

Section 3
Departmental Budget Submissions
Table of Contents

TOWN WIDE EXPENSES

Auto, Casualty, Liability and Self Insurance Program	3-1
Debt Service	3-3
Employee Benefits & Assessments	3-5
Needham Electric Light and Gas.....	3-7
Retiree Insurance Program & Insurance Liability Fund	3-12
Retirement Assessments	3-14
Classification, Performance and Settlements	3-15
Reserve Fund	3-16

GENERAL GOVERNMENT

Administration & Finance

Board of Selectmen / Office of the Town Manager	3-21
Office of the Town Clerk & Board of Registrars	3-35
Town Counsel (Legal)	3-47
Personnel Board - NO FY2019 BUDGET SUBMISSION.....	
Finance Department	3-53
Finance Committee	3-83

Land Use & Development

Planning and Community Development	3-89
--	------

PUBLIC SAFETY

Police Department	3-111
Fire Department	3-123
Building Department	3-141

PUBLIC FACILITIES 3-151

PUBLIC WORKS

Department of Public Works	3-159
Municipal Parking Program	3-199

COMMUNITY SERVICES

Health and Humans Services	3-207
Commission on Disabilities	3-239
Historical Commission	3-245
Public Library	3-251
Park & Recreation	3-271
Trustees of Memorial Park	3-285

OTHER FUNDS

RTS Enterprise Fund	3-293
Sewer Enterprise Fund	3-311
Water Enterprise Fund	3-323
Community Preservation Committee	3-333

EDUCATION

Minuteman Regional High School	3-339
Needham Public Schools	3-343

Department Information DSR1	
Department	Townwide Expense – General Insurance
Department Mission	
The General Insurance budget provides for auto liability, general liability, property and casualty, law enforcement, public officials and school board liability, self-insurance, and deductible expenses for the Town of Needham including the Needham Public Schools. The general insurance program is overseen and managed by the Finance Department. The program is designed to reduce risk in order to protect the Town and its assets from the negative effects of unpredictable and significant claims and losses.	
On the Horizon	
The Town has approved funding and will be constructing a new elementary school along Central Avenue, an expansion to the Needham High School, and a new pool and offices at Rosemary. The capital plan includes requests to remodel, expand, and/or construct new facilities at Memorial Park, a Public Safety Complex, Fire Station #2, School Administration, and a storage facility for Public Works at the RTS. These facilities will impact the Town's annual insurance premium. In order to keep employees and the Town focused on loss prevention and reduced liability exposure, the Town Manager approved the formation of a new Risk Management committee in FY2016. The goal of the Committee is to increase awareness of potential health and safety hazards and to promote opportunities for education and training that support the Town's risk management framework. The Committee's main emphases are reviewing incidents to make recommendations in preventive measures, assist Town departments in accomplishing risk awareness objectives, and overseeing and tracking participation in the MIIA Rewards program, with the aim to increase participation.	
Budget Statement	
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 2019 are not yet known, this information is usually received in the late spring (June). The table (next page) 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 (2013 – 2017) and the base premium for FY2018. 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	

Department Information
DSR1

Department Townwide Expense – General Insurance

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), salt shed, the Chestnut Street property and a garage. The budget for FY2019 includes an increase in the premium for the Rosemary Complex and the expanded High School. 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.

Year	Premium*	Change	Expenditure**	Change
FY2018	\$562,839	4.1%		
FY2017	\$540,785	6.6%	\$575,336	3.8%
FY2016	\$507,447	-1.8%	\$554,327	3.4%
FY2015	\$516,687	3.0%	\$536,000	5.7%
FY2014	\$501,618	6.0%	\$507,278	-1.8%
FY2013	\$473,040	0.6%	\$516,500	13.5%

*Annual billed before adjustments, amendments, and credits.

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

We anticipate that the base premium to increase by 2.0% for FY2019. The budget request for FY2019 also includes an additional \$9,450 for costs related to the new Rosemary Complex and the expanded High School. The combination of the base increase and coverage for the new facilities is estimated to increase the annual premium by 3.7% over FY2018. The total budget request is \$20,590 higher, approximately 3.4% more than the current budget of \$606,200.

Accomplishments and Activities

The Town actively participates in the insurance provider, MIIA, rewards program. An initiative that provides credits to members that implement loss prevention best practices and training. The Risk Management Committee is tasked with promoting this program to all staff, as well as with providing informational sessions and gathering data on applicable risk management activities that are then submitted to the insurer for credits. Since the appointment of the Risk Management Committee in FY2016, the reward credits have increased significantly over previous years. The earned rewards are provided as a credit to the Town's insurance premium for the year. Participation in this program not only affords the Town savings in its insurance budget, but advances its risk management agenda.

	FY2013	FY2014	FY2015	FY2016	FY2017
Earned Rewards	\$9,353	\$20,160	\$16,140	\$30,821	\$30,568

Spending Request Recap

Description	Base Request	Additional Request	Total
Casualty, Liability, Property and Self Insurance Program	626,790		626,790
Total	626,790		626,790

V2019

Department Information DSR1	
Department	Townwide Expense - Debt Service
Department Mission	
Maintain an overall capital investment plan which works within the Town's debt policies and uses modern financial tools to fund facility and infrastructure in a sustainable manner. The Debt Service budget provides the appropriation for the Town's annual principal and interest expenses associated with various capital construction projects. The projects are funded by the issuance of tax-exempt notes and bonds. The Recycling and Transfer Station, Sewer, and Water Enterprises pay for their related debt service from user fees and charges.	
On the Horizon	
The Rosemary Complex construction was approved last year and will be financed by a combination of General Fund debt within the levy limit (no override) and CPA debt. The first CPA related debt expense for this project is expected for FY2020. Town Meeting approved design funding for a new public safety complex and reconstruction of fire station number two in October 2017. The combined cost for the two projects is approximately \$66 million which is anticipated to be funded by debt exclusion and voted upon at the November 2018 state election. The Town is also looking at several other large building projects that will be funded by debt over the next two to four years, which includes, a storage facility, replacement of the Memorial Park building, School Administration building, and interim improvements at the Pollard and Mitchell schools.	
Budget Statement	
The FY2019 debt service budget submission of \$14,904,503 is an <u>18.5% increase</u> over the current year (\$12,573,958). The increase is primarily driven by the approval of the debt exclusion for the Sunita Williams Elementary School. The budget includes amounts required to pay current outstanding long term general fund debt, and new long term general fund debt issues for which authorizations were previously approved by Town Meeting. This budget also pays down certain principal amounts that come due when a bond anticipation note matures when possible, which lowers interest expense and helps to manage the Town's overall debt burden. Interest expense and other related temporary borrowing costs are also included. This budget accounts for both general fund debt service within the levy, and excluded debt, as well as debt supported by CPA funds. The General Fund debt service within the levy limit is \$4,590,483 and the excluded debt service is \$9,872,526. The CPA supported debt totals \$441,494. This request does not contain any funding for debt that may be authorized at the 2018 Annual Town Meeting or May 2018 Special Town Meeting. Debt service related to the Recycling and Transfer Station (\$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. The General Fund debt service which is paid within the levy limit is appropriately 5.3% more than the current year which represents approximately 3% of recurring General Fund revenue and is keeping with the Town's policy and financing plan. The General Fund excluded debt service portion of the budget (\$9,872,526) is 27.1% more than budgeted for FY2018, which is based on the estimated debt service to be paid during FY2019 for the new elementary school. The combined total of debt within the levy limit and excluded from the levy limit is \$2,338,214 (19.3%) more than FY2018 combined amount for those two categories of debt. The CPA supported debt service for FY2019 is \$441,494, which is \$7,669 less than the amount for FY2018, a decrease of appropriately 1.7%.	

Department Information DSR1			
Department		Townwide Expense - Debt Service	
Accomplishments and Activities			
The Town sold a \$10,945,000 General Obligation bond which was approved by the Board of Selectmen January 2017. The final maturity is January 2042. The winning bid resulted with true interest cost (TIC) of 2.97%. The Town also issued two bond anticipation notes, one for \$470,000 in May 2017 and the other in June 2017 for \$4,929,120.			
Spending Request Recap			
Description	Base Request	Additional Request	Total
Debt Service	14,904,503		14,904,503
Total	14,904,503		14,904,503
V2019			

