a week x 52 weeks = 936 hours x 17.01 per hour = \$15,922 Previously, the library's full-time Administrative Specialist oversaw the workings of the Network Transfer/Inter-Library Loan Department. With the change to a part-time Administrative Specialist, the library's two full-time Library Assistants have assumed this duty. In order to do the supervising and checking out the items to be sent to other libraries, these two people have had to decrease the number of hours they spend at the Circulation Desk. Part-time hours, funded by the State Aid Account, have been used to cover their desk time. Continued use of the account for salary items will totally deplete the fund in a few years. See enclosed "State Aid FY15 Budget" statement.				
V2016				

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Network Transfer Pack/Unpack Page	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	.51	9,693		9,693	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)	.51	9,693		9,693	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?				X	
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request for funding for a 19-hour-a-week part-time, non-benefited 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 has been submitted for several previous years and is a goal of the Library Board of Trustees. 19 hours a week x 52 weeks = 988 hours x 9.81 per hour = \$9,693 The bins contain Needham materials that have been returned at other libraries in the State, Needham materials that are being sent to other libraries to fill requests, other libraries' materials that have been returned to Needham, and materials that have been sent to Needham from other libraries to fill requests for Needham citizens. The Network Transfer/Inter-Library Loan business continues to increase each fiscal year. In FY11, 58,783 items were loaned to other libraries, and 61,418 items were borrowed from other libraries to fill Needham requests (total 120,201). In FY12, these numbers increased to 65,151 items loaned to other libraries and 62,627 items borrowed from other libraries (total 127,778—6.3% increase). In FY13, the number of items loaned to other libraries increased to 68,448, while the number of items borrowed from other libraries decreased to 61,865. The total (130,313) represented a 2% increase. In FY14 the number of items received from other libraries increased by 1,114 to 62,979 and the number of items sent to other libraries decreased by 669 to 67,779, an overall increase of 445 items. These numbers comprise approximately					

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Page	Priority	3
one-half of the items in the delivery system. After the delivered bins are unpacked the empty bins are filled with approximately the same number of outgoing materials. These hours are currently being funded by the library's State Aid account. Continued use of this account for salary items will totally deplete the fund in a few years. See enclosed "State Aid FY15 Budget statement.			
			V2016

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Museum Pass Reservation Software	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		725		725
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)		725		725
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
2. Has this request been submitted in the last three fiscal years and not funded?				X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
6. Does the request support activities which produce revenue for the Town?				X
7. If the request is not approved, will current Town revenues be negatively impacted?				X
8. Is there an increased exposure for the Town if the request is not approved?				X
9. Is specialized training or licensing required (beyond the initial purchase)?				X
10. Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
This request for Museum Pass Reservation Software has been submitted for the past several years. The library offers the use of twenty-three museum passes to Needham residents. To reserve a pass, a resident may (1) come to the library or telephone the library and talk to a staff member who uses the Museum Pass Reservation Software program to check pass availability and make reservations or (2) click on the library's page on the Town's website, review the list of passes and the dates available and make his/her own reservation. Having this software program installed has saved the Circulation Desk staff countless hours of dealing with museum pass information and reservations. Two-thirds of museum pass reservations are made online by patrons. Currently the \$725 yearly fee for the Museum Pass Reservation software is being paid by the library's State Aid account.				
V2016				

Performance Improvement Funding Request DSR4					
Department	Library				
Title	June, Sunday Openings	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	.07	3,675		3,675	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)	.07	3,675		3,675	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request is for funding for Sunday library hours (1-5:00 p.m.) in June. The current base budget funds Sunday hours for September to May. One of the reasons for keeping the library open on Sundays through June is that school is still in session and students may need to use the library's resources. Reference Department: 2 people, 4 hours each = 8 hours per Sunday x 4 Sundays = 32 hours X \$33.05 per hour (time and a half) = 1,057.60 Children's Department: 1 person, 4 hours = 4 hours per Sunday x 4 Sundays = 16 hours X \$33.05 per hour (time and a half) = 528.80 Circulation Desk: 4 people, 4 hours each = 16 hours per Sunday x 4 Sundays = 64 hours X 25.52 per hour (time and a half) = 1,633.28 Library Pages: 2 people, 4 hours each = 8 hours per Sunday x 4 Sundays = 32 hours X 14.22 per hour (time and a half) = 455.04 Total 3,674.72					
V2016					

Department Information DSR1					
Department		Park and Recreation			
Recreation	\$1,800	1,800	1,500	(\$300)	Have worked at getting free special events
Office Supplies	\$1,300	1,200	1,500	\$300	Increased expenses
Custodial Supplies	\$1,300	800	1,000	\$200	Increased expenses
Vehicle Supplies	\$0	200	0	(\$200)	Eliminated
Food Supplies	\$1,900	2,300	2,100	(\$200)	Reduced to help other lines
Conferences	\$1,000	1,000	1,000	\$0	Just broke out in-state and out-state
Mileage	\$1,800	\$1,700	\$1,900	\$200	Increased to cover higher rate

Park Facilities, Environment and Health: Park and Recreation is proud of the improvements created at many of the parks in the last decade, mostly in partnership with DPW Parks & Forestry and other DPW divisions, as well as with community groups and individuals. Some of these improvements lead toward increased expenses or staff time to maintain. Requests for use of fields continue to increase as existing programs try to provide more activities within their programs and expand their registration numbers. The issues commonly raised by residents include: **A.** Increased public demand for quality outdoor areas, including creation or improvement of (1) athletic fields, (2) trails, (3) playgrounds, (4) bike paths, (5) swim facilities, (6) ice hockey facility, (7) basketball courts, (8) fishing facilities, (9) skate board facility, (10) splash park. **B.** Increased public demand to control Canada Geese. **C.** Increased public demand to solve issues related to trash. **D.** Increased public demand for clean water in ponds. **E.** Equivalent amount of public demand to create a public dog park vs. eliminate unleashed dogs and their feces from public parks. **F.** Increased public demand for replacement or addition of fences.

Park and Recreation is formally working with rail trail and community center groups, has established a Trail Steward volunteer program, and has been in conversations with individuals with interest in a skate park. The department is working with other Town staff to initiate a new trail along the Sudbury Aqueduct, and continues to collaborate with Needham Community Farm on educational programs. The Board of Selectmen, Town Manager and staff worked with an active volunteer committee to create the Town's first off-leash dog park at the Nike Site.

The Trail Steward program is overseen by the Assistant Director in collaboration with a working group representing Conservation, Park and Recreation and DPW. There are 17 stewards who visit designated trail sections at least once a month, providing written reports, and the majority of the stewards visit their locations more often. In addition to the monthly information, the regular visits have also helped reduce the amount of trash along the trails. Trail Days are scheduled twice a year, along with park clean-up days, with increased interest in participation. The "Notify Me" notification list has grown to 200 members, an increase of 25%, and will continue to be increased to reach as many volunteers as possible for projects, or potential participants in special programs. Having the Assistant Director serve as the Town's Trails Coordinator has enabled departments to work more cooperatively and provide better services for the trails. It is an exciting addition to the services provided by Park and Recreation, and has so much more ability to grow into a beneficial asset for the trails system. With the anticipated

Department Information DSR1	
Department	Park and Recreation
addition of two new trails to the system in the upcoming year: the rail trail and a pedestrian path along sections of the Sudbury Aqueduct, the Town will have about 30 miles of trails, not including those found at Cutler Park, Hemlock Gorge or the Charles River Peninsula. It is possible that in the future, to fully provide oversight on the trails that a request could be made for a part-time trails coordinator, an original concept from the Trails Master Plan. This would allow the Assistant Director to focus on other services. Major park projects were completed at Walker-Gordon and Greene's Field, with both having their first full uses. Design work began on the Newman athletic fields and the adjacent Eastman Conservation Area. Design will begin shortly on the Reservoir Trail, which will be accessible. Increased education continues with athletic field user groups on how changes in how they use fields for practices can improve the quality of the field conditions. These changes are a necessary component of the current maintenance program. There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. The department is part of the National Recreation and Park Association's initiative to get people outside, particularly children. The department was an active participant in <i>Eat Well, Be Fit, Needham</i> over the years (and earlier committees with similar missions) and continues to strive to provide information and opportunities that help families and individuals – including staff – create a balance, add fitness, reduce injuries/health risks, and make healthy food choices in their lives. For programs that offer snacks, the Recreation Supervisor chooses foods that are least likely to be an issue for children with allergies, and have reduced levels of sugar and fat. The vending company that provides machines at Rosemary Pool also is required to provide low-sugar, low-fat options. The department works to educate residents on issues related to the actions they take that have an effect on their own health or others. Issues include the transfer of bacteria at the pool, proper hand washing, prevention of concussions, and the safe use of athletic fields, including use of the warmer synthetic turf fields. The current Open Space and Recreation Plan is expired. Funding was provided in May 2013 for an update which will be done in collaboration with the Conservation Commission and staff, as well as other Town boards. This plan provides the Town with a tool for prioritizing projects, but also is a requirement for funding opportunities. The Community Preservation Act legislation was updated in July 2012, now allowing for outdoor recreation areas to be funded for capital improvements. The Open Space and Recreation Plan is a useful document for the evaluation of funding requests. Rosemary Pool: Due to the MA Permit Extension Act, the 2006 permit to drain Rosemary Lake for pre-season maintenance on the pool was re-established in 2011, and the request for the 2010 permit which had been appealed to the DEP by the Town was dropped. Two specialists were hired in 2011 to study the drainage questions related to the appeal, and supported the anecdotal information gathered by the Town in prior years. The 2006 permit has received an additional extension under a ruling by the Governor, through 2018. Park and Recreation worked with the PPBC and Weston & Sampson on a feasibility study, and will seek design funds to begin the process of rebuilding the seasonal, outdoor pool and renovating the building and site for year-round use. Operating budget implications have been noted in the plan, with some reduction in costs expected for the seasonal pool. Indoor Programming Space: Each year, it becomes more difficult to find locations for programs. For decades, Park and Recreation was the primary user of school buildings in the summer, but many school programs are now 12 months long, including Special Education	

Department Information DSR1	
Department	Park and Recreation
programs, Community Education, and programs held in conjunction with the Athletics Department. In 2011, the Conservation Commission decided that green spaces would not be mowed at Ridge Hill Reservation, which continues to limit activity options for the Outdoor Living Adventure program held on that site. North Hill has been a recent partner providing activity space, but due to construction have not recently been available. St. Sebastian's and the Housing Authority have provided some limited programming space. Park and Recreation has continued to submit a capital request for renovation of the Cricket building, and through the Facilities Study has discussed indoor programming options, including possible space at the renovated Rosemary Pool building. Playgrounds: Park and Recreation oversees 19 public playgrounds at the following areas: Broadmeadow (2); Eliot (2); Hillside (2); Mitchell (1); Newman (3); Claxton; Cricket; DeFazio; Greene's; Mills; Perry; Riverside; Rosemary Pool and Walker-Gordon. All 19 sites will have been rebuilt or renovated since 1995. With few exceptions, the new playground equipment was primarily donated through private fundraising efforts. The newest playground, at Greene's Field, had equipment donated, but installation paid for by the Town through CPA funds. The Board of Selectmen, School Committee, Finance Committee, Permanent Public Building Committee and the Park and Recreation Commission are at the beginning stages of discussing how to shift to a public funding process. A new policy will need to be developed on how requests for additions or renovations are handled as the Park and Recreation budget currently can only handle surfacing replenishment and repairs. A part-time playground maintenance specialist has been hired so that a proactive maintenance schedule can be provided. Fees: The Park and Recreation Commission and Department annually review program fees, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The General Fund fees are for Rosemary Pool, including swim lessons, the major summer programs, and the Field Administration Fee. General Fund revenue in FY'14 was \$287,000, almost \$40,000 more than in FY'13. Summer Programs continue to collect revenue exceeding the cost of running the programs. In Fiscal Year 2014, almost \$155,000 was collected in revenue, yet direct costs including payroll and expenses were about \$93,000. In FY'14, just over \$45,000 was collected in Field Administration Fees, to contribute towards the cost of the work related to scheduling and serving as administrators to the athletic fields and parks. Pool revenue increased more than \$6,000 from the prior fiscal year, with over \$77,000 collected in FY'14. FY'14 covers July-August 2013 and June 2014. The Summer of 2013 was a shorter season, so revenue collection in July-August 2014 is higher, about \$5,000 more than the same time period and will be reflected in FY'15 revenue. Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2014, the value of \$18,000 was provided in free passes to Rosemary Pool and swim lessons, equivalent to Summer 2013. In Summer 2014, \$8,500 was provided in free programs, about \$1,000 higher than the prior summer. As there is no scholarship fund, this is a loss of revenue of almost \$28,000, but a service important to the Commission to offer to its residents. Park and Recreation provides services that do not generate revenue. Use of the trails and playgrounds are free, yet the cost to maintain playgrounds continues to grow, and with our new Trails Steward program and emphasis on improving the trails, there are additional costs. At some parks, public restrooms are available, and the cost of cleaning those is under \$10,000 a	

Department Information DSR1			
Department		Park and Recreation	
year. The support for the playgrounds now exceeds \$25,000.			
Revolving Fund: The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field Maintenance Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Revenue averages \$220,000 per year, but in FY'14 totaled \$290,000. Most programs in the Revolving Fund also contribute a small portion of their fees to the General Fund in an effort to reflect the office staff members' time spent on those programs. On average, \$10,000 is deposited into the General Fund from Revolving Fund programs. Some programs have been reduced or eliminated due to the problem of consistent programming space.			
Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The donations for the summer Arts in the Parks and Children's Theatre programs are deposited into this account. In the spring of 2013, the Park and Recreation Commission received \$22,000 from the will of Harold J. A. Street. Mr. Street did not specify how the funds were to be spent, so the Commission is reviewing options for small projects, and approved the initial project for purchase of signs that mark trail entrances.			
Performance Factors			
The department will have new staff shortly, so that we can return to meeting these goals. Social Media communication has formally begun, with several notices a week posted. Currently, the Administrative Specialist is overseeing a weekly "scavenger hunt" to parks as an incentive to participate in social media, and to get more people outside! The goal for playground surfacing was almost met with assistance from DPW, and efforts will continue to meet the goal.			
Trails: (a) install trail marker signs on 8 designated trails and increase number of informational kiosks; (b) add one annual volunteer trail project on each of the 8 designated trails; (c) increase number of members on "Notify Me" e-mail list as a volunteer resource list, currently at 150; (d) add 8 trails kiosks to designated trails; (e) create Rail Trail from High Rock Street to Charles River in Dover; (f) finalize agreement with MWRA for Aqueduct trail.			
Communication: (a) create social media information site(s) and provide information at least one time per week; (b) post photos of events and programs on website			
Playgrounds: (a) upgrade surfacing at each school site by March 30 and August 30; (b) upgrade surfacing at non-school sites by April 30 and September 30; (c) increase the amount of information related to playgrounds on the website, including the addition of photos.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	495,453		495,453
b) Expenses	114,000		114,000
c) Capital			
d) Total DSR2 & DSR4 Request (a+b+c)	609,453		609,453
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2										
Department				Park and Recreation						
Object				Description					Amount	
DSR2A										
Permanent Personnel	Last Year			Current Year			Next Year			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	4	0	4	4	0	4	4	0	4	
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. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base								265,530	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity								5,207	
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation								3,000	
i.	PRD1 Budget Adjustments								2,106	
Sub Total 1								275,843		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help <i>see descriptions below</i>								205,466	
c.	Temporary Department Coverage									
d.	Playground Maintenance Specialist								11,024	
e.	Description: Rosemary Pool: \$113,711 ten week session, training, pre-season Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 3 (4); Rec Spec 2 (15)									
f.	Description: Summer Programs: \$91,755 eight week session, training, pre-season Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20)									
Sub Total 2								216,490		
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime								3,120	
b.										
c.										
d.										
e.										
Sub Total 3								3,120		
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Training and Development									
d.	Tuition Reimbursement									
e.										
Sub Total 4								0		
5. Total Salary and Wages (1+2+3+4)								495,453		