Department Information DSR1																																																					
Department		Employee Benefits & Assessments																																																			
Department Mission																																																					
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.																																																					
On the Horizon																																																					
The Employee Insurance Advisory Committee has recommended that the Town remain a member of the West Suburban Health Group. The WSHG has voted to eliminate the so-called "Rate Saver" plans effective July 1, 2018, and all employees will be transitioned to other plans offered by the group. The Town is in the process of meeting with all represented and non-represented groups to determine the exact range of plans to be offered.																																																					
Budget Statement																																																					
Health Insurance																																																					
This budget assumes a 7.5% increase in health insurance premiums for fiscal year 2019, and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town's group health program. The fall 2017 enrollment reveals relatively flat enrollment over 2016. Additionally, there are eight subscribers participating in the "opt out" program, whereby employees receive a payment for opting out of the Town's group insurance program. The chart below includes the number of active health insurance subscribers for the past five years.																																																					
<table><tr><th>Fiscal Year</th><th>Town</th><th>% Change From Prior Year</th><th>School</th><th>% Change From Prior Year</th><th>Total</th></tr><tr><td>FY2014</td><td>284</td><td>0.00%</td><td>509</td><td>-6.09%</td><td>793</td></tr><tr><td>FY2015</td><td>286</td><td>0.70%</td><td>531</td><td>4.32%</td><td>817</td></tr><tr><td>FY2016</td><td>294</td><td>2.80%</td><td>530</td><td>-0.19%</td><td>824</td></tr><tr><td>FY2017</td><td>286</td><td>-2.72%</td><td>544</td><td>2.64%</td><td>830</td></tr><tr><td>FY2018</td><td>291</td><td>1.75%</td><td>540</td><td>-0.74%</td><td>831</td></tr><tr><td>Total Change FY14-FY18</td><td>2.46 %</td><td></td><td>6.09 %</td><td></td><td>4.79 %</td></tr><tr><td>Total Change FY17-FY18</td><td>1.75 %</td><td></td><td>0.74 %</td><td></td><td>0.12 %</td></tr></table>						Fiscal Year	Town	% Change From Prior Year	School	% Change From Prior Year	Total	FY2014	284	0.00%	509	-6.09%	793	FY2015	286	0.70%	531	4.32%	817	FY2016	294	2.80%	530	-0.19%	824	FY2017	286	-2.72%	544	2.64%	830	FY2018	291	1.75%	540	-0.74%	831	Total Change FY14-FY18	2.46 %		6.09 %		4.79 %	Total Change FY17-FY18	1.75 %		0.74 %		0.12 %
Fiscal Year	Town	% Change From Prior Year	School	% Change From Prior Year	Total																																																
FY2014	284	0.00%	509	-6.09%	793																																																
FY2015	286	0.70%	531	4.32%	817																																																
FY2016	294	2.80%	530	-0.19%	824																																																
FY2017	286	-2.72%	544	2.64%	830																																																
FY2018	291	1.75%	540	-0.74%	831																																																
Total Change FY14-FY18	2.46 %		6.09 %		4.79 %																																																
Total Change FY17-FY18	1.75 %		0.74 %		0.12 %																																																
While insurance rates are expected to increase by 7.5%, the health insurance portion of this budget is estimated to increase by 1.6% percent for FY2019. All employees will be required to																																																					

Department Information DSR1			
Department		Employee Benefits & Assessments	
transition to the Benchmark plans, and the premium for those plans is approximately 10% lower than the existing rate saver plans. The FY2019 health insurance projection includes an amount to fund the statutory mitigation payment required for the transition to the Benchmark plans. The Town is contemplating offering a Qualified High Deductible Plan with a Health Savings Account along with the Benchmark plans. The premium for these plans is significantly lower than the current Rate Saver plans. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2018.			
<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 and Social Security is based upon a five year trend analysis of actual expenditures. The Medicare appropriation is estimated to be 9.1% higher than FY2018, and the Social Security appropriation is budgeted to estimated to be 4.1% higher.			
<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. No change is proposed in this line for FY2018.			
<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 by 3.5%. The June 30, 2017 balance in the Workers Compensation Reserve was \$1,171,439.			
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Group Insurance	14,660,600		14,660,600
b) Unemployment	100,000		100,000
c) Workers Compensation	679,253		679,253
d) Total DSR2 & DSR4 Request (a through c)	15,439,853		15,439,853
V2019			

Department Information DSR1	
Department	Townwide Expense - Needham Electric Light and Gas Program Budget
Department Mission	
The Needham Electric Light and Gas Program budget is administered by the Finance Department but the day-to-day activities are managed by the individual Town departments to monitor energy usage in Town and School buildings and along the public ways, public parking lots, and outdoor facility lighting. This budget pays for the cost of electric and natural gas supply furnished by private utility companies, and the monthly fixed, transmission, and distribution charges from Eversource public utility. This budget also provides funds for the maintenance and repair of street lights. The program also pays the costs associated with the production of electricity from solar energy that is supplied to the grid	
On the Horizon	
The Town continues to review and measure electric and natural gas use in the public buildings to see how best to limit discretionary usage, and to make improvements that minimize energy use in a cost efficient manner. The solar array which was constructed on the Town's former landfill has been in operation since March 2016. SolarCity Corp (now owned by Tesla) manages and produces the electric power that is then added to the electric grid for which the Town receives payment from Eversource. The Town pays the company for the production of power. The Town continues to familiarize itself with the green energy industry and managing the complexities of the required reporting to the Commonwealth as well as monitoring the production and billing of the energy producers to ensure the Town receives full value for power that is generated as prescribe in the energy agreement. The Town has examined its current street lighting scheme and pilot program several light variations that the public was able to weigh in on the attractiveness and preferences of the light color/brightness styles. The Town has several new or expanded facilities coming on line over the next 12 to 48 months, all of which will increase the energy load required to operate the facilities. Although the facilities are expected to be more efficient in the use of power, the demands and types of systems being introduced to the buildings did not exist before (central air, elevators, technology, etc.) hence the expected increase. Another cost concern is the Federal Energy Regulatory Commission (FERC) has received requests to allow (require) rate increases for coal and nuclear power generators to provide power. The payments would be for producers that maintain at least 90 days of fuel at the power generation location. Other energy producers that generate power from natural gas, solar, and wind claim that such payments are effectively a subsidy that would be borne by ratepayers.	
Budget Statement	
The program budget increased by \$28,219 a 0.8% change. The primary factors that influenced the budget for FY2019 is a lower average natural gas supply rate assumption of \$1.32 vs the \$1.60 per therm for the FY2018 budget. The average electric rate \$0.22/KWH is the same as FY2018, but the capacity charge is expected to be higher based on input from the Town's energy consultant and the energy market forecasts. The FY2019 budget also includes additional funding of two new facilities schedule to open in FY2019, Rosemary Complex, and an expanded High School. The increases related to the Rosemary Complex are \$33,563 for electric and \$9,154 for Natural Gas, and the High School is \$21,780 and \$5,486 respectively. Energy (\$3,483,209) line is \$28,219 or 0.8% more than the current budget. The budget includes the estimated cost for electric and natural gas services for the new Rosemary Complex and the expanded High School. The energy line pays the supply charges for electric and natural gas, the regulated charges for transmission and distribution, and the payment for the production of electric power from solar. The portion of this expense line that is allocated for solar production is level funded at \$440,466 for FY2018. This estimate is based on the same power	

Department Information DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
-------------------	--

generation as was assumed for FY2018.

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

In calculating the FY2019 budget for school and municipal buildings (see table), we used the three year average (FY2015 – FY2017) of billed consumption for those accounts multiplied by an average rate of \$0.22 KWH, plus the basic service fees, and added an eight and one half percent capacity (regulatory) charge on the usage charge estimate. The total billed consumption on the school and municipal buildings during FY2017 was 8,801,244 KWH, which was 2.5% more than was billed during FY2016. The requested amount based on the current buildings and average use is \$2,124,139, a 6.0% increase. The primary reason for the increase is the anticipated capacity surcharges. As noted, the total request also includes the additional electric needs for the two facilities due to come online for FY2019. Those estimates were the amounts reflected in the FY2019 – FY2023 Pro Forma.

Location	KWH	Use Charge	Capacity Charge	Average Base Charge	Total
**66 Chestnut Street Average	3,450	\$759.00	\$64.52	\$276.00	\$1,100
**Hillside Average	375	\$82.50	\$7.01	\$276.00	\$366
45 Sunset Road Average	14,467	\$3,182.74	\$270.53	\$276.00	\$3,729
609 Central Ave 1 Average	253	\$55.66	\$4.73	\$276.00	\$336
609 Central Ave 2 Average	649	\$142.78	\$12.14	\$276.00	\$431
66 Chestnut Street Average	1,154	\$253.88	\$21.58	\$276.00	\$551
68 Chestnut Street Average	3,864	\$850.08	\$72.26	\$276.00	\$1,198
70 Chestnut Street Average	1,558	\$342.76	\$29.13	\$276.00	\$648
Broadmeadow Average	783,133	\$172,289.33	\$14,644.59	\$276.00	\$187,210
Daley Average	18,518	\$4,074.03	\$346.29	\$276.00	\$4,696
DPW Average	113,547	\$24,980.27	\$2,123.32	\$276.00	\$27,380
DPW - 470R Dedham Ave Average	38,037	\$8,368.21	\$711.30	\$276.00	\$9,356
Eliot Average	480,533	\$105,717.33	\$8,985.97	\$276.00	\$114,979
Emery Grover Average	104,027	\$22,885.87	\$1,945.30	\$276.00	\$25,107
Fire Station #1 Average	114,507	\$25,191.47	\$2,141.27	\$276.00	\$27,609
Fire Station #2 Average	58,595	\$12,890.83	\$1,095.72	\$276.00	\$14,263
Greensfield Park Great Plain Ave. / 1330 Highland	3,029	\$666.41	\$56.64	\$276.00	\$999
High Rock Average	533,960	\$117,471.20	\$9,985.05	\$276.00	\$127,732
High Rock Outdoor Average	1,968	\$432.96	\$36.80	\$276.00	\$746
High Rock Solar Average	43	\$9.53	\$0.81	\$276.00	\$286
High School Average	2,587,480	\$569,245.60	\$48,385.88	\$276.00	\$617,907
High School Outdoor Average	3,936	\$865.92	\$73.60	\$276.00	\$1,216
Hillcrest- Police Average	2,604	\$572.88	\$48.69	\$276.00	\$898
Hillside Average	386,880	\$85,113.60	\$7,234.66	\$276.00	\$92,624
Hillside - Second Meter Average	29,200	\$6,424.00	\$546.04	\$276.00	\$7,246
Hillside Outdoor Average	10,277	\$2,260.87	\$192.17	\$276.00	\$2,729
Library Average	578,368	\$127,240.96	\$10,815.48	\$276.00	\$138,332
Mitchell Average	185,465	\$40,802.37	\$3,468.20	\$276.00	\$44,547
Mitchell - Second Meter Average	6,503	\$1,430.66	\$121.61	\$276.00	\$1,828
Mitchell 187 Brookline St. Modular Average	63,732	\$14,021.04	\$1,191.79	\$276.00	\$15,489
Newman Average	830,907	\$182,799.61	\$15,537.97	\$276.00	\$198,614
Police Station Average	201,539	\$44,338.51	\$3,768.77	\$276.00	\$48,383
Police Station Outdoor Average	1,236	\$271.92	\$23.11	\$276.00	\$571
Pollard Average	759,600	\$167,112.00	\$14,204.52	\$276.00	\$181,593
Pollard Modulars Average	53,480	\$11,765.60	\$1,000.08	\$276.00	\$13,042
Pollard Outdoor Average	7,872	\$1,731.84	\$147.21	\$276.00	\$2,155
Public Services Administrative Building Average	221,840	\$48,804.80	\$4,148.41	\$276.00	\$53,229
Ridge Hill Barn Average	1,292	\$284.17	\$24.15	\$276.00	\$584
Ridge Hill Main House Average	4,322	\$950.84	\$80.82	\$276.00	\$1,308
Rosemary Pool Average	36,200	\$7,964.00	\$676.94	\$276.00	\$8,917
Center at the Heights Average	185,147	\$40,732.27	\$3,462.24	\$276.00	\$44,471
Town Commons Outdoor Average	1,204	\$264.88	\$22.51	\$276.00	\$563
Town Hall Main Average	412,053	\$90,651.73	\$7,705.40	\$276.00	\$98,633
West St @ Highland Ave Average	1,096	\$241.19	\$20.50	\$276.00	\$538
		\$1,946,538.10	\$165,455.74	\$12,144.00	\$2,124,139
Billed Usage*					
FY2013 Billed Usage	8,573,832				
FY2014 Billed Usage	8,822,157	2.9%			
FY2015 Billed Usage	8,960,200	1.6%			
FY2016 Billed Usage	8,586,911	-4.2%			
FY2017 Billed Usage	8,801,244	2.5%			

* Consumption total revised from the amount shown last year; one High School and one DPW facility account were omitted in error.

Department Information
DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
-------------------	--

The electric expense estimate for municipal street lights was based on a five year average billed use (FY2013 through FY2017). There is no capacity cost assumption for street lights. The estimate for the billed usage and related fees for municipal lights is \$194,386. This is 2.3% less than the FY2018 budget allocation of \$198,963.

Municipal Lighting	Billed	Average	Estimate	Total
FY2013	883,684			
FY2014	907,598			
FY2015	898,040			
FY2016	886,954			
FY2017	841,596			
		883,574	\$194,386	\$194,386

The budget for the various Town fields, park facilities, traffic signals, parking lot lights, and other electric accounts was level funded at \$48,726.

The budget request for natural gas supply is \$141,963 less than the current budget, 18.6% less. The total request is \$620,149 which includes the estimated expense for the expanded High School and the Rosemary Complex. The estimate (\$14,640) for those two buildings was based on the Pro Forma. The calculation for the current facilities was based on the three year average consumption use (FY2015 – FY2017) multiplied by \$1.32 per therm, plus the annual basic service fee. The calculation results in a budget for the current facilities for FY2019 of \$593,121 which compares to \$749,424 for FY2018. This is a decrease of \$156,303, approximately 20.9% less. The budget for other non-building natural gas accounts is \$12,388, which is \$300 less than FY2018, a 2.4% decrease.

Building	Therms	Basic Service	Usage Charge	Total
177 Hillcrest Rd. Public Safety Average		\$444.96	\$0.00	\$445
Broadmeadow Average	31,105	\$444.96	\$41,059.08	\$41,504
Center at the Heights Average	415	\$444.96	\$547.80	\$993
DPW Average	22,431	\$444.96	\$29,608.48	\$30,053
DPW Garage 480 Dedham Ave Average	1,954	\$444.96	\$2,579.72	\$3,025
Eliot Average	32,760	\$444.96	\$43,242.54	\$43,688
Fire Station #2 Average	5,129	\$444.96	\$6,770.50	\$7,215
High Rock Average	21,227	\$444.96	\$28,020.08	\$28,465
High School Average	124,714	\$444.96	\$164,622.92	\$165,068
Library Average	11,886	\$444.96	\$15,689.08	\$16,134
Mitchell School Average	46,743	\$444.96	\$61,700.32	\$62,145
Newman School Average	51,347	\$444.96	\$67,778.48	\$68,223
Newman School 2nd Average	243	\$444.96	\$321.20	\$766
Pollard Average	71,213	\$444.96	\$94,001.20	\$94,446
Public Safety Building (Police) Average	11,968	\$444.96	\$15,798.02	\$16,243
Town Hall Average	10,805	\$444.96	\$14,262.60	\$14,708
Total				\$593,121
FY2015 Building Consumption	505,515			
FY2016 Building Consumption	401,176	-20.6%		
FY2017 Building Consumption	425,132	6.0%		

Department Information
DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
-------------------	--

Repairs and Maintenance (\$78,050) line is level funded for FY2019. This allowance pays for the annual maintenance and repairs costs for the Town's street and parking lot lights. The services are provided by a private contractor (currently Siemens Industry Inc.) secured through a competitive bid process – the present contract expires June 30, 2018. The company also moves street lights when the public utility replaces an existing pole. The company is also the emergency response team to repair or replace (depending on the amount damage) a street light damaged in a pole knock down.

Repairs and Maintenance Services	Estimate	Total
Street Lights and Municipal Facilities	\$41,296	
Schools and Town Buildings	\$3,304	
Light Fixtures on Pole Transfers	\$6,750	
Other Repairs and Emergency Calls	\$26,700	
		\$78,050

Professional and Technical Services (\$24,000) line was reduced by \$1,000 to offset the budget allocation for dues and subscriptions. This allowance is to pay for outside professional consultants who assist in the preparation of the annual report, audit, and review the energy production figures for compliance with the terms of the agreement, resolution assistance in the rate that Eversource compensates the Town for provided power, energy market trends and analysis, and assistance in the procurement of energy supply.

Dues and Subscriptions (\$1,000) This allowance increase was offset by a \$1,000 reduction in professional and technical expenses. This allowance is to cover membership fees the Town pays in order to participate in joint purchase group for power. The Town pays an annual fee based upon its natural gas load.

Line Item	Description	Change from FY2018	Comments	Net Change
Energy	Electricity	\$170,182	Includes the expense for the expanded High School and the new Rosemary Complex, and anticipated 8.5% capacity surcharge on electric use.	\$28,219
	Natural Gas	(\$141,963)	Lower average per therm charge.	
Professional and Technical Services	Power Options Annual Dues	(\$1,000)	Reduce budget allowance to offset the increase for annual dues.	(\$1,000)
Dues and Subscriptions	Power Options Annual Dues	\$1,000	Reallocated from the Professional and Technical expense to better reflect the expense type.	\$1,000
Total				\$28,219

Department Information DSR1			
Department		Townwide Expense - Needham Electric Light and Gas Program Budget	
Accomplishments and Activities			
The Solar array that was constructed on the Town’s former landfill went live in March 2016 and with full operation in place in April 2016. The Town received \$236,813 during FY2016 from Eversource for electric power produced and put to the grid. During FY2017, the Town received \$909,146 in payments for 3,842,580 KWH produced and provided. The Town completed its pilot program that tested various LED street lights.			
Spending Request Recap			
Description	Base Request	Additional Request	Total
Needham Electric Light and Gas Program	3,586,259		3,586,259
Total	3,586,259		3,586,259
V2019			

Department Information DSR1	
Department	Retiree Insurance & Insurance Liability Fund
Department Mission	
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. 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. 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. On August 1, 2013 the Town transferred its OPEB assets 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 value of the Town’s assets in the SRBT Fund as of June 30, 2017 was \$26,560,055.	
On the Horizon	
The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial analysis dated June 30, 2016. Preparations for the June 30, 2017 evaluation are underway.	
Budget Statement	
As of November 1, 2017 there were 590 retirees electing health insurance coverage for 849 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans), and 51 surviving spouses. While survivors pay 100% of the insurance premium, their participation impacts both the rates calculated for subscribers and the OPEB liability.	
Accomplishments and Activities	
In accordance with the Governmental Accounting Standards Board’s new method of measuring and reporting OPEB benefits, Standard 74 is the basis used to assess the Town’s unfunded OPEB liability. As of June 30, 2017, the Town’s unfunded liability was \$65,232,980. This liability represents the difference between the June 30, 2016 total liability of \$91,793,035 less assets as of June 30, 2017 of \$26,560,055. This represents a funded ratio of 28.93%. The Town reduced its discount rate assumption from 7.75% to 7.5% in FY2018, and intends to continue to reduce the rate in future years with a target rate of 7%.	