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
DSR2B		
Energy (521x)	NSTAR Electric: (6,200) Transcanada: (2,800) NSTAR Gas: (500)	9,500
Repairs & Maintenance Services (524x – 525x)	Plumber/Welding: (4,000) Pump Specialist: (2,000) Playground Repairs: (7,000) Pool Cleaning: (800) Repairs: (500)	14,300
Rental & Leases (527X)		
Other Property Related Services (529x)	Park Restroom Cleaning (10,000) Playground Surfacing Installation (8,000)	18,000
Professional & Technical Services (530x – 531x)	Water Testing: (450) Training: CPR/First Aid, Staff, Lifeguard: (1100)	1,550
Communications (534x)	Phones: land & cell (3,000) Printing: forms, information (800) Postage: (1,400) Legal Notices: (150)	5,350
Recreational & Cultural Services (535x)	Special Events	1,500
Other Purchased Services (538x)	Bus Rentals: (2,500) Misc: equipment repairs, pest control, assistance with state permits, pond treatment (1,000)	3,500
Office Supplies (542x)	Office Supplies	1,500
Building & Equipment Supplies (543x)	Pool Paint: (6,000) Chlorine: (14,000) DE: (14,000) Pool Supplies: (1,200) Misc Repair Supplies: (300)	35,500
Custodial Supplies (545x)	Pool Custodial Supplies	1,000
Grounds Keeping Supplies (546x)	Playground Surfacing and Replacement Supplies	11,000
Vehicular Supplies (548x)		
Food and Service Supplies (549x)	Snacks, Program Supplies	2,100
Medical Supplies (550x)	First Aid Supplies	200
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts*: (1,800) Lifeguard Uniforms*+: (400) Safety Equipment*: (400) Red Cross Certificates: (700) Arts & Crafts Materials: (1,000) Program Equipment: (1,000) Training Materials: (100) * state requirement for Pool + staff reimbursement	5,400
Governmental Charges (569x)		

Department Expenditure Detail DSR2				
Department	Park and Recreation			
Object	Description	Amount		
Travel & Mileage (571x - 572x)	Mileage Reimbursement: (1,900) Conferences: (1,000)	2,900		
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700		
Other Expenses (574 X - 579x)				
6. Total Expenses		114,000		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		609,453		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
		YES	☐	NO ☐ X ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☐	NO ☐ X ☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?		YES	☐	NO ☐ X ☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?		YES	☐	NO ☐ X ☒
V2016				

Department Information DSR1	
Department	Trustees of Memorial Park
Operational Considerations	
The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation and a small portion under Public Facilities. Currently, Public Facilities is updating the fire and smoke detection system. The primary expenses related to the building include electricity and heat, and they are funded under the Parks and Forestry budget. As of 10/1/08, Park and Recreation assumed the responsibility for the cleaning of the restrooms. In July 2013, ABM Janitorial Services was awarded a 3 year contract for cleaning park restrooms, including all of those located at the Memorial Park building. User groups are responsible for cleaning the concession room, second floor meeting spaces, and storage rooms. Efforts are made to reduce the use of the building during the winter to save energy costs, but the building remains heated. The Public Facilities Department handles small repair projects in the building. Vandalism can be an issue at the Memorial Park building, leading to additional repair costs. The Trustees of Memorial Park have a concession room Revolving Fund with a cap of \$4,100. They have not charged a fee for use of the concession room in several years as the groups using the room have been making donations towards projects in the building and at the park. In recent years, user groups and residents have been donating improvements to the concession room and building. The Revolving Fund will be used to make any final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents. In FY' 14, the operating budget was used to purchase replacements flags, which must be done more than once a year, and to add POW flags. The Chairman has asked that the FY'15 budget also be used for flag replacement. A committee oversaw the design and fundraising for a new memorial, and with DPW Parks and Forestry, the memorial area was rebuilt and plantings were done. The new memorial lists the names of Needham residents who have died during wars, from the time of the Revolutionary War. The names are also memorialized at the High School. The large corner garden is primarily maintained by volunteers, and efforts were taken in recent years to bring in new volunteers to clean out the overgrown areas. The Trustees recently replaced their flagpoles through donations. The Fields of Dreams project created about \$2 million worth of improvements to the athletic fields at Memorial Park, and added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the park with netting and drainage improvements, and they handle all costs related to athletic field maintenance. Additional drainage work is in the capital improvement plan. The athletic fields are used by Needham High School for physical education and the athletics program. Numerous youth sports organizations use the athletic fields throughout the year.	
Performance Factors	
The Trustees of Memorial Park will continue to educate residents to respect the park created in memory of those who have served. A measure of a successful effort would be a reduction in the number of vandalism incidents. During Calendar Year 2014, the number of incidents of vandalism has decreased.	

Fiscal Year 2016 Proposed Budget

Department Information DSR1			
Department		[Trustees of Memorial Park]	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[]	[]	[]
b) Expenses	[750]	[]	[750]
c) Capital	[]	[]	[]
d) Total DSR2 & DSR4 Request (a+b+c)	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
Total Request (d+e+f)	[750]	[]	[750]
V2016			

Department Expenditure Detail DSR2									
Department				Trustees of Memorial Park					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
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								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								0	
DSR2B									

Department Expenditure Detail DSR2				
Department	Trustees of Memorial Park			
Object	Description	Amount		
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)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	American flags, POW flags			750
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses				750
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				750
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES	☐	NO	☒

V2016

Department Information DSR1					
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Operational Considerations					
The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life. The Recycling and Transfer Station (RTS) is one of the most utilized facilities within the Town in which approximately 75% of the Needham residents directly utilize the facility. The majority of the remaining 25% of Needham residents utilize the RTS through subscription hauler services. The RTS also provides disposal and recycling services for many Town Departments along with the Materials Processing Area and Snow Dump services for the Department of Public Works. In addition, the RTS maintains municipal agreements with various municipalities for Wood Waste Processing Services (Revolving Fund) and Trommel Screening Services. The RTS also provides a variety of other specialty recycling options for the Town such as books, clothing and many other reusable items for residents to utilize as needed. Difference in FY 15 Budget Submission Salaries & Wages increased by \$8,967, 1.23% Expenses & Services increased by \$61,439, 5.01% Operating Capital increased by \$5,000, 6.17% Total Budget Submission Increased by \$75,406, 3.7% <u>Salaries</u> There are presently contracts for all represented employees. Those in the NIPEA union are getting a 1% increase for first half of FY 16 and an additional 1% six months into the fiscal year. The Non-Represented employees are not getting a cost of living increase, but have been reclassified as part of a town-wide study and this reclassification will go into effect in FY 16. Additionally, several of the positions have turned over in the last year. The overall increase in the Wages & Salaries and the Other Salary Items line is 0.39% over the prior years approved budget. The Overtime line item service hours are flat from the FY 15 approved budget. There is an overall increase of 5.35%. The Temporary line item is flat in service from the FY 15 submission, and based on the current Class C schedule for summer hires has increased 2.31% <u>Assorted Materials Disposal</u> In FY 2015 the Town has removed the fee to use the facility for residents and utilized general fund tax revenue in order to supplement. This will provide a more steady income stream into the Enterprise Fund and should stabilize the balances. The result of this is that all residents in the Town of Needham will have access to the facility. It is not clear at this time the operational impact that this will have on the facility including: increased MSW tonnage, training new residents on the Town’s recycling sorting operations, and increased disposal of bulky waste and miscellaneous items. <u>Energy</u>					
Type	3 Year Average Consumption	Cost per Unit	Fixed Costs Adjustment 2%	Budgeted Amount	Difference from Prior Years Submission
Electricity	95,146 kWh	\$0.21	\$545	\$20,526	-\$3,630

Department Information
DSR1

Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund
-------------------	--

MSW Disposal & Hauling

3 Year Average Tons	Additional Tons From New Customers	FY 15 Tipping Fee	10 Year Index	FY 16 Anticipated Tipping Fee	Budgeted Amount	Difference from Prior Years Submission
8,136	1,000	\$75.66	2.02%	\$77.19	705,208	\$64,695

Cost per Load	Est. Number of Loads	MSW Hauling	Difference from Prior Years Submission
\$334	365	\$121,910	\$11,366

Vehicular Supplies

Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Years Submission
Diesel	16,842	\$4.34*	\$73,095	-\$6,427
Diesel – Revision due to lost data	9	\$4.34*	\$38	
Gasoline	508	\$3.72**	\$1,889	-\$100
Gasoline - Revision due to lost data	8	\$3.72**	\$29	

*decrease from FY 15 budget of 1.84%

**decrease form FY 15 budget of 4.3%

Operating Capital

There is an increase of \$5,000 for the annual replacement of an open top trailer based on the trending increase of the past two years.

DSR4 – Roll-Off Containers

This is a one-time request to purchase six additional roll-off containers to replace the failing containers that are presently at the RTS. The programmatic replacement of two containers per year will prevent this situation from occurring again in the future.

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	(\$3,630)		Based on 3 year average	(\$3,630)
Repairs & Maint. Services	Vehicular Repair	\$4,000		Increase in Tire Repairs	\$4,000
Rental & Leases	Misc. Equipment Rental	\$7,650		Based on back-up rental of packer & semi-tractor	\$7,650

Fiscal Year 2016 Proposed Budget

Department Information DSR1					
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Other Property Related Services	Wood Waste Disposal Hauling	(\$26,000)	\$26,000	Not presently separate from MSW - if separated will break out again in future	\$50,061
	MSW Hauling	\$11,366		Based on CPI of current price & anticipated increased usage	
	MSW Disposal	\$64,695	(\$26,000)	Based on 3 year average & anticipated increased usage	
Professional & Technical Services	Software Maint. & Support	(\$800)		Based on actual costs	(\$3,175)
	Soil & Compost Testing	\$25		Based on actual costs	
	Transfer Station Inspections	(\$2,400)		Based on actual costs	
Comm.	Disposal Stickers	(\$2,000)		Increased distribution of materials	(\$2,000)
Other Purchased Services	Tire Disposal	\$300		Based on actual costs	\$7,120
	E-Waste	\$8,000		Based on actual costs	
	Pest Control Services	\$620		Based on \$110 per month plus \$500 for items not covered	
	Paint Disposal (Oil)	(\$2,500)		Decreased demand	
	Medical Waste Disposal	\$700		Based on actual costs	
Office Supplies	One-Time Increase for Assist. Super	(\$2,000)		Temporary increase for new staff	(\$2,000)

Department Information DSR1					
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Vehicular Supplies	Diesel Fuel	(\$6,427)		Based on 3 year average	(\$6,527)
	Gasoline	(\$100)		Based on 3 year average	
Public Works Supplies	Pay-Per-Throw Supplies	\$10,000		Anticipated increase in participation based on free sticker	\$10,700
	Replacement Flares	\$700		Increased cost of flares	
Other Supplies & Equipment	Employee Boot Allowance	(\$1,200)		Eliminated from new union contract	(\$1,200)
Dues & Subscriptions	Yellow Page (Recycling) Subscription	\$440		To verify recycling revenue prices	\$440

GrantsMassDEP Sustainable Materials Recovery Program Grant

The Town has purchased two roll-off containers, one for rigid plastics (\$4,985) and one for mattresses (\$6,650). It has also purchased pamphlets and signage to promote this new program (\$1,000).

Performance Factors

Tons Disposed/Recycled Per Year						
	FY09	FY10	FY11	FY12	FY13	FY14
Main Area Recycling	4049	3697	4398	3356	3227	3097
Additional Area Recycling	887	515	380	462	429	372
Mixed Wood	348	315	294	251		
Recycling Totals	5284	4527	5072	4069	3656	3469
MSW	7850	8405	8376	8253	8196	7958
Total	13134	12932	13448	12322	11852	11427
Recycling Rate	40%	35%	38%	33%	31%	30%

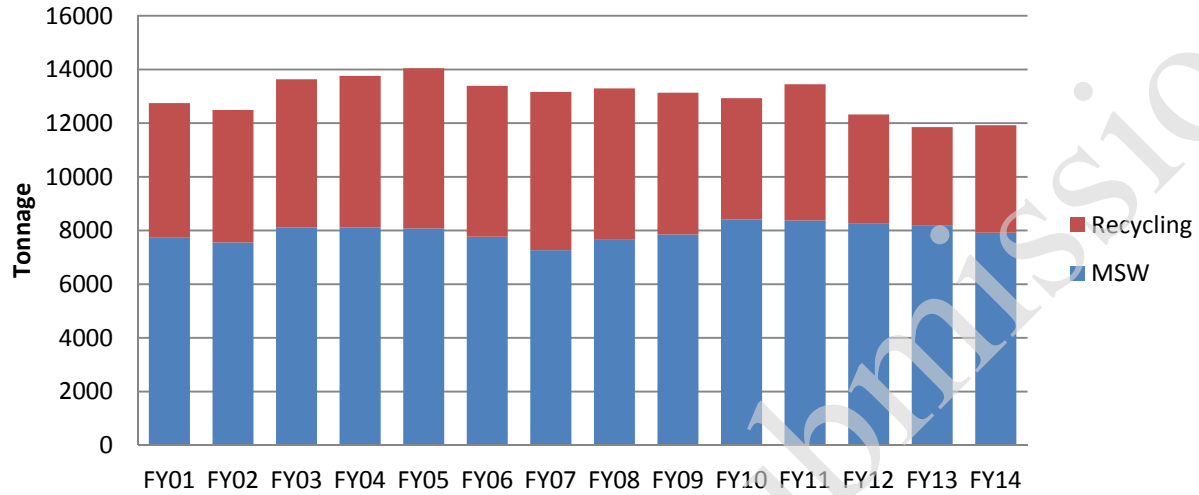
Food Waste & Compost Revenue			
Item	Quantity	Unit	Revenue
Compost	1689	cubic yard	\$ 10,691.50
Food Waste	496.09	ton	\$ 16,491.60

**Department Information
DSR1**

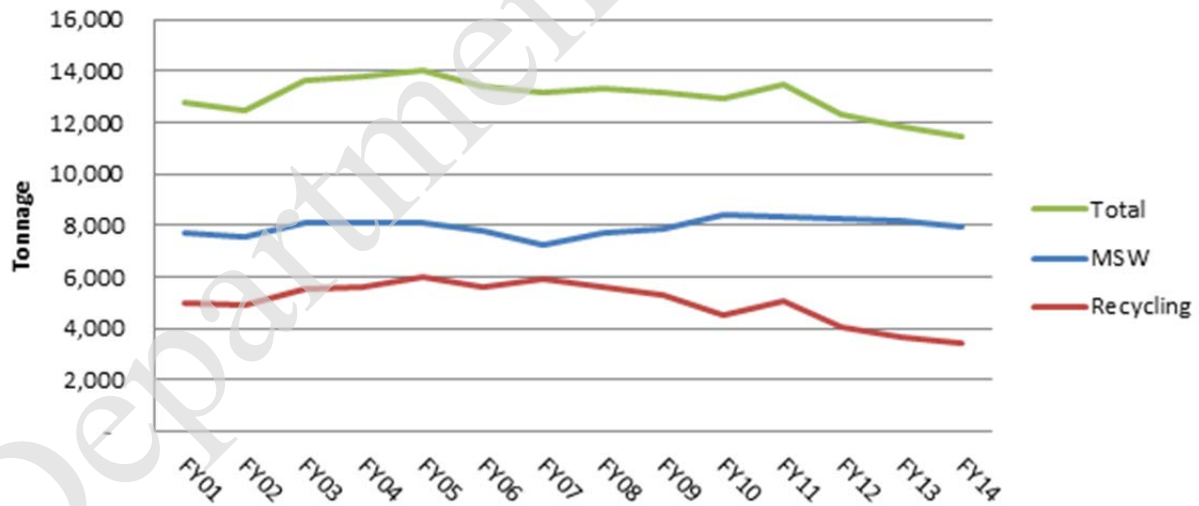
Department

Department of Public Works – Recycling & Transfer Station
Enterprise Fund

MSW & Recycling by Year



Change in MSW and Recycling



Department Information
DSR1

Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
FY 14 Main Area Totals & Revenue					
	Jul-Dec 2013		Jan-Jun 2014		
	QTY (tons)	REV	QTY (tons)	REV	Sub Total
Cardboard	167.56	\$13,491.80	147.14	\$11,086.65	\$24,578.45
Single Stream	90.28	\$451.40	138.42	\$5,215.25	\$5,666.65
Comingled	458.89	\$2,294.45	410.19	\$2,050.95	\$4,345.40
Paper	871.95	\$26,158.50	842.08	\$25,262.40	\$51,420.90
TOTAL		\$42,396.15		\$43,615.25	\$86,011.40

FY 14 Specialty Recycling Area Totals			
Item	Amount	Unit	Revenue
Metal	116	ton	\$ 38,121
Textiles	153	ton	
Tires	7	Ton	
E-Waste	54	ton	
Books	31	ton	
Freon Units *	468	units	
Bottle Redemption	12	ton	
Motor Oil	1700	Gal	\$791
Antifreeze	155	Gal	
Propane tanks	5	tanks	\$141.00
Fluorescent Lights	61	Contain er	\$1,365
TOTAL			\$40,418

*Refrigerators, Air Conditioners, etc.