Department Information DSR1			
Department		Retiree Insurance & Insurance Liability Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) OPEB Assessment	\$6,906,705		\$6,906,705
b)			
c)			
d) Total DSR2 & DSR4 Request (a through C)	\$6,906,705		\$6,906,705
V2019			

Department Information DSR1			
Department		Contributory & Non-Contributory Retirement	
Department Mission			
This line item funds pensions for Non-contributory (MGL c. 34) and Contributory (MGL c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. FY2019 is the first year that includes no funding for non-contributory retirees, as the sole remaining retiree passed away in January, 2017. 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, 2016, there were 650 active participants, 463 retirees, and 209 inactive participants.			
On the Horizon			
The Retirement Board conducted an actuarial analysis for December 31, 2016 and is planning to conduct another evaluation as of December 31, 2017.			
Budget Statement			
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 on an actuarial basis was 69.36% as of December 31, 2016, as compared to 68.63% on December 31, 2015. The system is expected to be fully-funded by June 30, 2030. Factors that impacted the unfunded liability (and therefore the funding schedule for fiscal year 2019) included the implementation of a new generational mortality table, conversion of the salary increase assumption to a service-based methodology, and an increase in the administrative expense assumption.			
Accomplishments and Activities			
The Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return (discount rate) from 7.75% to 7.50% for FY2019. Moving toward a more conservative actuarial estimate has been a long-standing goal, and the Board has discussed a further reduction in the near future.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Non-contributory Retirement	0		
b) Retirement Assessment	7,934,482		7,934,482
c)			
d) Total DSR2 & DSR4 Request (a through C)	7,934,482		7,934,482
V2019			

Department Information DSR1			
Department		Classification, Performance, Settlements (CPS)	
Department Mission			
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.			
On the Horizon			
The CPS budget fluctuates annually depending on the number of collective bargaining agreements that have been settled for a given year. The collective bargaining agreements not already settled for FY2019 include the Needham Independent Public Employees Association/DPW, the Independent Town Workers Association, and the Building Custodian and Trades Independent Association.			
Budget Statement			
Since FY2017, General wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2019 CPS budget also includes an allowance for settlement of the collective bargaining agreements noted above, salary adjustments for non-union personnel, and a reserve for merit raises, bonus payments, and reclassification actions.			
Accomplishments and Activities			
The fiscal year 2018 appropriation for this line was \$260,000. To date, \$43,601 has been transferred for the Needham Independent Public Employees Association (DPW) and \$67,742 has been transferred for management salary adjustments.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Classification Performance & Settlements	527,090		527,090
b)			
c)			
d) Total DSR2 & DSR4 Request (a through c)	527,090		527,090
V2019			

Department Information
DSR1

Department

Reserve Fund

Department Mission

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 to cover a specific unforeseen or extraordinary expenditure. At a Town Meeting, funds may be re-appropriated among the budget lines without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.

On the Horizon

The level of the Reserve Fund will need to increase proportionally with the budget since it serves as a protective device. This budget line should be sufficient to provide funds for unexpected budgetary needs without tying up funds unnecessarily.

Budget Statement

The request for the FY2019 Reserve Fund is \$1,791,165. This amount was determined in accordance with the method used for projecting the Reserve Fund level for the past five years. The FY 2019 Reserve Fund request is 1.4% of the projected FY 2018 operating budget after being adjusted to remove expenses that are either known or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund). The calculation starts with the adjusted FY 2018 operating budget and applies an annual growth rate of 2.5% to determine a projected FY 2019 budget. The FY 2019 requested funding level is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs. This request represents a 3.8% decrease from the FY18 Reserve Fund line, since that line was increased to hold funds that may be needed for a position in the Public Facilities Department that was deferred pending the arrival of a new department head, and for summer staff in the Park and Recreation Department until the schedule for opening the new pool complex is known. The FY19 request represents a 4.7% increase over the request for FY18 of \$1,710,965 which was calculated in the same manner.

Line	Description	Change from FY18 budget	Comments	Net Change
Reserve Fund	Available for transfers	(\$71,435)	Funds placed in FY18 Reserve Fund for possible additional needs	(\$71,435)

Accomplishments and Activities

The Reserve Fund line in the current FY 2018 budget approved at the May 2017 Annual Town Meeting was \$1,862,600. The October 2017 Special Town Meeting warrant re-appropriated \$50,000 from the FY 2018 Reserve Fund budget to the Public Facilities expense line to fund a study of the department's maintenance program. As of the date of this submission, no transfers have been requested from the FY 2018 Reserve Fund, and the balance stands at \$1,812,600.

Department Information
DSR1

Department

Reserve Fund

Looking at examples of transfers completed from the Reserve Fund to other budget lines during prior years helps illustrate the function of the Reserve Fund. The Annual Town Meeting in 2016 appropriated \$1,584,124 for the Reserve Fund as part of the FY 2017 budget. At the October 2016 Special Town Meeting, a total of \$87,499 was re-appropriated from the Reserve Fund to three other budget lines. That year, \$10,000 was transferred to the Public Facilities expense line to increase the scope of a feasibility study at the High School to review new issues that arose relating to the boiler and chiller. \$103,425 was transferred to the Legal Department budget expense line to cover unexpected higher legal costs due to several issues including the placement of Eversource transmission lines, and health-related issues in Town offices. Funds were also transferred to the Snow and Ice budget line to cover overages as a result of winter storms.

At the May 2015 Annual Town Meeting, \$1,384,767 was appropriated to the Reserve Fund line. That year, FY 2016, a transfer of \$151,200 to the Municipal Light budget was needed to cover an unexpected draw on that budget line due to a change in the payment structure of the solar electricity program. The change required that revenues and expenses must be handled separately, rather than having the expenses directly offset from revenues. The FY 2016 Reserve Fund appropriation was also used to cover the costs of snow and ice removal in excess of the budget.

The table below shows Reserve Fund Transactions in recent years:

	Budget Line	Purpose	Amount Transferred
FY2017			
01/04/17	Public Facilities	Expand building study	\$10,000
06/28/17	Snow and Ice	Winter storms	\$596,330
06/28/17	Legal Department	Litigation expenses	\$103,425
FY2016			
06/22/16	Snow and Ice	Winter storms	\$371,062
06/22/16	Municipal Lighting	Electricity expenses	\$151,200
FY2015			
12/03/14	Public Facilities (Construction)	High School study	\$50,000
06/24/15	Employee Benefits	Unemployment	\$9,952
06/24/15	Legal	Litigation expenses	\$20,000
06/24/15	Snow and Ice	Winter storms	\$1,313,370
06/24/15	Public Facilities (Operations)	Energy	\$84,000

Department Information DSR1			
Department		Reserve Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Reserve Fund	\$1,791,165		\$1,791,165
b)			
c)			
d) Total DSR2 & DSR4 Request (a through C)	\$1,791,165		\$1,791,165
V2019			

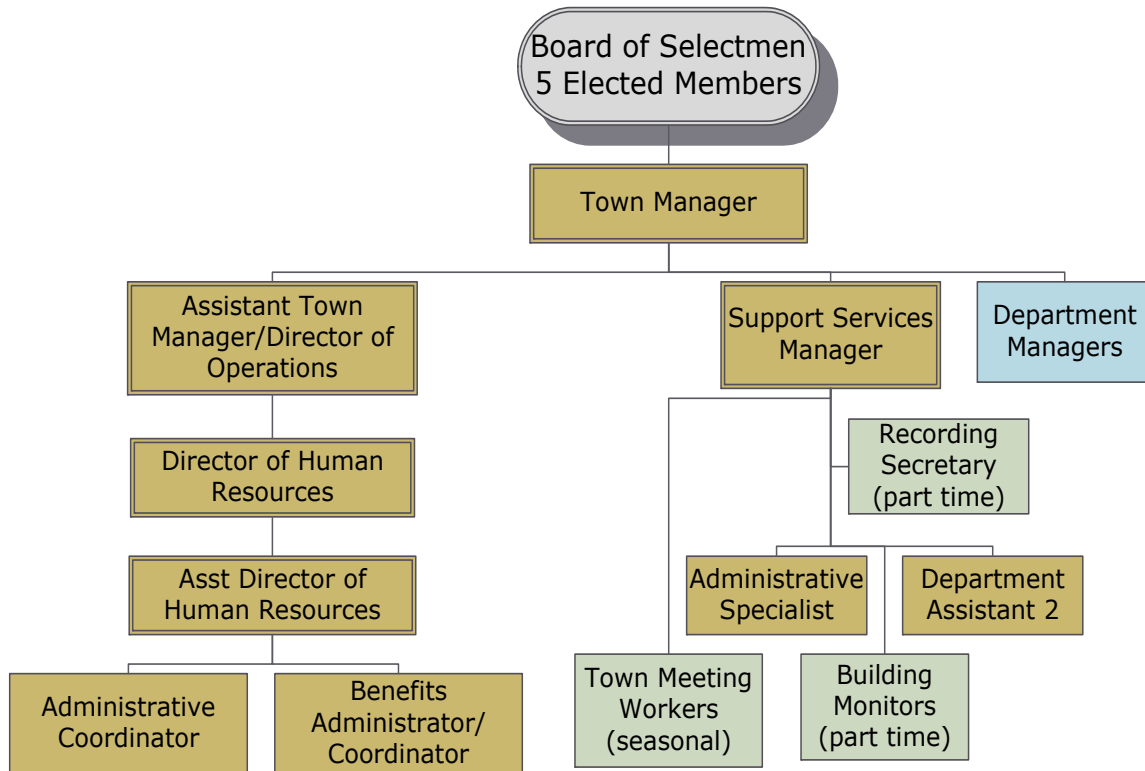
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Townwide Expenses	Expenditures	Expenditures	Expenditures				
Townwide Expenses							
Insurance & Risk Management	536,000	554,327	575,336	606,200	626,790	20,590	3.4%
Debt Service - General Fund	11,580,940	11,468,247	11,148,800	12,573,958	14,904,503	2,330,545	18.5%
Employee Benefits	10,167,091	11,302,098	12,743,918	14,429,197	15,651,245	1,222,048	8.5%
Needham Electric, Light, & Gas Program			3,085,324	3,558,040	3,586,259	28,219	0.8%
OPEB	5,140,198	5,336,302	5,568,923	6,115,455	6,906,705	791,250	12.9%
Retirement Assessments	5,558,930	6,062,917	6,610,442	7,332,277	7,934,482	602,205	8.2%
Workers Compensation	586,252	609,702	634,090	656,283	679,253	22,970	3.5%
Classification, Performance and Settlements	see note	see note	see note	145,218	527,090	381,872	263.0%
Reserve Fund	see note	see note	see note	1,812,600	1,791,165	(21,435)	-1.2%
TOTAL	33,569,411	35,333,593	40,366,833	47,229,228	52,607,492	5,378,264	11.4%

Intentionally Blank

Department Organizational Chart

Board of Selectmen and Office of the Town Manager



Color Code	
Brown	Permanent Positions
Tan	Proposed Position
Green	Part Time, Seasonal, Temporary Positions
Silver	Elected Position/Citizen Committee
Purple	Division Program Section
Blue	Other Positions not part of the Department

Department Information DSR1	
Department	Office of the Town Manager/HR/Board of Selectmen
Department Mission	
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, above ground and underground storage permits and applications and mobile food vehicles. 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 various employee related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role	

Department Information DSR1	
Department	Office of the Town Manager/HR/Board of Selectmen
in such areas as full cycle recruitment, position classification and policy administration. The Human Resources Department manages the employee engagement initiative which includes project participation, facilitating meetings, tracking progress and reporting metrics. This office serves as the primary resource for management and employees involving matters such as policy and collective bargaining agreement interpretation, progressive discipline processes and personal leave eligibility. The Human Resources department oversees the administration of health, life, and unemployment insurances for all Town and School employees. The department manages various open enrollments for active employees and retirees such as Medicare and Flexible Spending. In addition to the facilitation of Workers' Compensation insurance, this department also administers 111F which applies to employees of the Police and Fire Departments.	
On the Horizon	
FY2018-FY2019 Board of Selectmen Goals, Adopted: August 15, 2017 1. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments. <u>CONTINUING STRATEGIES</u> • Work with the School Committee and Finance Committee to develop a plan for the implementation of full-day kindergarten. (<i>Critical Priority</i>) • Conduct an environmental assessment to facilitate discussion about the future use of Ridge Hill/Nike; determine the future use or disposition of Ridge Hill buildings. • Secure design funding for Fire and Police Stations at October 2017 STM and April 2018 ballot. (<i>Critical Priority</i>) • Evaluate options for funding a DPW facility on Dedham Avenue and the storage facility at the RTS. (<i>Critical Priority</i>) • In conjunction with the Memorial Park Trustees, advance the design and secure funding for the construction of a new fieldhouse at Memorial Park. <u>NEW INITIATIVES</u> • In conjunction with the School Committee, secure funding for classroom expansion at Needham High School. • Work with the School Committee to develop a plan for the use of the Hillside School for Town-wide swing space. (<i>Critical Priority</i>) 2. Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure. <u>CONTINUING STRATEGIES</u> • Complete Phase 1 of the Downtown Improvement Project, and evaluate options for eliminating or improving the traffic signal at the MBTA crossing. (<i>Critical Priority</i>) • In conjunction with the City of Newton and MassDOT, monitor progress toward the renovation of Highland Avenue from Webster Street to the Charles River. (<i>Critical Priority</i>) • Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design. • Implement parking restrictions near driveways.	

Department Information DSR1	
Department	Office of the Town Manager/HR/Board of Selectmen
<u>NEW INITIATIVES</u> • Conduct an organizational study of the Building Maintenance operations. (<i>Critical Priority</i>) • Evaluate and implement strategies for eliminating the need for mandatory non-essential outdoor water use restrictions. (<i>Critical Priority</i>) • Evaluate housing impact on Town population to forecast town growth in 10/20 years, and the resulting impact on town infrastructure. 3. Maintain and improve the vitality and economic success of the Town. <u>Continuing Strategies</u> • Adopt and implement Mobile Food Vendor Policy. (<i>Critical Priority</i>) • Review options for streamlining the permitting process. • Work with Newton to implement the economic development plan for the N² corridor; evaluate the relationship between Needham Crossing and the N² Innovation District and recommend a branding strategy for Needham Crossing. <u>NEW INITIATIVES</u> • In conjunction with the Planning Board, evaluate options for the redevelopment of Chestnut Street. 4. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. <u>CONTINUING STRATEGIES</u> • Explore the option of limiting the use of plastic bags at certain retail establishments. 5. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work. <u>CONTINUING STRATEGIES</u> • Consider the merits of a tree preservation by-law. • 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 steps to reduce train horn noise and address train idling concerns. • Develop a pilot program to address trash concerns Town-wide. (<i>Critical Priority</i>) • Evaluate options for regulating private trash pick-up on public ways. • Participate in the development and implementation of the Open Space plan. <u>NEW INITIATIVES</u> • Implement the Affordable Housing Trust. • Evaluate the possibility of recommending accessory dwelling unit zoning. • Present a proposal to the Town for a recreational marijuana ban in Needham. • Revitalize the Property Tax Assistance Program. • Work with the Park & Recreation Commission to create recreational opportunities in the downtown. 6. Maintain and enhance the Town's Financial Sustainability. <u>CONTINUING STRATEGIES</u> • Evaluate and implement alternatives to the Town's Group Health Insurance program.	

Department Information DSR1	
Department	Office of the Town Manager/HR/Board of Selectmen
(Critical Priority) <u>NEW INITIATIVES</u> - Explore the possibility of absorbing the RTS Enterprise Fund into the General Fund. (Critical Priority) 7. Evaluate Town Operations and Administration. <u>CONTINUING STRATEGIES</u> - Develop and implement a policy guiding the use of banners on poles in the business districts. <u>NEW INITIATIVES</u> - Consider alternatives to the term "Board of Selectmen." - Develop criteria for small cell antenna siting. (Critical Priority) - Develop a funding strategy to meet the staffing needs of the Police and Fire Departments in the context of the current and planned growth in Needham Crossing. (Critical Priority) - Evaluate the concept of starting Town Meeting earlier, and evaluate at-large Town Meeting Membership. - Review the Town Manager evaluation process. - Explore the need for additional staffing in the area of communications and compliance. - Update the fee structure for facility rentals, and work with the Schools to consider limiting access over the summer to accommodate capital improvements and preventive maintenance. (Critical Priority) - Investigate options for moving permit application and inspection processes to electronic and/or web-based platforms. <i>In developing its statement of goals for the coming fiscal years, the Board identified both initiatives that may be addressed in future years, and general governing principles that guide the goal setting process. This list will continue to be updated and refined:</i> <u>FUTURE INITIATIVES</u> - Develop a plan for NPDES Compliance. - Evaluate the benefits of participating in MassDOT Complete Streets Program. - Work with the Planning Board to consider a street naming policy. - Consider a plan for snow removal in the business districts. - Evaluate the concept of constructing a hockey rink in a public/private partnership. - Evaluate options for locating ZipCar in Needham. - Explore the creation of a stormwater enterprise fund. <u>GOVERNING PRINCIPLES</u> - Targeted options for property acquisition will be explored. - The Town will work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor. - Appropriate coordination of all the major road projects affecting the Town is a priority. - Town policies and regulations will be reviewed and updated on a periodic basis. - The Town will prioritize the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. - Opportunities to install community art will be explored. - The Town should be an age friendly community. - The number of pedestrian accidents is concerning and should be addressed.	

Department Information DSR1					
Department		Office of the Town Manager/HR/Board of Selectmen			
• The Town will conduct a Capital Facility Summit on a biennial basis. • Emergency preparation and planning is a high priority. • Opportunities for departmental consolidation and efficiency improvement will be identified and implemented. • Opportunities to enhance communication with the public will always be considered. • Opportunities to collaborate on additional programs and services that will benefit Needham’s veterans will be explored and implemented.					
Budget Statement					
The FY2019 budget submission is 3.3% higher than the FY2018 appropriation, or \$33,073. This increase is comprised of \$19,453 in the salary request and \$13,620 in the expense request. The salary and wage increase is attributable to performance increases for staff, and an increase in the allowance for tuition reimbursement based on changes to the policy for that program. The largest increase in the expense line is contained in the Professional and Technical Services category (a requested increase of \$9,350). This request includes \$9,000 for one additional assessment center (there are three assessment centers expected in FY2019, vs. two in FY2018), and \$350 for digitizing Selectmen’s minutes. The Communications category request is \$400 higher than FY2018, as a result of the increased number of legal notices placed in newspapers. The actual expenditure for legal notices has increased higher than the funded amount in this account line for the last several years. The Food and Service Supplies request has increased by \$250 to fund official functions held by the Human Resources department. The requested increase of \$220 in the Other Supplies and Equipment category is to account for the true cost of Legal Posters which the Human Resources department must post. The Travel and Mileage category request has been increased by \$2,000 to fund the Leadership ICMA program. The Dues and Subscriptions request line is increased by \$1,400 over FY2018 to cover the costs of Board of Selectmen membership in the Chamber of Commerce, which has previously not been included in funding requests, and an increase in MMA dues (\$500). The \$900 increase in the Human Resources Department reflects the actual cost of membership in professional organizations.					
	Division	Description	Change from FY2018	Comments	Net Change
Professional & Technical Services	OTM	Software License	\$350	Need to update BOS minutes on Laserfische	\$9,350
	HR	Recruitment Center	\$9,000	Cost of third assessment center	
Communications	OTM	Legal Advertising	\$400	Increase in number of legal notices	\$400

**Department Information
DSR1**

Department		Office of the Town Manager/HR/Board of Selectmen				
	Food & Service Supplies	HR	Meet & Greet	\$250	Information meetings with Town staff	\$250
	Other Suuplies & Equipment	HR	Legal Posters	\$220	Increased cost	\$220
	Travel & Mileage	HR	Travel ICMA	\$2,000	Asst Dir to ICMA Leadership Program	\$2,000
	Dues & Subscriptions	BOS	Memberships	\$500	Chamber of Commerce unfunded and MMA underfunded	\$1,400
		HR	Memberships	\$900	To cover actual professional group memberships	
					Total Change	\$13,620