National Citizen Survey		
Percentage of Citizens Who:	Rate Recycling Positively	Recycle at Home
2010	84%	89%
2012	82%	89%
2014	80%	95%

Department Information DSR1			
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	739,993		739,993
b) Expenses	1,287,160		1,287,160
c) Capital	86,000	48,000	134,000
d) Total DSR2 & DSR4 Request (a+b+c)	2,113,153	48,000	2,161,153
e) Other Debt	150,000		150,000
f) Other Reserve Fund	25,000		25,000
Total Request (d+e+f)	2,288,153	48,000	2,336,153
V2016			

Department Expenditure Detail DSR2									
Department				Department of Public Works – Recycling & Transfer Station Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	9		9	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	10	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							563,650	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday							9,388	
e.	PRD1 Longevity							4,326	
f.	PRD1 Snow Program							12,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							8,801	
i.	PRD1 Budget Adjustments							4,601	
Sub Total 1								602,766	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help Summer Help 1 Person at 12 Weeks							6,384	
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2								6,384	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime							48,294	
b.	Additional Saturday Staff Including Paint Collection Day and HHWD							39,740	
c.	Vacation Back-Fill Saturdays Only							12,910	
d.	Monday Equipment Maintenance							20,245	
e.	Leaf Sundays							4,694	
f.	Landfill Monitoring							1,760	
Sub Total 3								127,643	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick							3,200	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4								3,200	
5. Total Salary and Wages (1+2+3+4)								739,993	

Department Expenditure Detail DSR2		
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund	
Object	Description	Amount
DSR2B		
Energy (521x)	Electricity (20,526)	20,526
Repairs & Maintenance Services (524x – 525x)	Equipment Services (20,700) Building Services (8,000) Facility Services (9,500) Vehicle Repair (12,000)	50,200
Rental & Leases (527X)	Misc. Equipment Rentals (10,000) Water Cooler Rentals (400) CO2 Tank Rental (250)	10,650
Other Property Related Services (529x)	Wood Waste Disposal & Hauling (0) MSW Hauling (121,910) MSW Disposal (705,208) Landfill Mowing (3,500)	830,618
Professional & Technical Services (530x – 531x)	Conferences & Training (1,500) Software Maint. & Support (825) Soil & Compost Testing (200) Transfer Station Inspections (0) Landfill Groundwater Monitoring & Testing (35,000)	37,525
Communications (534x)	Fax Line (350) Postage (150) Cell Phones (2,520) Printing & Mailings (5,025) Legal Notices (600) Disposal Stickers (1,000)	9,645
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tire Disposal (1,800) Refrigerant Disposal (1,500) E-Waste (13,000) Mattress/Carpeting/Furniture (5,000) Styrofoam (1,000) HH Hazardous Waste (10,000) Welding Services (4,000) Pest Control Services (1,820) Septic Tank Pumping (1,000) Paint Disposal (5,000) Universal Waste Disposal (4,000) Log & Brush Grinding (26,400) Rock Crushing/Material Processing (25,000) Medical Waste Disposal (2,700)	102,220
Office Supplies (542x)	Standard Office Supplies (2,000) Computer Paper (800)	2,800
Building & Equipment Supplies (543x)	Misc. Supplies (5,000) Gates & Signs (6,000)	11,000
Custodial Supplies (545x)	Cleaners (500)	1,500

Department Expenditure Detail DSR2				
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Object	Description	Amount		
	Brooms, Mops, etc. (300) Paper Products, Soap, etc. (700)			
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)	Diesel (73,133) Gasoline (1,918) Additives & Fluids (4,950) Parts for Equip. & Tires (18,000)	98,001		
Food and Service Supplies (549x)				
Medical Supplies (550x)	Medical Supplies (500)	500		
Public Works Supplies (553x)	Pay-Per-Throw Supplies (80,000) Paint (500) Carpentry Supplies (2,000) Calcium Chloride, Speedy Dry, etc. (1,000) Tarps & Bungee Cords (5,750) Landfill Flare Parts (9,200) Waste Containers & Access. (6,500) Bags for Bottles & Cans Deposit (500)	105,450		
Other Supplies & Equipment (558x)	Employee PPE Gear (2,300)	2,300		
Governmental Charges (569x)	Fuel License (160) Hoisting & CDL Licenses (340)	500		
Travel & Mileage (571x – 572x)	Conf. Out of State (2,500)	2,500		
Dues & Subscriptions (573X)	APWA, SWANA, US Composting Council & Mass recycle (785) Yellow Page Subscription (440)	1,225		
Other Expenses (574 X – 579x)				
6. Total Expenses		1,287,160		
DSR2C				
Capital Equipment Replacement (587X)	Open Top Trailer (70,000) Two Roll-Off Containers (16,000)	86,000		
7. Total Operating Budget Capital		86,000		
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,113,153		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2016				

Performance Improvement Funding Request DSR4						
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund					
Title	Roll-Off Container Replacement – Catch-Up			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)			Total Amount (A + B)	
1. Salary and Wage						
2. Expense						
3. Operating Capital				48,000		48,000
4. Other Costs						
5. Total (1+2+3+4)				48,000		48,000
Budgetary Considerations					Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee						X
2. Has this request been submitted in the last three fiscal years and not funded?						X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
6. Does the request support activities which produce revenue for the Town?						X
7. If the request is not approved, will current Town revenues be negatively impacted?						X
8. Is there an increased exposure for the Town if the request is not approved?					X	
9. Is specialized training or licensing required (beyond the initial purchase)?						X
10. Does this request address a documented health or safety issue?						X
All “YES” responses must be explained in the narrative						
Description and Explanation						
There are presently 32 roll-off containers on-site at the RTS and 26 of these containers are in need of replacement. While the Division has established a replacement program in the FY 15 operating budget, there is still additional need to replace very dilapidated containers that are no longer functional at the RTS. This request would be to prioritize the worst of these containers for replacement. Presently there are 6 cardboard roll-off containers at the RTS that are not repairable and are severely deficient that are in need of replacement. These containers were provided by an earlier recycling contractor and were abandoned on the site. This proposal is to replace these 6 containers. In FY 2014 the RTS received funding to purchase four new roll-off containers, In FY 2015 the RTS received a grant to purchase two new containers to be specifically purposed for the expanded recycling area for mattresses and rigid plastics, and received operating capital funding to purchase two new closed top containers.						
V2016						

**Department Information
DSR1**

Department	Department of Public Works – Sewer Enterprise Fund
-------------------	--

Operational Considerations

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.

Difference in FY 15 Budget Submission

Salaries and Wages increased \$25,004, 2.6%
 Expenses and Services increased \$29,805, 8.44%
 Operating Capital increased \$25,000, 100%
 Total Budget Submission increased \$79,809, 5.96%

Salaries

There are presently contracts for all represented employees. Those in the NIPEA union are getting a 1% increase for first half of FY 16 and an additional 1% six months into the fiscal year. The Non-Represented employees are not getting a cost of living increase, but have been reclassified as part of a town-wide study and this reclassification will go into effect in FY 16. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.95% over the prior years approved budget.

The Overtime line item service hours are flat from the FY 15 submission. There is an overall increase of 0.71%. The Temporary line item is flat in service from the FY 15 submission, and based on the current Class C schedule for summer hires has increased 2.31%

Energy

Type	3 Year Average Consumption	Cost per Unit	Fixed Costs Adjustment 2%	Budgeted Amount	Difference from Prior Year Submission
Electricity	453,114	\$0.18	\$1,337	\$82,898	\$8,002
Natural Gas	2,889	\$1.60*	\$648	\$5,270	\$3,054

*This is a 27% increase from the figure used in FY 15

Vehicular Supplies

Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	3,783	\$4.34*	\$16,418	-2,233
Diesel – Revision due to lost data	53	\$4.34*	\$228	
Diesel - Drains	2,013	\$4.34*	\$8,736	-\$964
Diesel – Revision due to lost data	22	\$4.34*	\$95	
Gasoline	1,711	\$3.72**	\$6,365	\$596
Gasoline – Revision due to lost data	30	\$3.72**	\$113	

*decrease from FY 15 budget of 1.84%

**decrease from FY 15 budget of 4.3%

Increased Drainage Repairs

Based on investigative work after the Labor Day storm in 2013 several areas of drainage repair and improvement were identified. Increases in services and asphalt will address some of the smaller projects that will not be corrected with larger scale capital improvements.

**Department Information
DSR1**

Department	Department of Public Works – Sewer Enterprise Fund
-------------------	--

Mobile Devices

In FY 2016 the Department intends to rollout a program of utilizing mobile devices as part of its daily operations. Utilizing the PeopleGIS software, and other products that DPW utilizes in its regular operations, staff will be able to retrieve and enter data remotely. This line is not being increased due to savings in the wireless service for existing plans.

Operating Capital

The operating capital will support the existing pump replacement program. It will also include a grinder replacement for the West St pump station.

DSR4sSewer Flow Meter Program

This is for the addition of a program to monitor flow meters that detect inflow and infiltration (I/I) into the sewer system. Detecting this proactively will allow the Town to mitigate its I/I and reduce the potential fee increases through MWRA.

Environmental Compliance – Drains

This is for consulting services to determine any vulnerability that the Town may have with the issuance of a new MS4 NPDES permit.

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$8,002		Based on 3 Year Average	\$11,056
	Natural Gas	\$3,054		Based on 3 Year Average	
Other Property Related Services	Debris Disposal, Catch Basin, and Sweeping	\$12,000		Will be rebidding based on increased cost for catch basin disposal, anticipated increase	\$12,000
Other Purchased Services	Street Sweeping	\$3,000		Only increased 4.79% in FY 14 when increase between FY 14 & 16 17%	\$3,000
Vehicular Supplies	Diesel	(\$2,233)		Based on 3 Year Average	(\$2,601)
	Diesel - Drains	(\$964)		Based on 3 Year Average	
	Gasoline	\$596		Based on 3 Year Average	
Public Works Supplies	Asphalt	\$5,000		Increased volume of asphalt needed for drainage work	\$8,000
	Manhole Frames & Covers	\$3,000		Increased drainage work	
Other Supplies & Equipment	Work Boots	(\$1,650)		Included in base pay	(\$1,650)

Department Information DSR1				
Department	Department of Public Works – Sewer Enterprise Fund			
Performance Factors				
Maintain Sewer Mains				
	FY 11	FY 12	FY 13	FY 14
Flush, Rod, and Camera Sewer (Goal of 10% of 133 miles (70,334 lf))	60,854 lf	54,551 lf	67,782 lf	105,496 lf
Flush & Camera Business District Mains (Goal of 100% of 4,165 lf)	4,165 lf	4,165 lf	4,165 lf	4,165 lf
Flush & Camera 100% of Problem Areas (High Grease, Sags or Pitch Issues) Semi-Annually	3,250 lf	3,250 lf	3,250 lf	3,250 lf
Drain Pipe Replacement				250 lf
Maintain Sewer Pumping Stations				
	FY 11	FY 12	FY 13	FY 14
Inspect each Pumping Station Twice Daily	Complete	Complete	Complete	Complete
Clean Wet Wells Semi-Annually	Complete	Complete	Complete	Complete
Test Generator Loads Monthly	Complete	Complete	Complete	Complete
Replace At Least 2 Pumps Per Year	2	2	2	2 (West St & Aldon Rd)
Maintain Drains				
	FY 11	FY 12	FY 13	FY 14
Number of Catch Basins Cleaned	1,967	1,850	1,558	1,564
Catch Basin Complaints Received	9	6	4	71
Replace Broken Catch Basins	12	15	14	7
Repair Broken Catch Basins	5	20	4	38
Replace & Repair Drain Pipe	178 lf	2,236 lf	251 lf	180 lf
Flush & Camera 25% of Drain Lines (126,720 lf) Annually	111,936 lf	107,184 lf	77,254 lf	30,333 lf
Clean All Brooks & Culverts according to DEP Blanket Maintenance Plan	Complete	Complete	Complete	Complete
Amount of Screenings, Debris Removed from Storm Sewer Infrastructure and Street Sweepings	645 tons	638.9 tons	661.5 tons	711 tons
Commonwealth Connect				
Issue	Number Reported	Average of Days to Close		
Catch Basins & Drains	58	20.3		
Manhole Covers	27	16.1		

Department Information DSR1			
Department		Department of Public Works – Sewer Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	987,170		987,170
b) Expenses	382,763	35,000	417,763
c) Capital	50,000		50,000
d) Total DSR2 & DSR4 Request (a+b+c)	1,419,933	35,000	1,454,933
e) Other MWRA	5,466,144		5,466,144
f) Other Debt	1,500,000		1,500,000
g) Other Reserve Fund	35,000		35,000
Total Request (d+e+f+g)	8,421,077	35,000	8,456,077
V2016			

Department Expenditure Detail DSR2									
Department				Department of Public Works – Sewer Enterprise Fund					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	12		12	12		12	12		12
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		12
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							670,303	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							16,784	
f.	PRD1 Snow Program							16,500	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							5,412	
Sub Total 1								708,999	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help Summer Help 2 Employees for 15 Weeks							15,960	
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2								15,960	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	On-Call Program							21,243	
c.	Monitoring of Pump Stations Weekends & Holidays							43,559	
d.	Unscheduled Overtime Investigation of Blockages							5,372	
e.	Night Sewer Cleaning CCTV							24,417	
f.	Drains, Investigations of Blockages, Flooding & NPDES Requirement							52,090	
Sub Total 3								146,681	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick Incentive							4,400	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.	Portion of Water Enterprise Salaries that support Drains Operation (86,473) Portion of Sewer Salaries that support the Drains Operation (207,931)							294,404	
f.	Sewer Salaries Assigned to Drains Operations (-207,931) Transfer Salaries from Water to Sewer (24,657)							-183,274	
Sub Total 4								115,530	
5. Total Salary and Wages (1+2+3+4)								987,170	