Accomplishments and Activities

FY11	FY12	FY13	FY14	FY15	FY16	FY17	
139	138	151	169	156	155	190	Number of Licenses Issued
15	15	16	15	16	16	19	All Alcohol
3	3	3	3	3	3	3	Club
5	6	3	3	2	2	2	Wine & Malt
N/A	N/A	5	5	5	5	5	Package Stores
1	1	1	1	1	1	1	Carry in Special Permit
2	2	2	2	2	2	2	Class I
5	5	5	5	5	5	5	Class II
54	54	52	56	56	55	59	Common Victuallers
1	1	2	2	2	2	2	Innkeeper
2	2	2	2	2	2	2	Lodging
2	2	5	5	3	5	6	Sunday Entertainment
4	4	6	4	5	7	9	Weekday Entertainment
1	1	1	1	1	1	1	Bowling Alley
1	1	3	2	2	2	2	Livery
1	1	1	1	1	1	1	Pool Table
9	9	10	10	8	9	8	Sale of Second Hand Goods
1	1	1	1	1	1	1	Special Permit (24 hour food service)
N/A	N/A	N/A	N/A	2	2	1	Mobile Food Trucks
32	30	33	51	39	34	61	One-Day Special Liquor Permit Issued

**Department Information
DSR1**

Department

Office of the Town Manager/HR/Board of Selectmen

Activity	FY17	FY16	FY15	FY14	FY13	FY12	FY11
Number of ATM Articles	65	52	50	46	51	42	50
Number of STM Articles	24	27	16	26	28	27	28
Number of BOS Meetings	38	31	31	34	31	28	27
Number of New Appointments Processed	37	13	22	37	36	50	43
Number of Reappointments Processed	50	46	35	63	138	95	80
Number of Grant of Location Public Hearings	24	23	23	26	17	14	15
Number of Liquor Related Public Hearings	10	7	7	6	19	9	5
Number of Other Public Hearings Conducted	14	13	13	13	12	12	12
Number of Block Parties Granted	57	60	50	51	57	65	53
Number of Road Events Granted	17	7	16	19	24	21	

Passports	FY17	FY16	FY15	FY14	FY13	FY12	FY11 (May & June)
Number of Passports Accepted	228	205	247	194	229	174	22
Revenue - Execution Charges	\$5,700	\$5,125	\$6,175	\$4,850	\$5,575	\$4,350	\$550

Powers Hall Usage	FY17	FY16	FY15	FY14	FY13	1/12/12- 6/30/12
Total # Meetings/Events	107	95	65	104	132	39
Municipal Events	90	83	49	85	110	27
Public Events	17	12	16	19	22	12
Fees	\$9,179	\$7,871	\$11,814	\$11,224	\$9,702	\$4,129

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	875,526		875,526
b) Expenses	151,699		151,699
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,027,225		1,027,225

V2019

Department Expenditure Detail DSR2									
Department				Office of the Town Manager / HR / Board of Selectmen					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	8		8	9		9	9		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		
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							834,664	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							2,897	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							8,000	
i.	PRD1 Budget Adjustments							3,252	
PRD1 Sub Total							848,813		
J	DSR3 Other Compensation								
Sub Total 1							848,813		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary - BOS							5,600	
b.	Recording Secretary - OTHER							431	
c.	Town Meeting Workers							5,600	
d.									
e.	DSR3 Total								
Sub Total 2							11,631		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Scheduled Overtime (OTM & Powers Hall)							764	
d.	Scheduled Overtime (HR)							450	
e.	DSR3 Total								
Sub Total 3							1,214		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							2,068	
c.	Program Stipend								
d.	Tuition Reimbursement							4,000	
e.	Working Out of Grade								
f.	DSR3 Other Compensation							7,800	
Sub Total 4							13,868		
5. Total Salary and Wages (1+2+3+4)							875,526		

Department Expenditure Detail DSR2			
Department		Office of the Town Manager / HR / Board of Selectmen	
DSR2B			
Object	Description	Amount	
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/OTM (\$14,000) Consulting/OTM (\$3,000) AV Powers Hall/Comm (\$6,300) Professional Development OTM (\$4,400) Software License/OTM (\$700) Recruitment/Assessment Center – Public Safety/HR (\$27,000) Consulting/HR (\$20,000) Professional Development/HR (\$4,150) Staff Training/HR (\$4,150) Professional Advertising/HR (\$6,000) Conference Registration/BOS (\$1,100)	90,800	
Communications (534x)	Legal Advertising (\$900), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) OTM Printing (\$350), Postage (\$1,360)/HR Town Meeting Postage/TM (\$4,000) Printing for Election & Town Meeting/TM (\$4,000) Printing for Town Report & Town Clerk Records (\$4,000)/TR	20,360	
Recreational & Cultural Services (535x)			
Other Purchased Services (538x)			
Office Supplies (542x)	Office Supplies/OTM (\$2,000) Office Supplies/HR (\$1,000)	3,000	
Building & Equipment Supplies (543x)			
Custodial Supplies (545x)			
Grounds Keeping Supplies (546x)			
Vehicular Supplies (548x)			
Gasoline and Diesel Fuel (5481)			
Food and Service Supplies (549x)	Official Functions/OTM \$700 Official Functions/HR \$250	950	
Medical Supplies (550x)			
Public Works Supplies (553x)			
Other Supplies & Equipment (558x)	Expenses/OTM (\$300) Expenses/HR Legal Posters (\$1,000)	1,300	
Governmental Charges (569x)			
Travel & Mileage (571x – 572x)	Travel MMA, MMMA, ICMA TM/ATM	8,600	

Department Expenditure Detail DSR2				
Department	Office of the Town Manager / HR / Board of Selectmen			
	(\$6,000)			
	Travel ICMA & Conf/HR (\$2,500)			
	Travel BOS (\$100)			
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,700)		14,300	
	MMA, MMLC, Chamber/BOS (\$9,200)			
	MMPA, NERA, SHERM, ICMA/HR (\$1,400)			
Other Expenses (574 X – 579x)				
6. Total Expenses			151,699	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,027,225	
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2019				

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

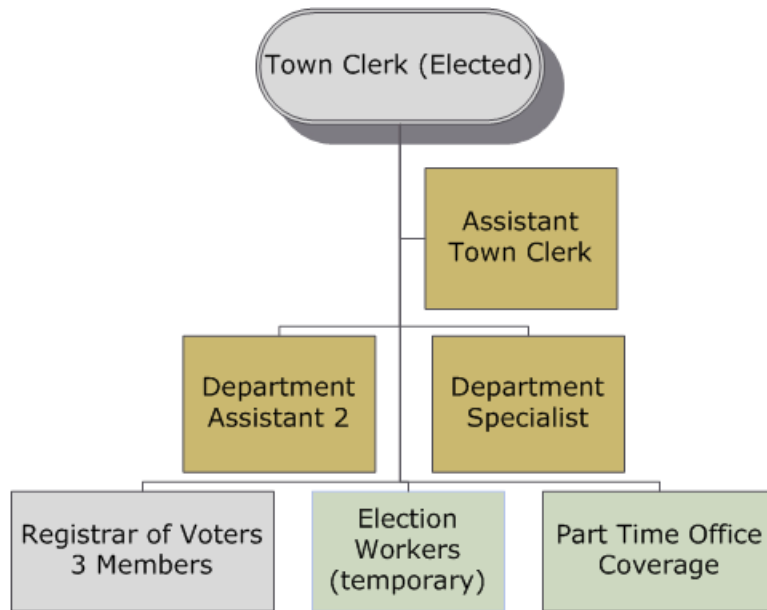
V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Board of Selectmen and Town Manager	Expenditures	Expenditures	Expenditures				
Board of Selectmen and Town Manager							
Salary & Wage Regular	691,812.77	702,622.75	734,200.60	838,449	848,613	10,164	
Salary & Wage Temporary	16,886.35	10,885.58	7,225.75	11,631	11,631	-	
Salary & Wage Overtime	1.30	1,224.71	1,115.64	1,146	1,214	68	
Salary & Wage Other	6,457.58	3,738.35	4,000.00	4,847	14,068	9,221	
Salary and Wage Total	715,158.00	718,471.39	746,541.99	856,073	875,526	19,453	2.3%
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	9,180.31	7,526.96	7,996.51	12,389	12,389	-	
Rental and Leases		146.25		-		-	
Other Property Related				-		-	
Professional & Technical	30,620.00	61,853.78	48,612.71	81,450	90,800	9,350	
Communications	21,114.92	16,624.56	17,381.72	19,960	20,360	400	
Recreation				-		-	
Other Purchased Services				-		-	
Energy Supplies				-		-	
Office Supplies	2,597.69	2,382.48	2,142.89	3,000	3,000	-	
Building & Equipment Repair				-		-	
Custodial Supplies				-		-	
Grounds Keeping Supplies				-		-	
Vehicular Supplies				-		-	
Food & Service Supplies	723.11	1,698.89	643.18	700	950	250	
Medical Supplies				-		-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	16,271.58	1,428.09	8,287.58	1,080	1,300	220	
Governmental Charges				-		-	
Travel & Mileage	5,396.29	7,187.24	6,885.93	6,600	8,600	2,000	
Dues & Subscriptions	12,055.34	12,153.73	12,404.14	12,900	14,300	1,400	
Other				-		-	
Expense Total	97,959.24	111,001.98	104,354.66	138,079	151,699	13,620	9.9%
Capital Equipment				-		-	
Capital Equipment Total				-		-	
				-			
TOTAL	813,117.24	829,473.37	850,896.65	994,152	1,027,225	33,073	3.3%