Department Expenditure Detail DSR2		
Department	Department of Public Works – Sewer Enterprise Fund	
Object	Description	Amount
DSR2B		
Energy (521x)	Electricity (82,898) Natural Gas (5,270)	88,168
Repairs & Maintenance Services (524x – 525x)	Sewer • Electrical On-Call Services (20,000) • Mechanical On-Call Services (10,000) • Motor Repairs (5,000) • Wet Well Cleaning (10,000) Drains • Contracting Special Services (15,000) • Trench Restoration (7,000)	67,000
Rental & Leases (527X)	Drains • Pump Rental	6,000
Other Property Related Services (529x)	Drains • Debris Disposal, Catch Basin, and Sweeping	52,000
Professional & Technical Services (530x – 531x)	Sewer • Seminars (1,500) • Training (1,500) • MWRA/Mandated Sulfide Testing (9,000)	12,000
Communications (534x)	Sewer • Telephone, Cell Phones & Radios (7,200) • Telemetry Emergency Dialers (550) • Printing (200) • Legal Notices (215) • Postage (500)	8,665
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer • Construction Services (2,000) Drains • Street Sweeping (25,000)	27,000
Office Supplies (542x)	Sewer • Paper Products (400) • Office Supplies (300)	700
Building & Equipment Supplies (543x)	Sewer • Pump Stations (2,500) • Paint Supplies (250) • Window Repairs & Vandalism (100)	2,850
Custodial Supplies (545x)	Sewer • Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer • Grass Seed & Fertilizer	150
Vehicular Supplies (548x)	Sewer	41,955

Department Expenditure Detail DSR2		
Department	Department of Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	• Diesel (16,646) • Unleaded Gasoline (6,478) • Vactor Truck Parts (5,000) Drains • Diesel (8,831) • Vactor Truck Parts (5,000)	
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer • Medical Supplies	150
Public Works Supplies (553x)	Sewer • Large Tools (1,500) • Hand Tools (3,000) • Pump Replacement Parts (8,000) • Testing Equipment (1,000) • Hardware Supplies (3,000) • Mainline Sewer Pipe (2,000) • Pipe for Servicing – PVC (1,000) • Special Flushing and Roding Tools (2,500) • CCTV Truck Supplies (2,500) • Manhole Frames & Covers (3,000) • Crushed Stone (2,000) • Asphalt (12,000) Drains • Special Flushing and Roding Tools (2,500) • CCTV Truck Supplies (2,500) • Manhole Frames & Covers (6,000) • Precast Manholes (10,000) • Crushed Stone (2,000) • Sand & Bagged Cement (500) • Concrete Blocks (2,000)	67,000
Other Supplies & Equipment (558x)	Sewer • Safety Clothing (2,500) • Clothing (3,000) • Work Boots (0) • Health/Safety Equipment (1,300) Drains • Misc. Items (750)	7,550
Governmental Charges (569x)	Sewer • Certification & Licenses	200
Travel & Mileage (571x – 572x)	Sewer • Conferences	200
Dues & Subscriptions (573X)	Sewer • APWA/NEWEA/WEF •	175
Other Expenses (574 X – 579x)		
6. Total Expenses		382,763

Department Expenditure Detail DSR2				
Department	Department of Public Works – Sewer Enterprise Fund			
Object	Description	Amount		
DSR2C				
Capital Equipment Replacement (587X)	Pump Replacement Program (25,000)	50,000		
	Grinder Replacement Program (25,000)			
7. Total Operating Budget Capital		50,000		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,419,933		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☒	NO	☐
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☒	NO	☐
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2016				

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Sewer Enterprise Fund				
Title	Sewer Flow Meter Maintenance Program	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		25,000			25,000
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		25,000			25,000
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
2. Has this request been submitted in the last three fiscal years and not funded?				☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
6. Does the request support activities which produce revenue for the Town?				☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
8. Is there an increased exposure for the Town if the request is not approved?				☐	☒
9. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
10. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
This funding request is for inspecting, testing, and calibrating the 10 permanent sewer flow meters that were installed at various locations throughout the Town and the 2 portable sewer flow meters all of which were purchased through the Town's inflow and infiltration (I/I) study that was funded through capital. Some of the funding will be used for the maintenance of the meters. The rest of the funding will be used for monitoring and reporting sewer flow to the Town on a monthly basis. Monitoring of the flow meters is part of the Sewer Investigation Program to eliminate I/I. Scope of services for meter maintenance should be as follows: • Calibrate and maintain 2 portable and 10 permanent Town owned continuous area velocity flow meters in specified sewer manholes within the Town. • Visit each site monthly for a period of 12 months. • Generate a monthly summary report. • Provide and maintain 10 permanent cellular modems, antennae and service for 12 months. • Host and provide 24/7 secure access to a website to view and analyze data. Data shall be available for immediate download in CSV format. • Provide data management for 12 months. • Relocate, install and re-calibrate the temporary meters a total of 4 times (2 moves per meter).					
V2016					

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Sewer Enterprise Fund				
Title	Environmental Compliance - Drains	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount(B)		
1. Salary and Wage					
2. Expense			10,000	10,000	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)			10,000	10,000	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee					X
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?				X	
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
This funding request is for hiring a consultant to evaluate the Town's current Municipal Separate Storm Sewer System (MS4) program and to make recommendations for the upcoming changes to the regulatory requirements. The MS4 program contains six control measures that are listed below. The first phase of this project will be to evaluate how the Town is performing on these six criteria, including an Environmental Protection Agency style audit that highlights the Town's strengths and weaknesses within the current programs control measures. The second phase of this project will be to make recommendations for improvements and ideas for implementation based on the upcoming changes to the regulatory requirements. • Public Education and Outreach (D.1) • Public Participation and Involvement (D.2) • Illicit Discharge Detection and Elimination (D.3) • Construction Site Runoff Control (D.4) • Post-Construction Site Runoff Control (D.5) • Pollution Prevention and Good Housekeeping at Municipal Operations (D.6)					
V2016					

Department Information
DSR1

Department	Department of Public Works – Water Enterprise Fund
-------------------	--

Operational Considerations

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 Resources Authority (MWRA).

Difference in FY 16 Budget Submission

Salaries & Wages increased by \$27,708, 2.57%
 Expenses & Services decreased by \$46,007, -4.26%
 Operating Capital decreased by \$29,700, -73.88%
 Total Budget Submission decreased by \$47,999, -2.18%

Salaries

There are presently contracts for all represented employees. Those in the ITWA union are getting a 2.5% increase in FY 16 in addition to a new classification plan under the contract that was approved in FY 15. Those in the NIPEA union are getting a 1% increase for first half of FY 16 and an additional 1% six months into the fiscal year. The Non-Represented employees are not getting a cost of living increase, but have been reclassified as part of a town-wide study and this reclassification will go into effect in FY 16. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.52% over the prior years approved budget.

The Overtime line item service hours are flat in services from the FY 15 submission. There is an overall increase of 2.53%. The Temporary line item is flat in service from the FY 15 submission, and based on the current Class C schedule for summer hires has increased 2.31%

An employee has indicated they will be enrolled in an educational program that will qualify for tuition reimbursement, so \$1,500 has been added for tuition reimbursement.

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated 2%	Budgeted Amount	Difference from Prior Year Submission
Electricity*	1,740,248	\$0.18	\$2,462	\$315,707	-14,880
Natural Gas	14,074	\$1.60**	\$1,080	\$23,598	\$6,580
Heating Oil	3,198	\$3.97***	N/A	\$12,696	-\$225

* Due to one of the wells being out of service for a majority of FY 12, the average was taken of FY 11, 13, & 14.

**This is a 27% increase from the figure used in FY 15

*** This is a 10% increase from the figure used in FY 15

Vehicular Supplies

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	3,800	\$4.34*	\$16,490	-\$10
Diesel – Revision due to lost data	61	\$4.34*	\$265	
Gasoline	8,843	\$3.72**	\$32,896	-\$1,347
Gasoline – Revision due to lost data	115	\$3.72**	\$429	

*decrease from FY 15 budget of 1.84%

**decrease from FY 15 budget of 4.3%

**Department Information
DSR1**

Department	Department of Public Works – Water Enterprise Fund
-------------------	--

MWRA Sewer Residuals

In FY 2014 the Division added \$30,000 to properly account for a Sewer Residual charge it was paying the MWRA for sewage created in the Water Treatment facility. This was largely due to the volume of sewage that was being generated and additional fees being charged in association with the large volume. After some substantial improvement made to the backwash tank at the Water Treatment facility, this charge has been reduced and the budget for this items has been reduced by \$20,000.

Mobile Devices

In FY 2016 the Department intends to rollout a program of utilizing mobile devices as part of its daily operations. Utilizing the PeopleGIS software, and other products that DPW utilizes in its regular operations, staff will be able to retrieve and enter data remotely. This line is not being increased due to savings in the wireless service for existing plans.

Operating Capital

The operating capital is for small diameter pipe that the Town's employees replace. The projects selected for FY 2016 represent a reduction in pipe length from the prior year's submission by 715 linear feet.

DSR4sWater Meter Testing Program

This is a proactive approach to evaluating all of the water meters in the Town's water system to determine their accuracy.

Water Leak Logging Correlator

This additional equipment will assist the water staff in identifying leaks in the water system. This will reduce the amount of wasted water that is not being paid for through a meter, which is both financially and environmentally beneficial, and will assist to improve the Town's unaccounted for water that must be reported to MassDEP annually.

Chart of Specific Changes to Services & Expenses

Line Item	Description	Change	Off-Set By	Comments	Net Change
Energy	Electricity	(\$14,880)		Based on 3 Year Average	(\$8,525)
	Natural Gas	\$6,580		Based on 3 Year Average	
	Heating Oil	(\$225)		Based on 3 Year Average	
Repairs & Maint Services	Well Redevelopment	\$7,000		Based on FY15 bid results	(\$13,000)
	One-Time CRWTF Window Replacement	(\$20,000)		Single project	

Department Information DSR1					
Department		Department of Public Works – Water Enterprise Fund			
Line Item	Description	Change	Off-Set By	Comments	Net Change
Professional & Technical Services	Tank Inspections at Dunster and Bird Hill	\$1,500		Compliance with MassDEP recommendation	\$1,500
Other Purchased Services	Police Details	\$1,000		Based on 3 Year Average Spending	\$1,000
Custodial Supplies	Custodial Supplies	\$100		Based on FY14 spending	\$100
Vehicular Supplies	Diesel	(\$10)		Based on 3 Year Average	(\$1,357)
	Gasoline	(\$1,347)		Based on 3 Year Average	
Public Works Supplies	Laboratory Equipment: 3 Bench top analyzer probes	\$400		Increases in equipment costs	\$800
	Laboratory Equipment: Process analyzer parts	\$400		Increases in equipment costs	
Other Supplies & Equipment	Work Boots	(\$1,800)		Folded into base pay	(\$1,800)
Governmental Charges	MWRA/Water Treatment Plant Residuals	(\$20,000)		Reduced cost due to backwash tank repair	(\$20,000)
Travel & Mileage	Seminars	\$600		Based on 3 Year Average Spending	\$600
Dues & Subscriptions	APWA/NEWEA/A WWA	\$300		Based on FY14 spending	\$300
Other	Water Conservation Program	(\$5,625)		One-time expense to jump start revolving fund	(\$5,625)
Performance Factors					
National Citizen Survey					
Percentage of Citizens Who:	Rate Drinking Water Positively	Rate Storm Drainage Positively	Rate Sewer Services Positively	Conserved Water	
2010	89%	67%	86%	NA	
2012	89%	77%	92%	NA	
2014	85%	66%	88%	88%	

Department Information DSR1						
Department			Department of Public Works – Water Enterprise Fund			
<u>Provide Clean, Safe Drinking Water</u>						
	FY 12		FY 13		FY 14	
Perform all required Safe Water Drinking Act sampling on time and within standards prescribed for coliform, fluoride, total suspended solids, metals, volatile organic, trihalomethanes, halocetic acids, nitrates, nitrite, perchlorate, and radionuclides	Complete		Complete		Complete; 632 samples drawn	
Water Main Flushing Once per Year (130 miles)	Only Dead End Streets		Complete		Complete	
<u>Water Production Composition</u>						
	FY 12		FY 13		FY 14	
	MG	%	MG	%	MG	%
Needham Well Production	808.720	67.70%	957.854	75.2%	963.491	77.20%
MWRA Usage	386.575	32.30%	317.102	24.8%	284.631	22.80%
Total Water Produced (MG = Million Gallons)	1,195.295		1,274.956		1,248.122	
<u>Avg. Daily Pumped</u>						
	CRWTF			MWRA		
FY 12	2.22 Million Gallons Daily			1.06 Million Gallons Daily		
FY 13	2.62 Million Gallons Daily			0.87 Million Gallons Daily		
FY 14	2.64 Million Gallons Daily			0.78 Million Gallons Daily		
<u>Total Gallons of Water Used for Backwash</u>						
Reduction in gallons used is a positive indication of backwash recycling and new Greensand Plus filter media material						
	Gallons Used			Number of Backwashes		
FY 12	7,997,000			241		
FY 13	5,636,000			224		
FY 14	1,455,000			168		

**Department Information
DSR1**

Department	Department of Public Works – Water Enterprise Fund
-------------------	--

Meter Replacement Program

	FY 12	FY 13	FY 14
Changed	804	776	1,018
Installed (New Construction)	174	155	224
Converted from Touch Pad to Radio*	83	14	N/A
Total	1,061	945	1,242
% of Meters MIU (meter interface unit/ radio read)	N/A	N/A	74%

*Due to the life expectancy of installed meters, conversions are no longer being done

Annual Fire Hydrant, Water Main, & Service Connection Leak Detection Survey

	Number of Leaks Found & Replaced
FY 10	15
FY 11	8
FY 12	5
FY 13	23
FY 14	13

Maintain Water Mains

	FY 12	FY 13	FY 14
Replace Water Service Connections Ahead of Paving Schedule	242	78	154
Service Leaks Repaired	19	5	22
Replace Undersized water mains, mains in dead end streets, and small diameter mains – 6"	575 ft.	250 ft.	500 ft.
Replace Undersized water mains, mains in dead end streets, and small diameter mains – 8"	-	350 ft.	-
Replace Fire Hydrants	1	5	5
Repair Fire Hydrants	26	15	51
Repair Water Main Breaks	5	2	12

Department Information DSR1			
Department		Department of Public Works – Water Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,105,680		1,105,680
b) Expenses	1,033,541	30,000	1,063,541
c) Capital	10,500		10,500
d) Total DSR2 & DSR4 Request (a+b+c)	2,149,721	30,000	2,179,721
e) Other MWRA	1,193,697		1,193,697
f) Other Debt	1,550,000		1,550,000
g) Other Reserve Fund	75,000		75,000
Total Request (d+e+f+g)	4,968,418	30,000	4,998,418
V2016			

Fiscal Year 2016 Proposed Budget

Department Expenditure Detail DSR2									
Department				Department of Public Works – Water Enterprise Fund					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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)
	16		16	16		16	16		16
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X	16	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							921,384	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							10,364	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							12,343	
f.	PRD1 Snow Program							18,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							7,400	
Sub Total 1								969,491	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help Summer Help 2 Employees for 15 Weeks							15,960	
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2								15,960	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.	On-Call Program							40,215	
c.	CRWTF Monitoring							64,970	
d.	Uni-Directional Hydrant Flushing & Hydrant Dry Testing program							72,109	
e.	Water Conservation Program							9,245	
f.	Main Breaks and Service Leaks							38,520	
Sub Total 3								225,059	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick Leave Incentive							4,800	
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement							1,500	
e.	Portion of Water Enterprise Fund that Supports the Sewer Division							-24,657	
f.	Portion of Water Enterprise Fund that Supports the Drains Division							-86,473	
Sub Total 4								-104,830	
5. Total Salary and Wages (1+2+3+4)								1,105,680	

Department Expenditure Detail DSR2		
Department	Department of Public Works – Water Enterprise Fund	
Object	Description	Amount
DSR2B		
Energy (521x)	Electricity (315,707) Natural Gas (23,598) Heating Oil (12,696)	352,001
Repairs & Maintenance Services (524x – 525x)	Fire/Security Monitoring (3,820) Generator Inspection (2,500) Maintenance of Parco and Altitude Valves (6,000) Electrical and Mechanical On-Call Services (9,000) SCADA Maintenance & On-Call Services (10,000) Well Redevelopment (32,000)	63,320
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	EPA Testing: VOC/TTHM/HAA5, Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides/Radon, Nitrate/Nitrite, Sodium/Perchlorate (8,000) Mandated Wetland Delineation (500) MWRA Testing (1,300) CRWTF Sewer Residuals (3,300) Well/Pump Performance Testing (1,500) Leak Detection (25,000) Filter Media Testing (1,000) Certified Testing Labs (incl. Lead & Copper testing) Town in Compliance/Required Tri-annual by DEP (0) Training (11,000) Seminars (4,000) Tank Inspection at Dunster& Birds Hill (1,500) Engineering Services (15,000)	72,100
Communications (534x)	Telephone, Cellphones, Radios (9,740) Telemetry/Emergency Dialers (2,200) Printing –CCR & Misc. (6,600) Legal Notices (300) Postage – CRR & Misc. (1,200) Water Conservation Mailings (15,600)	35,640
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Police Details (8,500) Plumbing Services (1,000) Trench Restorations (2,500)	12,000
Office Supplies (542x)	Paper Products (500) Office Supplies (500)	1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (1,500)	2,900

Department Expenditure Detail DSR2		
Department	Department of Public Works – Water Enterprise Fund	
Object	Description	Amount
	CPVP Pipe an Valves (200) Process Analyzers (500) Paint and Supplies (700)	
Custodial Supplies (545x)	Dedham Ave Pump Station (400) St Mary's Pump Station (150) CRWTF (350)	900
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer	300
Vehicular Supplies (548x)	Diesel (16,755) Gasoline (33,325)	50,080
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	300
Public Works Supplies (553x)	Laboratory Chemicals: Reagents (5,000) Laboratory Equipment: 3 Bench top analyzer probes (1,800) Epure Cartridges (1,400) Glassware (200) Process analyzer parts (1,200) Treatment Process Chemicals: Sodium Hypochlorite (11,400) Sodium Hydroxide (126,000) Potassium Permanganate (0) Hydrofluosilicic Acid (24,000) Phosphate (15,500) Hand Tools (3,000) Hardware Supplies (4,500) Water Meters - various sizes (122,500) Meter Parts - various sizes (5,000) Meter Couplings (5,200) Water Services: Brass Fittings - service connections (50,000) Copper Tubing (3,000) Service Valves/ Boxes (3,000) Repair Sleeves (300) Water Mains: Gate Valves (5,000) Hydrant Parts/ Boxes (3,000) Repair Sleeves (4,000) Gravel Fill (5,000) Asphalt (10,000)	410,000
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Safety Clothing/ Vest, gloves and hard hats (300) Work Boots (0) Work Clothing (3,300) Health and Safety Equip./Prescrip. safety glasses (1,000) Educational Supplies (200)	5,300

Department Expenditure Detail DSR2				
Department	Department of Public Works – Water Enterprise Fund			
Object	Description	Amount		
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certificates/ Licenses (1,600) MWRA/ Water Treatment Plant Residuals (10,000)	23,600		
Travel & Mileage (571x – 572x)	Seminars	1,100		
Dues & Subscriptions (573X)	APWA/ NEWWA/ AWWA	3,000		
Other Expenses (574 X – 579x)				
6. Total Expenses		1,033,541		
DSR2C				
Capital Equipment Replacement (587X)	Small Diameter Water Main Replacement: Fairlawn Street 300 LF, 6 inch main	10,500		
7. Total Operating Budget Capital		10,500		
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,149,721		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☒	NO	☐	
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2016				

Performance Improvement Funding Request DSR4									
Department	Department of Public Works – Water Enterprise Fund								
Title	Water Leak Logging Correlator				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. Other Costs									
5. Total (1+2+3+4)						20,000		20,000	
Budgetary Considerations								Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee								☐	☒
2. Has this request been submitted in the last three fiscal years and not funded?								☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?								☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								☐	☒
6. Does the request support activities which produce revenue for the Town?								☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?								☐	☒
8. Is there an increased exposure for the Town if the request is not approved?								☐	☒
9. Is specialized training or licensing required (beyond the initial purchase)?								☐	☒
10. Does this request address a documented health or safety issue?								☐	☒
All “YES” responses must be explained in the narrative									
Description and Explanation									
This request is for the purchase of water leak detection equipment that will be used by Water Division staff for locating leaks in the water distribution system. This equipment will helping the Division minimize the unaccounted for water which is reported in the Town's Annual Statistical Report to MassDEP. The Town presently engages the services of an outside contractor on an annual basis to evaluate the town-wide water system and locate leaks. This additional equipment will allow Town staff on a continuous basis to investigate issues that they observe that might signal leaks including unexplained water demand or sudden drops in the level of the water tanks. This will also allow for the location of leaks prior to excavation. This request will provide eight loggers and software. The loggers can be deployed at multiple locations throughout the system, typically on valves or hydrants. They can also be programmed for either day-time or night-time operation. These loggers record sound. After they are deployed they are retrieved and loaded into a software program. The software processes this sound and can pinpoint areas where there are leaks.									
V2016									

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – Water Enterprise Fund			
Title	Water Meter Testing Program	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount(B)	
1. Salary and Wage				
2. Expense		10,000		10,000
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)		10,000		10,000
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
2. Has this request been submitted in the last three fiscal years and not funded?				X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
6. Does the request support activities which produce revenue for the Town?				X
7. If the request is not approved, will current Town revenues be negatively impacted?				X
8. Is there an increased exposure for the Town if the request is not approved?				X
9. Is specialized training or licensing required (beyond the initial purchase)?				X
10. Does this request address a documented health or safety issue?				X
All "YES" responses must be explained in the narrative				
Description and Explanation				
This request is for a meter testing program for testing and calibrating all commercial and industrial meters connected onto the Town's drinking water system. The program will be designed to evaluate, test and calibrate all large meters 4" and above for the purpose of retrieving and retaining the large amounts of potential revenue associated with master (production), industrial, and commercial meters. These services will be rendered by an outside company. This is a reoccurring expense that will occur every 5 years. The program will include: • Water meter testing • Meter repair / Calibration • Post-testing after repair / Calibration METER EVALUATION • Locates inconsistencies within the water meter reading and billing cycles. • Identify meter accuracy problems resulting from improper sizing and application. • Allows the development of a cost-effective meter test and meter repair/replacement schedule. • Provides recommendations for the correction of the problems discovered.				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Water Enterprise Fund		
Title	Water Meter Testing Program	Priority	2
<u>METER TESTING</u> 4" and larger meters will be tested at flow rates in accordance with AWWA standards. - Testing will be done by comparative methods using a certified test meter to test the meter is within its normal operating range. <u>METER REPAIR / CALIBRATION</u> - Meters that are found to be stopped, broken, or inaccurate will be repaired and calibrated to AWWA standards.			
			V2016

Department Information DSR1				
Department		Community Preservation Committee		
Operational Considerations				
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. The Community Preservation Committee puts aside approximately 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund. The Director of Park and Recreation has been appointed by the Town Manager to serve as staff liaison to the CPC. The CPC administrative budget pays for 3 hours/week of the staff liaison's weekly salary, as well as the hourly rate of the CPC recording secretary, also a member of the Park and Recreation full-time staff. Since the inception of the CPC, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. In FY'14, the administration budget funded \$8,000 for preparation of conservation restrictions for the Carol/Brewster parcels and the Charles River parcel, all purchased with CPA funds. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase of property, the funds would have been returned to the Fund. It will be important for the Community Preservation Committee to continue to educate all residents about the opportunities of the Fund, and encourage individuals and organizations from throughout the community to bring forward projects that benefit the public. The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition, and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests. Changes: In FY'13, the CPC increased the number of weekly hours for the Staff Liaison from 2 hours a week to 3 hours a week. In FY'14, the funds were paid from a different salary line, so the same request has just been moved to a different salary line.				
	FY'13 Actual	FY'14 Actual	FY'15 Budget	FY'16 Request
Salary	\$9,939	\$8,490	\$12,000	\$12,000
\$100 was moved from CPA Communications to CPA Legal Notices. On the DSR-2, all communication, including postage and legal notices, are combined in one funding line. In FY'14, the goal was to update the Needham Community Preservation Plan and that was achieved when it was completed in Spring 2014.				
Spending Request Recap				
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)	
Total Request	82,000		82,000	
V2016				

Department Expenditure Detail DSR2									
Department				Community Preservation Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
		2	.10		2	.10		2	.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		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							12,000	
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								
Sub Total 1								12,000	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help								
c.	Temporary Department Coverage								
d.									
e.									
f.									
Sub Total 2								0	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime								
b.									
c.									
d.									
e.									
f.									
Sub Total 3								0	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Training and Development								
d.	Tuition Reimbursement								
e.									
f.									
Sub Total 4								0	
5. Total Salary and Wages (1+2+3+4)								12,000	

Department Expenditure Detail DSR2				
Department	Community Preservation Committee			
Object	Description	Amount		
DSR2B				
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)			58,000	
Communications (534x)	Postage, legal notices		2,500	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office supplies		2,500	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	signs		2,000	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	Community Preservation Coalition		5,000	
Other Expenses (574 X – 579x)				
6. Total Expenses			70,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			82,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES			NO	X
Does the Department depend on any Federal or State grants to provide services?				
YES			NO	X
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES			NO	X
17. Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES			NO	X
V2016				

Department Information DSR1			
Department		Minuteman Assessment	
Operational Considerations			
Minuteman School is a public regional vocational/technical high school formed by Town Meeting votes in sixteen member communities – Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland, and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation. Full-time Student enrollments are shown below. Full-time Student Enrollment for FY2007 Assessment: (2005/2006 school year): 38 Full-time Student Enrollment for FY2008 Assessment: (2006/2007 school year): 29 Full-time Student Enrollment for FY2009 Assessment: (2007/2008 school year): 18 Full-time Student Enrollment for FY2010 Assessment: (2008/2009 school year): 19 Full-time Student Enrollment for FY2011 Assessment: (2009/2010 school year): 17 Full-time Student Enrollment for FY2012 Assessment: (2010/2011 school year): 26 Full-time Student Enrollment for FY2013 Assessment: (2011/2012 school year): 34 Full-time Student Enrollment for FY2014 Assessment: (2012/2013 school year): 27 Full-time Student Enrollment for FY2015 Assessment: (2013/2014 school year): 34 Full-time Student Enrollment for FY2016 Assessment: (2014/2015 school year): 22 The Minuteman Assessment is spread among the 16 member towns, and fluctuates based on the total change in the Minuteman budget versus member town enrollments. This budget estimate is based on budget growth assumptions and Needham’s share of the total enrollment. The final Assessment will be available in early 2015. The Minuteman School District is engaged in a review of the provisions of the Regional Agreement that govern the participation of the 16 towns, and is actively engaged in a building construction/renovation feasibility study with the Massachusetts School Building Authority. The outcome of each of these projects will have an impact on the Town’s Minuteman Assessment in future years.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Assessment	\$729,726		\$729,726
Total Operating Request	\$729,726		\$729,726



Needham Public Schools Office of the Superintendent

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

December 2, 2014

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools
Re: FY16 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2015/16 operating budget for the Needham Public Schools. The proposed plan totals \$61,073,288 and represents a \$3,112,000 (5.37%) increase over the current budget year.

This budget proposal outlines the resources the schools need to support an excellent educational program for our students, one that is consistent with the District's core values of Scholarship, Citizenship, Community, and Personal Growth.

The FY16 budget plan was developed in the context of contracted salary increases, growing special education costs and expanded student enrollment, particularly at the secondary level, where additional resources are required to meet the complexities of the high school program. Increased funds for Prek-12 special education and high school staff are requested as part of this plan, as well as resources to support curriculum initiatives and technology implementation throughout the District.

- **Contractual Salary Increases.** Negotiated contracts for all employees account for \$1.3 million, or just under half of the total requested increase.
- **Increased Special Education Costs.** Increases in the number of special education students moving into Needham, special education tuition and transportation, the addition of a new group home in the Town of Needham, and the expansion of the Preschool program account for another \$1.3 million, or 43% of the \$3 million new funds request.
- **High School Enrollment.** The high school is projected to grow by 50 students in the FY16 school year. A modest proposal to increase staffing by 2.4 Full Time Equivalent (FTE) teachers in foreign language, math, social studies, and the arts is included.
- **Curriculum and Technology.** A modest increase in funding is requested for the continued development of middle school curriculum leadership, math programing,

FY16 Superintendent's Preliminary Budget

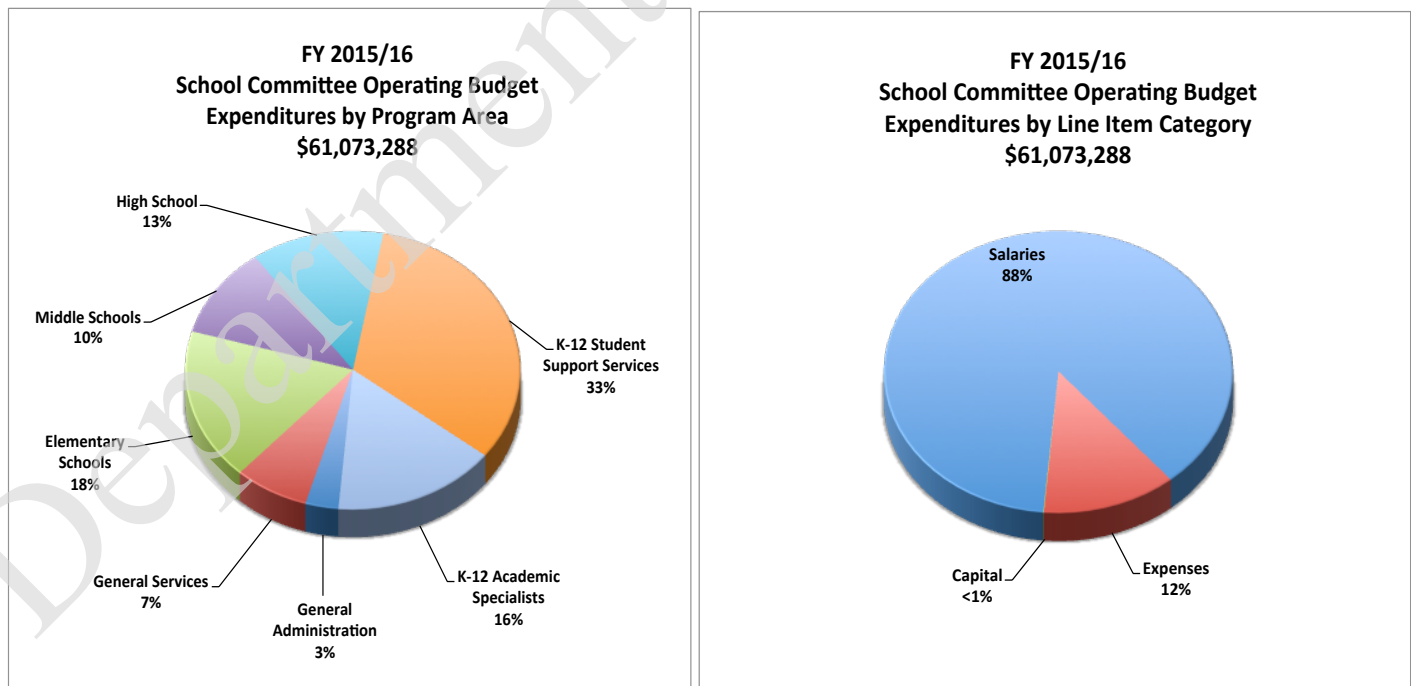
technology management, software and website upgrades and licenses, and the continued implementation of the middle school Personalized Learning Initiative are proposed and represent about \$300,000, or 10%, of the total budget request.