Intentionally Blank

Department Organizational Chart
Town Clerk and Board of Registrars



Department Information DSR1	
Department	Town Clerk/Board of Registrars (Elections)
Department Mission	
<u>Town Clerk / Board of Registrars</u> <u>Department Mission:</u> The Town Clerk's Office fulfills the mandates of local, state and federal governments as well as the needs of the general public. The major functions of the Town Clerk's Office includes the conduct of state, local and federal elections, Vital statistics including the processing of approximately 5,000 certified copies of vital records annually, the Annual Census and Street List, voter registration, Town Meetings, Planning and Board of Appeals decisions, Open Meeting Law, Conflict of Interest, and the Mandatory Online Ethics training. The office issues various licenses such as dog licenses, marriage licenses, marriage intentions, Storage of Flammables registration, business certificates, and licenses issued by the Board of Selectmen. The Town Clerk records the action of the Annual Town Meeting and any Special Town Meetings called by the Board of Selectmen; prepares and conducts 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. Methods include telephoning, voter registration, dog licensing, and mailing second notices to obtain as close to a 100% return as possible. The office receives and records Board of Appeals and Planning Board applications/decisions and certifies the same upon the completion of the appeal period. Our vital 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. New for January, 2017 is the Public Records Law which requires municipalities to provide public records upon request and at a reasonable fee – if any. The Town Clerk has been designated the Primary Records Access Officer for the Town of Needham. This is a busy, active, diverse office.	
On the Horizon	
On The Horizon For FY2019 ✦ As we prepare for the Fiscal Year 2019 budget in October 2017 The Town Clerk's Office staff has had a brief respite with no fall elections scheduled. Summer/fall 2017 was a slow period that allowed us to catch up on several items and move forward with at least one long-awaited project. We <u>have</u> and <u>are</u> scanning all Board of Appeals decisions dating back to the beginning - late 1940s/early 1950s. These decisions will be categorized by street and number. Once completed, the original decisions will be boxed and stored in the downstairs vault in perpetuity and access will be via the computer. ✦ Town Meeting just approved 14 articles including 2 zoning amendments at the Special Town Meeting on October 2, 2017. As we begin to think about the 2018 fall elections, it is important to note that there will be Early Voting for the 2018 State Election. While we do not have all the details and do not know if cities and towns will be reimbursed for Early Voting costs, we have added \$7800 under our salary line item to cover Early Voting salary costs. In addition, it is our hope (and it is still too early for a cost determination) to purchase 2 additional Poll Pads and printers for each of our ten precincts. We are	

Department Information DSR1	
Department	Town Clerk/Board of Registrars (Elections)
	currently awaiting additional cost and quantity estimates on these items and State Election approval. Because we have not yet received State guidelines, regulations, and approval on the new Poll Pads, we have put a hold on any spending requests for these items. Once we receive approval from the State, we may have some election funding available. ✦ In Fiscal Year 2018 we acquired a new Boards and Commission Database program with the assistance of our IT Director, Roger MacDonald. We are in the process of gathering updated appointments from the various committees, boards, and elected officials. ✦ 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 6800 meeting notices since the inception of this law. 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 1½ year delay and is a real time saver in issuing certified copies. Unfortunately, we are still waiting for the electronic marriage program to become a reality. Then we may reach a point in which we no longer need our very outdated typewriters!!! Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and will be in compliance with federal regulations. ✦ 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 four 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. ✦ Preservation of old town records continues and we are hoping to complete one volume in the fall 2017. To date we have restored thirty volumes on an annual basis. We applied and received funding through the Community Preservation Committee twice for restoration of archival records. These two projects were completed in the summer of 2015. We will continue to update archival records on an annual basis as needed. ✦ We are currently seeking to create a one-time "WARNING" to owners of unlicensed dogs before we issue the non-criminal fine of \$50. We are working with the Clerk Magistrate in Dedham and hoping to reduce the number of unpaid fines. 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 over-the-counter for a wide variety of purchases. ✦ 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 2015 Town Clerk's Records were added to the program and we plan to continue this method of

Department Information
DSR1

Department

Town Clerk/Board of Registrars (Elections)

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.

- ✚ FY2017 revenue totaled **\$308,200.92** compared with FY2016 of **\$287,901.90**. **This represents an increase of \$20,299.02** over FY16 and an increase of **\$51,098.07** over FY15. General Fees increased in FY17 by approximately \$12,862. We also had a one-time interest deposit of \$968.32 and a public records charge of \$137.50.

The following are total revenues by category for Fiscal Years 2013 – 2017:

Fiscal Year	2017	2016	2015	2014	2013
General Fees	\$127,835.10	\$114,973.90	\$ 89,964.85	\$104,885.10	\$100,086.90
Liquor Licenses	\$ 92,580.00	\$ 83,720.00	\$ 86,145.00	\$ 96,630.00	\$ 75,805.00
Other Licenses	\$ 24,612.00	\$ 21,470.00	\$ 23,249.00	\$ 24,387.00	\$ 20,498.00
Dog Licenses	\$ 62,068.00	\$ 67,738.00	\$ 57,744.00	\$ 61,635.00	\$ 29,368.00
Public Record Requests	\$ 137.50	0	0	0	0
Interest Income	\$ 968.32	0	0	0	0
TOTAL	\$308,200.92	\$287,901.90	\$257,102.85	\$287,537.10	\$225,757.90

Budget Statement**Budget Statement:****Town Clerk / Board of Registrars**

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. FY2017 had three scheduled elections, one special election and a Fall Special Town Meeting – The State Primary on Thursday, September 8, 2016, the Special Minuteman Election on Tuesday, September 20, 2016, the Special Town Meeting on Wednesday, October 5, 2016, the State Election on Tuesday, November 8, 2016, and the Annual Town Election on Tuesday, April 11, 2017. FY2017 was one of the busiest years in the Town Clerk's Office out of a four year period.

With only one election scheduled for Fiscal Year 2018 the Town Clerk/Board of Registrars budget showed a decrease of \$27,105 over FY17. However, we are now preparing for Fiscal Year 2019 in which we have three scheduled elections – the State Primary, the State Election and the Annual Town Election. The date for the State Primary has not been finalized as there is a conflict in timing with the date the UOCAVA overseas ballots must be mailed. The date will be determined.

Department Information DSR1	
Department	Town Clerk/Board of Registrars (Elections)
The increase in salary costs = \$43,953 include the following:	
Board of Selectmen/Personnel Board review, step increases	
And revisions, longevity, Town Meeting	+ \$ 7,753
salary increase of election Workers from 1 to 3 Elections	+ \$ 28,400
Salary funding for the proposed Early Voting scheduled for the State Election in November, 2018	\$ 7,800
Total Salaries FY19 budget increases:	+ \$43,953
Purchase of Service & Expenses: A total increase of \$11,620. as follows:	
1. Town Clerk (527x) - Rentals & Leases - Increase costs for Iron Mountain storage	+ \$160
2. Town Clerk (530x) – Professional & Technical – Adjusted printing costs to reflect Actual costs including vital security paper for birth, marriage and death certificates, as Well as various miscellaneous printing	+ \$2,000
3. Elections (530x) – Professional & Technical – an increase of \$5,000 for programming three elections instead of one in FY19.	+ \$5,000
4. Elections (534x) – Communications – an increase of \$2,185 due to increase in postage and mailing costs for absentee ballots and other elections mailings from one election in FY18 to three elections in FY2019	+ \$2,185
5. Elections (534x) – Printing & Mailing – increased costs for three elections instead of One election	+ \$2,050
6. Town Clerk (5420) – Office Supplies - a reduction of \$225 from Town Clerk to Elections Office Supplies	- \$ 225
7. Elections (5420) – Office Supplies – an increase of \$775 to cover increased costs Of supplies for three elections in FY19 instead of one election in FY18	+ \$775
8. Elections (549x) – Food & Service – an increase of \$1875 in food supply costs from one to three elections and an increase of \$1500 for food supplies for evening meals.	+ \$1875
5. Elections (558x) 4 4-unit Voting Booths (amount Transferred from Office Supplies 542x to Other Supplies 558x)	- \$2200
Total Expense FY18 budget increase:	<u>\$11,620</u>

Department Information DSR1						
Department			Town Clerk/Board of Registrars (Elections)			
Category	Division	Description	Change From FY2018	Comments	Net Change	
Salaries	TC/Elections	Salaries	+\$43,953	3 elections Regulars increases Early Voting Salary	\$43,953	
Rental Leases (527x)	Town Clerk	Storage Increase	+\$160	Increase for Iron Mountain Storage	+\$160	
Prof. Tech (530x)	Town Clerk	Increase printing costs	+ \$2,000	Vitals security paper, misc.	+\$2,000	
Prof. Tech (530x)	Elections	Increase programming	+ \$5,000	For three elections	+\$5,000	
Communi cations (534x)	Elections	Postage/ Mailing	+ \$2,185	For three elections	+\$2,185	
Communi cations (534x)	Elections	Printing Mailing	+ \$2,050	For three elections	+\$2,050	
Office Supplies 542x)	Town Clerk	supplies	- \$225	Change to Elections	- \$225	
Office Supplies (542x)	Elections	Supplies	+ \$775	Increase due to 3 elections	+ \$775	
Food & Service (549x)	Elections	Meals for 3 elections	+ \$1,875	Increase due breakfast & dinner	+ \$1,875	
Other Supplies(558x)	Election	4 4-unit voting booths	- \$2,200	Transferred cost from Office supplies	- \$2,200	
Total Expense			<u>\$11,620</u>		<u>\$11,620</u>	

Total **Salary** FY18 budget increase: \$ 43,953.
 Total **Expense** FY18 budget increase: \$ 11,620.
 \$ 55,573.

The total Town Clerk /Board of Registrars Operating Budget for FY 19 = \$433,133
 representing a total increase of \$55,573 over FY18.