The administration also reallocated existing funds as much as possible and practical to support this budget proposal. For example, elementary staffing was reduced and funds reallocated to support secondary classroom needs. Unfortunately, many important and worthwhile proposals suggested by principals and administrators—all designed to enhance and strengthen student learning—have been deferred to the future.

I recognize we have developed a plan that seeks more funding than the Town's projections for new revenue initially support. At this early date, we also are uncertain what possible adjustments to state funding may mean to the Town and School budgets. But we also are obligated to share with the School Committee and the community what resources are minimally required to meet student needs. This budget plan, therefore, is prudent and responsible. In fact, about 90% of the total request outlines the same level of service next school year as we have now.

The Superintendent's preliminary budget has been carefully considered and is consistent with the School Committee and community's high expectations for its young people. Additional details about the budget plan follow.

FY16 Budget Summary



FY16 Superintendent's Preliminary Budget

Significant Components of the FY16 Budget

- The budget represents a proposed 5.37% increase of \$3,112,000 over the current fiscal year.
- Contractual salary costs account for \$1,319,701 of the overall expenditure increase.
- The budget preliminarily assumes that rising enrollment at the secondary level will be offset by reductions at the elementary level. (As of this writing, formal enrollment projections have not yet been completed for the School Department.) Elementary enrollment is projected to decrease from 2,517 in FY15 to 2,441. Middle school enrollment also is expected to decrease slightly, from 1,308 in the current year to 1,290 in FY16. High School enrollment is projected to increase from 1,614 to 1,686. Throughout the budget, resources have been reallocated between levels, where possible, to address enrollment-related staffing and supply needs.
- Overall staffing is increased by a net of 13.05 FTE, including net increase of 3.02 FTE teachers, to support growing enrollments at the High School and special education student needs.

Budget Development Process and Priorities

The FY16 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

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

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and the School Committee and Finance Committee budget liaisons to understand Town and School needs as they relate to the overall budget planning process.

FY16 Superintendent's Preliminary Budget

Capital Priorities for FY16

The FY16 capital budget request totals \$6,370,577 and includes \$823,377 in technology and equipment replacement requests, and \$5,547,200 in facilities requests.

The technology and equipment replacement requests include:

- \$403,000 for technology replacement;
- \$202,000 for the School Department Personalized Learning (1:1) Project;
- \$12,600 for interactive whiteboards;
- \$62,740 for copier replacement;
- \$15,000 for musical equipment replacement;
- \$45,405 for furniture replacement/new classroom furniture;
- \$52,712 for vehicle replacement;
- \$9,900 for graphic arts equipment replacement; and
- \$20,020 for wellness equipment replacement.

The building-related requests include \$1,000,000 in design funds for temporary classroom facilities associated with the MSBA-funded Hillside School Renovation/Reconstruction Project and \$4,547,200 to add classrooms and expand the cafeteria space at Needham High School. Information about both school building projects is available online at: <http://rwd1.needham.k12.ma.us/finance/Construction>.

Next Steps

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

- December 2nd and subsequent meetings in January: School Committee reviews the Superintendent's budget request.
- December 3rd: School Committee and Finance Committee liaisons budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review and discuss requests.
- January 6th: Town Manager consults with School Committee about budget plan.
- January 20th: School Committee holds public hearing on the budget plan.
- January 21st: The Finance Committee reviews the School budget proposal.
- January 27th: The School Committee votes budget plan and sends budget to Town Manager and Finance Committee.

I look forward to presenting the budget plan to the School Committee, Finance Committee, and other Town boards and community members in the weeks ahead. We will have thoughtful and sometimes challenging discussions, but I know our focus will be on ensuring a reasonable and appropriate level of funding is available to support the community's greatest assets: Its schools and the young people they serve.

SECTION 5
Glossary of Terms and Appendices
Table of Contents

Glossary of Terms	5-1
Recommended Capital Plan – Executive Summary	5-9

GLOSSARY

Provided below are some of the commonly used terms in budget and capital planning and fiscal and debt management.

Account - A classification of appropriation by type of expenditure.

Accounting Period - A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Actuarial - A person or methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

ADA - Americans with Disabilities Act

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 Reinvestment and Recovery Act - The American Recovery and Reinvestment Act of 2009, abbreviated ARRA or Federal Stimulus, is an economic stimulus package enacted by Congress in February 2009. The Act includes federal tax cuts, expansion of unemployment benefits and other social welfare provisions, and domestic spending in education, health care, and infrastructure, including the energy sector.

Appropriation - A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

ARRA - See American Reinvestment and Recovery Act

Assessment - The official valuation of property for purposes of taxation.

Available Funds - Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

Balanced Budget - A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

Betterment (Special Assessment) - Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years.

Bond - A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date),

Fiscal Year 2016 Proposed Budget

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 Board of Selectmen and a majority vote in a town-wide election. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Capital Facility Stabilization Fund - This fund was created at the 2007 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town.

Capital Improvement Fund – This fund was created at the 2004 Annual Town Meeting. The purpose of this Fund is to allow the Town to reserve funds for the acquisition of new equipment and/or the replacement of existing equipment (for which the Town may borrow money for a period of five years or more), and/or for building/facility improvements with a cost of less than \$250,000 (for which the Town may borrow money for a period of five years or more). Only general fund capital that has been recommended in the Capital Improvement Plan (CIP) is eligible for funding in this manner.

Capital Improvement Plan (CIP) – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

Capital Project – Major, non-recurring expenditure involving one or more of the following: acquisition of land for a public purpose; construction of or addition to a facility such as a public building, water or sewer lines, play field, etc.; rehabilitation or repair of a building, facility, or equipment, provided the cost is \$25,000 or more and the improvement will have a useful life of five years or more; purchase of equipment costing \$25,000 or more, with a useful life of five years or more; and any planning, engineering, or design study related to an individual capital project.

Cash Basis - A basis of accounting under which transactions are recognized only when cash changes hands.

Chapter 90 – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the

Fiscal Year 2016 Proposed Budget

life of capital facilities; routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 reimbursement only for pre-approved projects.

Cherry Sheet - Originally printed on a cherry-colored form, this document reflects all Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

Collective Bargaining - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

Community Preservation Act (CPA) - Enacted as Massachusetts General Laws Chapter 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. The local program is funded by a local surcharge up to 3 percent on real property tax bills and funds from the state generated from registry of deeds fees. The voters of Needham approved a 2 percent surcharge effective July 1, 2005.

Community Preservation Fund - A special revenue fund established pursuant to Massachusetts General Laws Chapter 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Conservation Fund - The Town may appropriate money to a conservation fund. This money may be expended by the Conservation Commission for lawful conservation purposes as described in Massachusetts General Laws Chapter 40 Section 8C. The money may also be expended by the Conservation Commission for damages arising from an eminent domain taking provided that the taking was approved by two-thirds vote of Town Meeting.

Contingent Appropriation - An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under Massachusetts General Laws Chapter 59 Section 21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual Town Meeting, voter approval of the contingent appropriation must occur by certain date after the Town Meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void.

Debt Exclusion - A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot requires a 2/3 vote of the entire Board of Selectmen. The debt exclusion question requires a majority vote by voters for passage.

Debt Exclusion Offset - Other funds that are used to reduce the amount of the debt paid

Fiscal Year 2016 Proposed Budget

by the tax levy. An example is a bond premium which is the difference between the market price of a bond and its face value. A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Debt Limit – The maximum amount of gross or net debt that is legally permitted under State Law.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. The Town of Needham has debt policies that have been developed in consultation with the Finance Committee and reviewed and approved by the Board of Selectmen.

Debt Service – The amount paid annually to cover the cost of both principal and interest on a debt issuance until its retirement.

Department - A service providing entity of the town government.

Division - A budgeted sub-unit of a department.

Encumbrance – 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

Fiscal Year 2016 Proposed Budget

June 30, the end of the fiscal year. Free cash may only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2012 certified amount may be used to fund supplemental appropriations voted during fiscal year 2013, or applied as a revenue source to support the fiscal 2014 appropriations that may be voted in the spring of 2013.

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.

FY - Fiscal Year

GASB – This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

GASB 34 –GASB Statement Number 34 set new GAAP requirements for reporting major capital assets, including infrastructure such as roads, bridges, water and sewer facilities, and dams. The Town of Needham has implemented the Governmental Accounting Standards Board's (GASB) Statement Number 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring new entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

GASB 45 – The Town of Needham's financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement Number 45 for other post employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post employment health care and other non-pension benefits, such as the Town's retiree health benefit. Historically, the Town's cost was funded on a pay-as-you-go basis. GASB 45 requires that the Town accrue the cost of the retiree health insurance and other post employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

Fiscal Year 2016 Proposed Budget

Generally Accepted Accounting Principles (GAAP) - The basic principles of accounting and reporting applicable to state and local governments, including the use of the modified accrual or accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed to provide a basis of comparison for governmental units.

General Fund - The fund into which the general (non-earmarked) revenues of the municipality are deposited and from which money is appropriated to pay the general expenses of the municipality.

General Obligation Bonds - Bonds for the payment of which the full faith and credit of the issuing government are pledged.

Infrastructure - The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

Lease-Purchase Agreements - Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

Levy Limit - Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

Mandate - A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

Massachusetts Water Pollution Abatement Trust (MWPAT) - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act.

Massachusetts Water Resources Authority (MWRA) - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information. Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Note Payable - In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

Official Statement - The municipal equivalent of a bond prospectus.

Fiscal Year 2016 Proposed Budget

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 (see Undesignated Fund Balance).

Override - A permanent increase of the Town's levy limit (but not the levy ceiling) when a majority of voters in an election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the ballot requires a majority vote of the Board of Selectmen.

Pay-As-You-Go - A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Pay-As-You-Use - A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

Performance Measure - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

Proposition 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 a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized

Fiscal Year 2016 Proposed Budget

valuation of the municipality. The Treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated by Town Meeting. The appropriation may be used for any lawful purpose.

Technology Infrastructure - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

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.

EXECUTIVE SUMMARY

The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Board of Selectmen, submit in writing to the Board of Selectmen a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the Town. This plan includes the proposed FY2016 Capital Budget, which is recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2017-FY2020 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2016 capital budget is shown in Table 1.

The general fund cash capital recommendation is broken into two components – Tier 1 and Tier 2. Tier 2 cash capital is recommended only if additional revenue, not yet identified, becomes available. Recurring requests for on-going programs and replacement schedules represent by far the largest portion of the available cash capital allocation – 69% of the General Fund Tier 1 category for fiscal year 2016. The FY2016 – FY2020 Capital Plan reflects the Board of Selectmen's priority of 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 creative financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.

Table 1
FY2016 Proposed Financing Plan

Capital Recommendation Summary	Cash	Debt	Other	Total
General Fund Tier 1	\$2,394,911	\$5,000,000		\$7,394,911
General Fund Tier 2	\$457,200	\$4,000,000		\$4,457,200
General Fund Total	\$2,852,111	\$9,000,000	\$0	\$11,852,111
Community Preservation Fund	\$3,037,000			\$3,037,000
Solid Waste Enterprise	\$0			\$0
Sewer Enterprise	\$670,500			\$670,500
Water Enterprise	\$1,162,104	\$635,000		\$1,797,104
Total (all funds)	\$7,721,715	\$9,635,000	\$0	\$17,356,715

FY2016 Highlights

According to the General By-Laws of the Town of Needham, Section 2.2.2.2, A capital expenditure is defined 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. Changes to

Fiscal Year 2016 Proposed Budget

the CIP include primarily the realignment of spending for traditional capital items with appropriate funding sources. These include:

- Transitioning items that do not meet the capital expenditure definition (such as items that cost less than \$25,000 or that have a useful life of less than five years) to the operating capital line of the appropriate department. For FY2016, this includes High School graphics equipment (\$9,900), School musical instruments (\$15,000), School fitness equipment (\$20,020), School interactive whiteboards (\$12,600), and the School 1:1 Devices (\$202,000).
- Transitioning the Public Facilities Maintenance Program (\$570,000) to a financial warrant article, given that the program supports maintenance activities, and many of the projects do not meet the capital expenditure test. This warrant article covers annual necessary maintenance of public buildings throughout the Town and School department including but not limited to: asbestos abatement, small equipment replacement, duct cleaning, painting, and other repairs and necessary upgrades. Unless circumstances require otherwise, the FY2016 program will fund duct cleaning at the Pollard School, Fire Station #2, and Broadmeadow School; xeriscape gardening at the High School; wood floor refinishing in various school buildings; asbestos abatement at the Pollard School; flooring replacement at the Pollard School; renovation of two restrooms at the Pollard School; repairs to the auditorium at the Pollard School, and replacement of a portion of the lockers at the Pollard School.
- Allocating sidewalk needs assessment (\$100,000) funding through a financial warrant article rather than in the cash capital article. This study, which would prioritize sidewalks for renovation and repair, would also identify opportunities for the removal of sidewalks in certain areas to allow the Town to target spending for the most critical sidewalk needs.
- Transitioning the Public Works Infrastructure Program from a predominantly debt financed program to a cash-based program over five years, beginning in FY2016. Because the program has been and will continue to be recommended annually, the annual debt service payments for infrastructure improvements – which by their nature are on a five year repayment schedule – tend to crowd out other large scale capital that would be recommended for funding through debt financing. Given the age of some of the Town's other capital assets, and the number of projects that are in the queue, it is prudent to assume that additional capital investment within the Town's tax levy supported debt will be required in the near term. Transitioning the Public Works Infrastructure program provides greater flexibility in that regard.
- The General Fund and Enterprise Fund Fleet Replacement Program was consolidated beginning in FY2015. Over the next few years, the plan will include updated replacement schedule matrices. The goals of the fleet replacement program are: replacing vehicles before service delivery is negatively impacted, maximizing vehicle availability for all user departments, minimizing costs from vehicle downtime and emergency maintenance and operational costs, taking advantage of opportunities to implement new technology to achieve fuel conservation and reduced emissions, promoting safety, reliability and operational efficiencies, and enhancing the public image of the Town's fleet.

Capital Planning 101

Capital Improvement Plan

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, including personnel, supplies and other contractual services, and 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 budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets.

Notwithstanding the differences between the two, the operating and capital budgets are closely interwoven inasmuch as operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects will have an impact on operating costs once constructed. Town practice is to project the net effect a capital project will have on the operating budget. While maintenance and repair costs may be lower in a new facility, it is often more costly to operate a larger and more modern facility. 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.

Financial Benefits of Capital Planning

Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of communities in Massachusetts 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 the result would be higher interest rates on bond issues and the diversion of tax dollars

to pay for the interest on loans. 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 and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, and at times during the economic cycle when the Town can take advantage of low interest rates.

Development of the CIP

The process for preparing the FY2016 - FY2020 Capital Improvement Program and its associated FY2016 Capital Budget involves active participation by the Town Manager, Assistant Town Managers, and requesting departments. 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 Capital Improvement Program. The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 12, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

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

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

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. Also in the summer, the Assistant Town Manager/Finance Director develops and presents a pro forma budget for the ensuing five year period. The pro forma budget is the basis for the determination of the amount of revenue available to support the CIP.
- *Autumn* —The Town Manager and staff meet with each department to gain a better understanding of each request. Finance Committee and Community Preservation Committee Liaisons are invited to participate in these meetings.
- *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 Capital Improvement Plan, and the Town Manager presents the Board of Selectmen with a proposed five-year Plan.
- *January* – The Town Manager transmits the Capital Improvement Plan, along with any recommendations made by the Board of Selectmen, to the Finance Committee by the first Tuesday after the first Monday in January.

Fiscal Year 2016 Proposed Budget

- *January/February* – 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 approval.

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 cannot 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 departmental budgets, or the actual turn back, whichever is lower. The recommended plan includes \$2,394,911 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 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. 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.

Retained Earnings – Three of the Town's operations – water, sewer, and solid waste – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by general fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Board of Selectmen's

Fiscal Year 2016 Proposed Budget

retained earnings policies are included in Section 12. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes \$834,536 in funding from the enterprise fund retained earnings accounts.

Debt – The Board of Selectmen’s debt management policies (Section 12) provide guidance in translating capital expenditures into annual debt service. Section 4 of this plan contains a graphic presentation of the Town’s current debt service and a calculation of the Town’s debt burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town’s long-term debt service schedule that is also included in Section 4. This plan includes a recommendation for \$5,000,000 in projects to be funded through General Fund debt in the Tier 1 category and an additional \$4,000,000 in the Tier 2 category. The plan also includes \$635,000 to be funded through Enterprise Fund debt.

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 \$3,037,000 in projects contingent upon Community Preservation Funding.

Other Available Funds – From time to time there are capital projects funded by cash for which the work has been completed, all the bills paid, and for which no other encumbrance remains. These funds are available for repurposing by Town Meeting. This plan includes \$457,200 in funding from Other Available Funds in the General Fund category and \$298,068 in Other Available Funds in the Enterprise Fund category.

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 - \$108,669,932 Million Over Six Years

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

The need for this level of investment in facilities and infrastructure is generally attributable to three factors – the age of the community and its infrastructure and assets, the built environment and amount of lane miles of roadway, and the growth in school age population after the Second World War that resulted in a building boom from 1951 to 1960. After the advent of Proposition 2 ½ in 1982, the community found it difficult to make necessary investment in its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990's and continuing today. Table 2 shows the Town's investment in facilities and infrastructure over the past six years.

Table 2
Facility and Infrastructure Investment
2010 to 2015

Description	2010	2011	2012	2013	2014	2015	Total	Average
Open Space	\$920,000	\$800,000	\$0	\$0	\$0	\$0	\$1,720,000	\$286,667
Municipal Facilities	\$18,204,837	\$548,000	\$8,075,000	\$40,000	\$2,771,500	\$105,779	\$29,745,116	\$4,957,519
Townwide Facilities and Community Services	\$507,200	\$455,600	\$622,500	\$1,247,315	\$951,828	\$750,219	\$4,534,662	\$755,777
Public Works Infrastructure Program	\$1,000,000	\$2,186,300	\$1,300,000	\$6,128,000	\$600,000	\$1,760,000	\$12,974,300	\$2,162,383
School Facilities	\$27,668,728	\$4,052,000	\$1,078,000	\$85,000	\$4,292,276	\$200,000	\$37,376,004	\$6,229,334
Drains, Sewer, and Water Infrastructure	\$2,533,300	\$1,483,800	\$8,269,500	\$1,079,300	\$7,670,900	\$1,283,050	\$22,319,850	\$3,719,975
Total	\$50,834,065	\$9,525,700	\$19,345,000	\$8,579,615	\$16,286,504	\$4,099,048	\$108,669,932	\$18,111,655

Investment in Equipment, Technology, and Fleet - \$13,776,146 Million Over Six Years

The position of the Town with respect to its equipment and technology capital investment is also positive. Major categories of this capital spending include Public Safety, Public Works, and Public Facilities fleet and equipment, School and Townwide technology, and School copiers and equipment. Table 3 shows the Town's investment in these categories of capital spending for the six year period FY2010 through FY2015.

Fiscal Year 2016 Proposed Budget

Table 3
Equipment, Technology, & Fleet Capital
2010 – 2015

Description	2010	2011	2012	2013	2014	2015	Total	Average
Equipment	238,681	\$799,603	\$378,763	\$430,200	\$829,995	\$141,797	\$2,819,039	\$480,065
All Other Functions	25,000	\$68,000	\$0	\$0	\$146,250		\$239,250	\$47,850
Public Facilities & Works	132,000	\$623,953	\$259,063	\$235,000	\$480,100	\$29,797	\$1,759,913	\$293,319
Public Safety	0	\$0	\$0	\$40,000	\$27,500		\$67,500	\$13,500
Public School	81,681	\$107,650	\$119,700	\$155,200	\$176,145	\$112,000	\$752,376	\$125,396
Technology	194,393	\$389,400	\$306,596	\$832,800	\$663,800	\$1,250,940	\$3,637,929	\$606,322
All Other Functions	25,000	\$282,800	\$145,000	\$160,000	\$30,000	\$130,000	\$772,800	\$128,800
Public Facilities & Works	0	\$0	\$0	\$0	\$0	\$33,000	\$33,000	\$5,500
Public Safety	0	\$68,000	\$112,496	\$0	\$0	\$408,615	\$589,111	\$98,185
Public School	169,393	\$38,600	\$49,100	\$672,800	\$633,800	\$679,325	\$2,243,018	\$373,836
Fleet	1,361,233	\$1,161,746	\$1,418,500	\$1,680,618	\$1,105,242	\$591,839	\$7,319,178	\$1,219,863
All Other Functions	0	\$0	\$52,000	\$0	\$0	\$0	\$52,000	\$8,667
Public Facilities & Works	1,326,233	\$1,131,746	\$966,500	\$895,618	\$1,011,000	\$343,572	\$5,674,669	\$945,778
Public Safety	35,000	\$30,000	\$400,000	\$785,000	\$94,242	\$248,267	\$1,592,509	\$265,418
Public School	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	1,794,307	\$2,350,749	\$2,103,859	\$2,943,618	\$2,599,037	\$1,984,576	\$13,776,146	\$2,306,249

Project Summaries – Recommended Projects for Fiscal Year 2016

GENERAL GOVERNMENT

NETWORK HARDWARE SERVERS AND SWITCHES

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

The Town Manager's recommendation for Network Hardware Services and Switches is \$30,000 in the Tier 1 cash capital category.

MAIL PROCESSING MACHINE REPLACEMENT

The mail processing machine replacement is for two pieces of equipment - folding/stuffing and mail - used by the Information Technology Center (ITC) to support multiple

Fiscal Year 2016 Proposed Budget

departments. The folding/stuffing machine is used almost daily for various tasks by the ITC in support of the Finance Department and in response to requests from external departments. The mail machine is used daily in support of multiple departments for postage and mailing.

The Town Manager's recommendation for Mail Processing Machine Replacement is \$30,645 in the Tier 1 cash capital category.

PUBLIC SAFETY

THERE ARE NO PUBLIC SAFETY CAPITAL REQUESTS FOR FISCAL YEAR 2016.

PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT

In May 2003, Town Meeting authorized \$60,000 in first-year funding to establish a replacement cycle for school photocopiers. School photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 48 copy machines. The FY2016 request replaces four copy machines. Copier replacement is planned on a lifecycle analysis, which projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity. Copiers that are heavily used are replaced more frequently than copiers that are lightly used. A seven-year maximum duty life is assumed for most machines, 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 assumes that copiers are redeployed around the District, as needed, to match copier use with equipment capacity. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for School Copier Replacement is \$62,740 in the Tier 1 cash capital category.

SCHOOL FURNITURE

This request continues the replacement cycle for school furniture in poor and fair condition at Hillside, Mitchell, Newman and Pollard Schools. In these schools, furniture is 10-20+ years old and in a state of disrepair after decades of heavy use. In FY2005, Town Meeting approved funding to begin the replacement of furniture in poor condition. By FY2015, all furniture in poor condition will have been replaced at these schools. The FY2016 funding request will continue with the replacement of furniture in fair condition at these schools and will allow for the purchase of furniture needed for enrollment growth. In addition, these funds would be used for new classroom furniture as needed. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for School Furniture is \$45,405 in the Tier 1 cash capital category.

TECHNOLOGY REPLACEMENT

The Technology Replacement Program includes the School Department's regular replacement cycle for technology devices, including computers, printers, and servers. The request includes:

Hardware Replacement The FY2016 request is \$222,000 for 226 replacement devices: 35 teacher and administrator computers and 191 lab/classroom computers at Broadmeadow, Mitchell, Newman, and the High School. The majority of the computers being purchased will be deployed at the High School – FY2016 represents the second year of the anticipated five-year timeframe to replace the High School computers. The student stations will be replaced in critical lab locations.

Printer Replacement This portion of the request totals \$12,000 in FY2016. The School Department is in the process of changing its printer replacement strategy to incorporate fewer, more efficient and more cost effective printers. The Department has moved to a shared printing model for Pollard teachers and is planning to do the same for the Mitchell School. The FY2016 request includes the replacement of 36 printers throughout the District.

Interactive Whiteboard and Projector Replacements This is a new category of the technology replacement program. During the past year, the Department has experienced the failure of some of the early installations of LCD projectors and SMART Boards. Summer maintenance has revealed a significant number of possible failures that are still being assessed at Eliot, Hillside, Newman, Pollard and the High School. The FY2016 funding request for replacement is \$75,000.

Infrastructure Hardware Infrastructure hardware includes servers, network hardware (switches, UPSs) and wireless infrastructure. The server request for FY2016 is \$30,000 and includes the replacement of servers that have been running 24/7 for three and four years. The servers will be repurposed to less critical functions for two and three years respectively. The network hardware request includes \$27,000 in FY2016: \$5,000 for UPS replacements and upgrades, as well as funds to update switches. Last year, the District began to update its switches to accommodate growing Internet bandwidth requirements, completing the 1 GB to 10 GB upgrade at the core and the head end room. In FY2016, \$12,000 is allocated to complete the Eliot backup installation. In addition, there is a need to replace many of the switches around the district. Switches are typically installed as part of building projects and have not been included as part of the replacement cycle in the past. The request includes \$10,000 for this purpose. Finally, the request includes \$37,000 for the expansion of wireless infrastructure to support Internet functions at the Broadmeadow and Eliot elementary schools. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for School Technology Replacement is \$403,000 in the Tier 1 cash capital category.

HIGH SCHOOL CLASSROOM EXPANSION

This project requests funding to add classroom and cafeteria space at Needham High School to support the anticipated student population of over 1,700 students by September 2015. Enrollment is expected to remain at or over 1,700 students through FY2023. The existing capacity of the school is 1450. The preliminary concept for classroom expansion would include the installation of six new prefabricated classrooms, representing a total of approximately 5,600 s.f. of classroom space. The Permanent Public Building Committee is

in the process of overseeing a feasibility study to determine the best plan for the installation of classrooms. The cafeteria project includes the expansion of the existing cafeteria and server area. The preliminary scope includes: adding 2,462 s.f. to the existing cafeteria space and creating an expanded seating area; reconfiguring the seating by replacing round tables with bench-style seats; reconfiguring table placement and installing counters with moveable chairs around the periphery of the dining room; adding a sixth cash register and pushing the cash register lines out of the server area and into the dining room; reconfiguring the serving line to allow for better student flow; upgrading furnishings and fixtures in the dining room area; and installing a second walk-in freezer in the kitchen/storeroom area. All features of the High School classroom expansion project are subject to decisions made after the feasibility report is complete. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for High School Classroom Expansion is \$4,000,000 in the Tier 2 debt financing category and \$457,000 in the Tier 2 Other Available Funds – General Fund category dependent on the outcome of the feasibility study.

PUBLIC WORKS

FUEL SYSTEM SOFTWARE/HARDWARE UPGRADE

This project will improve the Town's fuel management system. The Town currently utilizes a fuel dispensing system ("Gasboy") that is outdated and requires manual entry and authentication by vehicle drivers. The current operating system is outdated and is no longer fully supported by the manufacturer. This upgrade of the fuel management system and software will provide more automated control of fuel. It will allow for quicker fueling by eliminating manual entry, reduce input errors, and will provide for more accurate reporting data of fuel usage. Additionally, hardware installed in late model equipment (1996 and newer) will automatically report vehicle information to the system for maintenance planning at the time of fueling, including: mileage, maximum vehicle speed, oil level and pressure, check engine light status, and any faults. The fuel system hardware can be removed and installed at a new location if deemed appropriate in the future, and the software is capable of managing multiple fueling locations. This upgrade will provide for the installation of 140 automotive modules into vehicles/equipment, 240 fuel keys for vehicles/equipment, new nozzles, fuel island controls and kiosk, and a hard and/or wireless data connection. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Fuel System Software/Hardware Upgrade is \$94,500 in the Tier 1 cash capital category.

MOBLIE COLUMN LIFT

This request would be to replace an existing permanently-mounted above ground automotive lift with a portable mobile four column lift. The existing 7,000 lb. two post automotive lift is unable to lift many vehicles and equipment serviced by the DPW. The lift is also outdated and in need of repairs. Parts are unavailable, and would need to be manufactured for needed repairs. The original lift was acquired second hand from a school program. A mobile four column lift will lift all the vehicles currently serviced, and will provide greater flexibility by allowing vehicles to be lifted on any flat surface. It can be used in any of the bays, and can be used to service vehicles in the DPW yard. This lift will come

Fiscal Year 2016 Proposed Budget

with additional jack stands so that vehicles can be raised, evaluated, and remain on those stands while waiting for parts. This will increase efficiency as vehicles will not need to be raised and lowered more than once in order to perform maintenance on multiple pieces of equipment. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for a Mobile Column Lift is \$73,500 in the Tier 1 cash capital category.

CENTRAL AVENUE/ELLIOT STREET ("COOKS") BRIDGE REPLACEMENT RECONSTRUCTION

In the spring of 2013, the Central Avenue/Elliott Street ("Cooks") Bridge was identified by the state as having structural deficiencies. The Town of Needham and the City of Newton engaged a structural engineer to further evaluate the bridge. A report by the structural engineer completed in the late summer of 2013 indicated that further monitoring was necessary. The Town has been monitoring of the bridge for over a year and will continue monitoring the bridge until repairs are made to ensure the safety of all who use the bridge. The monitoring that was conducted over the past year has provided sufficient information for the Town to determine the type of repairs needed. While less extensive than the worst case scenario of a total replacement, the repairs will require that the bridge be shut down for a period of time. The construction estimate for the project is based on the cost of rehabilitation, which is referred to as the "root canal" approach. This will require supporting the structure, removing the asphalt and dirt interior of the bridge and the replacing it with concrete. This methodology also accounts for the need to preserve the historic nature of the bridge. The requested funding is for the total cost of the project; however, the Town expects that these costs will be shared equally with the City of Newton. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Central Avenue/Eliot Street Bridge reconstruction is \$4,000,000 in the Tier 1 debt financing category.

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. Each program is detailed below. Due to the additional need for drainage work related to the Labor Day storm in 2013, several components of the Public Works Infrastructure Program have been reprioritized within the five year Capital Improvement Plan.

Street Resurfacing This program is essential to improve the structural and surface integrity of the Town's 123 linear miles of accepted streets. The primary strategy of this program is asphalt paving and incidental work. Incidental work may include asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings, and signs. Applying this repair strategy in a timely manner will extend the useful life of the roadway for up to 15 years. Installing a monolithic asphalt berm curb better defines the edge of road, improves drainage and protects the shoulder from erosion. In the summer of 2014, the Town received additional funding from the Commonwealth (\$137,000) for crack filling and pothole repair which supplemented the Town's efforts in those areas. Target funding for street resurfacing

Fiscal Year 2016 Proposed Budget

in FY2016 is \$475,000.

Traffic Signal & Intersection Improvements This program funds traffic signal improvements and intersection improvements, and new traffic signal installations where none currently exist. No funding is targeted for this program in FY2016.

Sidewalk Program This Program funds improvements to the network of sidewalks throughout the community. There are over 160 miles of accepted sidewalks in Needham, and more than half do not comply with current standards and require significant improvements including the installation of handicapped ramps. All sidewalk improvements must comply with Federal and State laws and construction standards. Current estimates have identified over \$20,000,000 in backlogged sidewalks in need of repair. Unless circumstances dictate otherwise, the target funding for the sidewalk program in FY2016 is \$225,000.

Storm Drain Capacity Improvements This program provides funding to improve roadway drainage capacity. The March 2002 Stormwater Master Plan identified a number of areas throughout Needham where improvements are required to resolve flooding problems and illicit discharge. Locations for improvements have been prioritized within the plan. Since the issuance of the Stormwater Master Plan, numerous multi-unit developments have been built or are planned 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. Unlike circumstances dictate otherwise, FY2016 funding is targeted for the Greendale Avenue area (engineering - \$120,000 and construction - \$350,000).

Storm Drain System Repairs This program provides funding to repair failing storm drainage infrastructure within Town easements that have been discovered through investigation work. These projects will include the replacement of existing culverts that have deteriorated over time and are restricting flow. This work will eliminate flooding and capacity issues in the immediate vicinity. FY2016 funding is targeted for the replacement of ten feet of pipe underneath a culvert on Edgewater Drive, the replacement of a badly damaged 100 foot section of 18" reinforced concrete drain pipe within a Town easement adjacent to 470 South Street, and various small projects related to the Labor Day 2013 storm drainage remediation (\$203,500). *(Submitted by: Department of Public Works)*

Brooks and Culverts – Repair and Maintenance The increasing number of severe storms has resulted in numerous complaints and subsequent investigations of the Town's brooks, streams and culverts. The conditions observed were significant. It is the intention of the DPW to expend capital funds to address the issue of poorly draining brooks, streams, waterways and culverts throughout the Town that have been severely damaged by heavy rains/storms in the past. 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 useable abutting property and flooded basements. The current conditions are beyond the means of DPW equipment and personnel. Such repairs require detailed investigation, plan of recommended improvements, design drawing and specifications, environmental permitting and bidding of construction to be overseen by the Town's Engineering Division. This will eventually return the waterways to a condition that the DPW will be able to maintain. The Environmental Protection Agency (EPA) is currently finalizing stronger requirements for stormwater and permitting under the NPDES permit. The Town will need to continue to demonstrate its efforts regarding cleaning and improvements to water quality of brooks and culverts. Unless circumstances dictate otherwise, FY2016 funding is planned

for continued wall repair along Rosemary Brook (\$80,000).

The Town Manager's recommendation for the Public Works Infrastructure Program is \$1,000,000 in the Tier 1 debt financing category and \$453,500 in the Tier 1 cash capital category.

PUBLIC FACILITIES

PUBLIC FACILITIES ENERGY EFFICIENCY UPGRADE IMPROVEMENTS

The May, 2011 Special Town Meeting appropriated funding for an engineering study for energy upgrades at ten key buildings. The results of this study illustrate that the Town's investment in selected and recommended energy upgrades will pay for themselves within 10 years. Unless circumstances dictate otherwise, FY2016 funding is targeted for retro-commissioning the HVAC controls at the Eliot School and converting lighting to more energy efficient induction lighting at the Eliot School and at Fire Station #2. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Public Facilities Maintenance Program is \$96,323 in the Tier 1 cash capital category.

COMMUNITY SERVICES

MILLS FIELD IMPROVEMENTS

The purpose of this project is to provide safety and aesthetic improvements to the park. These improvements include: creating new parking area at circular drive (approximately 20 spaces) and parking along Hampton Avenue (approximately 10 spaces), and adding an area of permeable pavers along existing parking on Ellis Street; improving the basketball court, including surface, lining, poles and backboards; adding a modular construction restroom building; replacing sod on the 60' diamond; replacing picnic tables, bike racks, and grills; and planting areas of xeriscape gardening. Prior projects already completed include: tennis court replacement, playground replacement, safety fencing between baseball and tennis, replacement of backstop and outfield fencing, addition of fencing around playground, painting of dugouts, and installation of batting cage and scoreboard. Mills Field is located in Needham Heights. Park amenities include a 60' baseball diamond, 4 tennis courts, the Needham Rockets playground donated by Parent Talk in honor of Needham astronaut Suni Williams, a full size basketball court, picnic area, and shaded open space used by many residents. The parking improvements will help ensure that neighbors are not blocked from their driveways and emergency vehicles will have full access to the park. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Mills Field Improvements is \$510,000 contingent on Community Preservation Funding.

NEWMAN SCHOOL PLAYING FIELD RECONSTRUCTION

Representatives of the School Department, DPW, Conservation Department, and Park and Recreation Department worked with an engineering firm over the past year to develop design plans for the renovation of the athletic fields behind the Newman School, including two 60' diamonds and a large multi-purpose field. The reconstruction would involve elevating the level of the fields, the addition of drainage, a new irrigation system, backstops and fencing, a walking path around the fields, and other small amenities. The improved fields will drain appropriately into the adjacent wetlands, allowing for full use by the students at the Newman School, the afterschool programs, Needham High athletics, and youth sports organizations. The Newman school has the largest elementary school population. The outdoor areas are used for physical education and recess. Too often, the athletic field areas are not usable as they are too wet and do not drain properly. The improved fields will be available more often, and the walking path can be incorporated into the educational program and be used by residents and for special events, including Relay for Life. The field areas will be used by after school programs, including Needham High Athletic club teams such as Ultimate Frisbee and rugby. Youth organizations would have regular use for baseball, soccer or other sports that use diamonds or multi-purpose fields. Design work is also underway for improvements to the adjacent Eastman Conservation Area, and a funding request is being submitted separately. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Newman School Playing Field Renovation is \$1,527,000 contingent on Community Preservation Funding.

GENERAL FUND FLEET REPLACEMENT PROGRAM

The Town's fleet replacement program was established in FY2015. This represents a budget and schedule for the Town's rolling stock fleet of appropriately 200 vehicles, trailers, and large specialized attachments. General purpose vehicles include pickup trucks, a variety of sedans, SUV's, vans, and police vehicles (75). They comprise approximately 37 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 considered part of the Town's base 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 of the other 40 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 high value vehicles such as ambulances, large dump trucks, fire engines, street sweepers, and others for which appropriations need to be planned. The vehicle replacement program will involve several components to be implemented over the course of FY2016 and beyond. *(Submitted by: Multiple Departments)*

CORE FLEET REPLACEMENT

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
705	Public Facilities	2006	Ford Econ Van E250	Same or Similar	57,460	\$28,049

The Town Manager's recommendation for Core Fleet Replacement is \$28,049 in the Tier 1 cash capital category.

Fiscal Year 2016 Proposed Budget

FLEET REPLACEMENT - SPECIALIZED EQUIPMENT

Unit	Division	Year	Description – Existing	Description - Request	Miles/Hours	Cost
7	DPW-Highway	2000	International 4900	Dump International 7300 Dump	43,414	\$219,746
49	DPW-Highway	2002	Volvo Tractor	International 7600 Multi-body Dump	98,562	\$269,930
73	DPW-Parks	2008	Ford F-350 Dump	Ford F-550	42,648	\$ 78,296
74	DPW-Parks	2008	Ford F-550 Dump	Ford F-550/Hook Loader	48,043	\$104,102
75	DPW-Parks	2008	Ford F-550 Dump	Ford F-550	37,353	\$ 78,296

The Town Manager's recommendation for the Fleet Replacement – Specialized Equipment is \$750,370 in the Tier 1 cash capital category.

FLEET REPLACEMENT - SNOW AND ICE EQUIPMENT

Unit	Division	Year	Description – Existing	Description - Request	Hours	Cost
106	DPW-Highway	2002	Sidewalk Tractor/Track	Same or Similar	1,017	\$152,912
117	Highway 2000		Sidewalk Tractor	Same or Similar	1,135	\$173,967

The Town Manager's recommendation for Fleet Replacement Snow and Ice Equipment is \$326,879 in the Tier 1 cash capital category.

RECYCLING/TRANSFER STATION (RTS) ENTERPRISE FUND

THERE ARE NO CAPITAL REQUESTS FOR THE RTS FOR FISCAL YEAR 2016.

SEWER ENTERPRISE FUND

SEWER SPECIALIZED EQUIPMENT

This request is for a new piece of equipment that will be used to clean sewer lines and drains in difficult to access or remote locations that cannot be reached by standard methods using existing equipment. This easement machine will attach to the existing vactor truck or jet truck and is able to jet clear sewers and drains that cannot be reached by the existing equipment. This would be used to perform preventative maintenance in areas that are not presently being reached by machinery and must be hand-serviced, and to respond more effectively to sewer back-ups. *(Submitted by: Department of Public Works)*

Unit	Division	Year	Description – Existing	Description - Request	Miles/Hours	Cost
New	Sewer	n/a	n/a	Easement Machine	n/a	\$70,500

The Town Manager's recommendation for the Sewer Fleet Replacement – Specialized Equipment is \$70,500 funded by Sewer Retained Earnings.

SEWER PUMP STATION IMPROVEMENTS

As part of the Wastewater System Master Plan, several of the wastewater pumping stations were evaluated to assess their physical condition and capacity, and to evaluate

Fiscal Year 2016 Proposed Budget

current and future flow projections. Canister pump stations at Lake Drive, Cooks Bridge (Milo Circle), Alden Rd and Reservoir "A" are each either at or beyond their design life. Constant maintenance and emergency shutoffs occur more frequently and require greater amounts of personnel time and emergency funds to keep running. FY2016 funding is targeted for engineering, design and construction of the Reservoir Street "A" Station (\$550,000). *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Pump Station Improvements is \$550,000: \$433,857 is proposed for funding by Sewer Retained Earnings, and \$116,143 by Other Available Funds – Sewer Enterprise.

SEWER SERVICE CONNECTIONS

There are 108 homes that have access to sewer mains, but which have no lateral connections to the street. These residents have chosen not to connect to the sewer system at this time. The purpose of this request is to provide the lateral sewer line from the sewer main to the property line so that the homeowners may connect should they choose to or should their septic systems fail. The lateral sewer line is to be installed at least one year prior to a road reconstruction/paving project. If the services are not replaced prior to roadway improvements, an element of the subsurface infrastructure remains susceptible to failure before the useful life of the reconstructed roadway has been realized. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Service Connections is \$50,000 funded by Sewer Retained Earnings.

WATER ENTERPRISE FUND

MOBILE RECORD KEEPING DEVICES

This funding will support an upgrade in the manner in which the Department of Public Works conducts data collection, data retrieval, and work order completion in the field. The Department is presently working with updated Geographic Information System (GIS) and database software that will interact with portable devices to provide Department field staff on-site access to valuable data. The software will enable personnel to upload and update record drawings within hours as opposed to the months that it currently takes to update these same records. The mobile record-keeping devices will enable personnel to retrieve information at the scene of a job site rather than traveling to the Public Works Department to search out the information, thereby reducing response time. This will allow employees to more quickly locate shut off valves during an emergency situation that could have impacts on homeowners and business owners. Additionally, these devices will provide onsite access to work orders and records, such as the catch basin records, that will allow real time updating and retrieval of data. These devices will be placed in a pool, and staff who requires them to conduct their daily functions will sign them out as needed. This request is to purchase mobile devices and to scan existing drawings into the network for remote access. Project funding will support 12 devices (\$20,000) and scanning and coding (\$15,000). *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Mobile Record Keeping Devices is \$35,000 funded by Water Retained Earnings.

WATER SUPPLY DEVELOPMENT

In April 2013, the Town redeveloped Well #3, restoring the yield of the well to approximately one third of its original capacity. The original capacity of the well was 50 gallons per foot, and the redevelopment brought the well up to 18 gallons per foot. (Prior to the redevelopment the yield of the well was as low as five gallons per foot). Since this last redevelopment in April 2013, the well is already showing signs of losing further capacity, and is pumping seven gallons per foot as of September 2014.

Water supply development funds for FY2015 had been intended for the design and engineering of a new fourth well. Based on the condition of Well #3, this funding has been redirected to the replacement of Well #3. The permitting process with the Massachusetts Department of Environmental Protection (DEP) for this replacement would be considerably shorter - approximately one year - rather than the seven to ten year process for establishing a new well. Once the capacity in Well #3 has been reestablished, planning for the fourth well will begin. The fourth well at the Charles River Well Field would provide reliability and redundancy while other wells are taken offline for routine maintenance or repair. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Supply Development Design is \$700,000 funded by Water Retained Earnings.

WATER SERVICE CONNECTIONS

The primary purpose of this program is to remove old iron pipe water services that may contain lead from the water distribution system. Old water services are to be replaced at least one year prior to a road reconstruction/paving project. If the services are not replaced prior to roadway improvements, an element of the subsurface infrastructure remains susceptible to failure before the useful life of the reconstructed roadway has been realized. Prior appropriations are currently under contract with water service connection replacements estimated to be one and a half years ahead of the road resurfacing program. The FY2016 funding will provide approximately one year's value of water service replacements, which will fall in line with the road resurfacing program schedule. System wide, there are approximately 2,500 services that still need to be replaced. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Service Connections is \$200,000 funded by Water Retained Earnings.

WATER SYSTEM REHABILITATION PROGRAM

The Town's water infrastructure is routinely analyzed to assess functionality and performance, and to identify areas in need of repair. Water infrastructure requires ongoing attention and periodic replacement. Portions of the Town's water infrastructure are 75+ years old and approaching the end of their useful life. A diligent rehabilitation program encompassing maintenance, repair, and replacement ensures a reliable supply of water to the public. The Department of Public Works prioritizes replacement of water pipes based upon pipe condition, water break history, and adequacy of water flow to fire hydrants. Unless circumstances require otherwise, FY2016 funding will support the construction of new 8 inch water mains on Pleasant Street from Howland Street to Dedham Avenue (1,160 lf) and on Norfolk Street from Warren Street to Webster Street (1,300 lf). *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water System Rehabilitation is \$820,500, of which \$635,000 is proposed to be funded through Water Enterprise Fund debt, \$181,925 from Other Available Funds – Water Enterprise, and \$3,575 from Water Retained Earnings.

Fiscal Year 2016 Proposed Budget

ENTERPRISE FUND FLEET REPLACEMENT PROGRAM

CORE FLEET REPLACEMENT

Unit	Division	Year	Description – Existing	Description -Request	Miles/Hours	Cost
21	Water	2010	F-150 Pick-up	F-250 Pick-up	31,729	\$41,604

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Enterprise Fund Core Fleet Replacement is \$41,604 funded by Water Retained Earnings.