Department Information DSR1	
Department	Town Clerk/Board of Registrars (Elections)
The major accomplishment this fall was the successful implementation of Early Voting from October 24 – November 4. Early Voting took place in the Selectmen’s Chambers from 9 am to 5 pm Monday through Friday, one Tuesday evening from 7 pm to 9 pm, and 9 am to 5 pm on Saturday, October 29th. • The State Elections Division offered a grant to cities and towns depending on the number of voters and the hours towns were open for Early Voting. We extended our Saturday Early Voting hours and applied for a \$2,000 grant which we have already received! • In addition we were advised of a new method of checking in our Early Voters – Poll Pads! We purchased two poll pads and two printers. I was informed by the Director of Elections that if we purchased these poll pads from our vender LHS Associates, Inc. instead of renting them from the State, towns would be eligible to receive the cost of the rental. We have been advised as of Friday, November 18th that we will receive \$1000 for each of the two polls pads that cost \$1200 each! The Early Voting process went extremely well in Needham and everyone loved this process. We had over 8400 Early Voters and almost 1700 Absentee voters for a 45 % turnout prior to Election Day. As in all new processes, the guidelines need to be reviewed and very much revised. These Early Ballots all had to be recorded twice into the State Voter Registration Information System and then again after the election! Yes, I did inform the State that this was just a little overkill. In addition Cities and Towns did not receive instructions on the handling of these Early Ballots until late in the week before the Election. The State wanted two separate Inspectors to check-in the early vote ballots and then proceed to the check-out table and check-out the early vote ballots in a separate voting list prior to inserting them into the ImageCast Tabulator. We scrambled to hire additional workers for the ten precincts and we had some super High School students who came to our rescue. Someone somewhere needs to organize the Early Voting process before the next biennial State Election – and I’ve already made some suggestions to our State Elections Division..... Stayed tuned, there will be many changes before the 2018 State Election! We are also looking at a new program to organize, track and report requests related to the new Public Records Law that became effective in January, 2017. This office processes approximately 14,000 plus census forms under state law to purge the voting list. We also issue over 5,000 certified copies of births, marriages and deaths – with over 500 burial permits and online death certificates issued annually. The new Dog licensing program and online payments is working well and we have licensed over 3,000 dogs this fiscal year. As I mentioned earlier, this is a busy office handling a wide variety of duties and responsibilities. We hope to be able to allow our residents to purchase items both on line and over the counter. We will continue to monitor new ideas and programs that will make life easier and more efficient for both our residents and ourselves.	

Department Information DSR1			
Department		Town Clerk/Board of Registrars (Elections)	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$373,098		\$373,098
b) Expenses	\$60,035		\$60,035
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$433,133		\$433,133
V2018			

Department Expenditure Detail DSR2									
Department				Town Clerk/Board of Registrars					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	4.6	4	3	4.6	4	3	4.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	4	3
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$269,527	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$11,441	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							\$1,085	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1							\$282,053		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election Workers per Election – 1 Election x \$14,200							\$42,600	
b.	Temporary Department Coverage							\$33,390	
c.	Early Voting Extra Temporary help for the Nov. 2018 State Election							\$7,800	
d.									
e.	DSR3 Total								
Sub Total 2							\$83,790		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							\$4,520	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3							\$4,520		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend							\$1,100	
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation (Stipend for 3 Registrars @ \$545							\$1,635	
Sub Total 4							\$2,735		
5. Total Salary and Wages (1+2+3+4)							\$373,098		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	4 Typewriters \$450, 1 Time Clock \$200, pet registration annual maintenance \$1500; 11 ImageCast Tabulators Maintenance 11 x \$200 = \$2200	\$4,350
Rental & Leases (527X)	Iron Mountain \$600; P. O. Box 920663 - \$200	\$800
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$350 = \$2100); Misc. Record Restoration \$1200 = \$3300 ; Programming/Printing for 3 Elections: (ATE = \$6500 + ES&S = \$8900), St. Primary & St. Election = \$5,000) = \$13,900. \$13,900 + \$3,300 = \$17,200	\$17,200
Communications (534x)	Town Clerk Postage \$.50 x 4000 = \$2,000 ; Postage Census (14,000 x \$.50 = \$7,000 ; Confirmation notices (2000 x \$.50 = \$1,000); Reg Misc. \$250 ; Absentee Ballots (600 absentees x 2 elections[ATE & St. Primary] = 1200 + 2500 for State Election) = 3700 absentees x \$.85 = \$3,145); Print Town Clerk letterhead, A.G. By-Laws \$2500 ; Wireless monthly fee - \$540 ; Misc. print \$200 ; Census 2018 St. List \$2800 ; Census forms/Dog Licenses \$1500 & Census Env. \$650 = \$2150 ; Confirmation Notices \$1200 ; Warrants (3 @ \$ 125 = \$375 ; Census sort, stuff & Mail = \$1500 ;	\$24,660
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Town Clerk Misc. = \$1000; Election Supplies (3 @ \$225 = \$675); Registrars/Elections Misc. = \$ 1,000; Election Supplies (3 x \$100 = \$300),	\$2975
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	3 Elections – Breakfast \$450 x 3 = \$1350/Dinner \$500 x 3 = \$1500	\$2850
Medical Supplies (550x)		

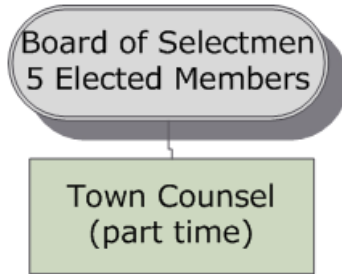
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Voting Booths (4 4-unit booths = \$3600)	\$3600
Governmental Charges (569x)	Dog Licenses/Tags	\$650
Travel & Mileage (571x - 572x)	Conference in state - 3 MTCA = \$ 1000; Tri-County Meetings (2) = \$ 200; Conf. out of state, NEACTC = \$350; IIMC = \$900	\$2450
Dues & Subscriptions (573X)	Intntl = \$200; MEACTC - = \$25; MMTCA = \$150; Tri-County = \$25	\$400
Other Expenses (574 X - 579x)	Town Clerk Bond	\$100
Total Expenses		\$60,035
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$433,133
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES X	NO
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	NO X
V2018		

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Town Clerk	Expenditures	Expenditures	Expenditures				
Town Clerk							
Salary & Wage Regular	258,291.68	273,891.30	286,884.32	279,855	282,053	2,198	
Salary & Wage Temporary	29,736.59	36,864.66	60,538.16	46,776	83,790	37,014	
Salary & Wage Overtime	2,454.56	774.59	1,429.78	4,368	4,520	152	
Salary & Wage Other	2,746.36	2,700.94	2,746.36	2,735	2,735	-	
Salary and Wage Total	293,229.19	314,231.49	351,598.62	333,734	373,098	39,364	11.8%
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	2,760.00	893.00	2,747.00	4,350	4,350	-	
Rental and Leases	418.05	436.01	446.66	640	800	160	
Other Property Related				-		-	
Professional & Technical	17,677.66	13,872.91	12,363.80	12,200	17,200	5,000	
Communications	14,408.73	17,816.57	18,778.03	18,425	24,660	6,235	
Recreation				-		-	
Other Purchased Services				-		-	
Energy Supplies				-		-	
Office Supplies	4,424.44	3,449.13	1,580.18	2,425	2,975	550	
Building & Equipment Repair	281.45			-		-	
Custodial Supplies				-		-	
Grounds Keeping Supplies				-		-	
Vehicular Supplies				-		-	
Food & Service Supplies	1,469.81	1,022.86	2,819.30	975	2,850	1,875	
Medical Supplies				-		-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	799.25	1,017.00		5,800	3,600	(2,200)	
Governmental Charges	433.80	481.88	753.75	650	650	-	
Travel & Mileage	1,199.44	1,117.87	1,022.90	2,450	2,450	-	
Dues & Subscriptions	395.00	395.00	408.00	400	400	-	
Other	100.00	100.00	100.00	100	100	-	
Expense Total	44,367.63	40,602.23	41,019.62	48,415	60,035	11,620	24.0%
Capital Equipment				-		-	
Capital Equipment Total				-		-	
				-			
TOTAL	337,596.82	354,833.72	392,618.24	382,149	433,133	50,984	13.3%

Department Organizational Chart

Town Counsel



Department Information DSR1			
Department		Town Counsel	
Department Mission			
Provides legal services to the Town government and School Administration, including outside counsel. Attends selectmen's meetings and town meetings. Represents the Town before the courts and administrative agencies. Drafts and reviews contracts, bylaws and regulations.			
On the Horizon			
The Legal Department is a reactive department, whose mission is to provide legal support or counsel on issues and projects as they arise within the course of business in the Town and Schools.			
Budget Statement			
The FY2019 budget request is level funded from the FY2018 budget.			
Accomplishments and Activities			
The continuance of preparation of draft legal documents, giving legal opinions and representation before tribunals. This budget funds specialty counsel for activities related to subjects such as land acquisition, building projects, cable licensing, ongoing legal issues, personnel issues, contract disputes, Town Meeting article research and coning issues.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	75,442		75,442
b) Expenses	254,000		254,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	329,442		329,442
V2019			

Department Expenditure Detail DSR2									
Department				Town Counsel					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	.5		1	.5		1	.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		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
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								
PRD1 Sub Total									
J	DSR3 Other Compensation								75,442
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)									75,442

Department Expenditure Detail DSR2				
Department	Town Counsel			
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Legal Services		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)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	Online subscription legal updates		4,000	
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)			254,000	
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES	☐	NO	☒
V2019				

Department Personnel Supplement DSR3									
Department			Town Counsel						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Schedule C Town Counsel Stipend	75,442	X						
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	75,442							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3								
	Amount Reported Under DSR2A Section 4								
II	Total								

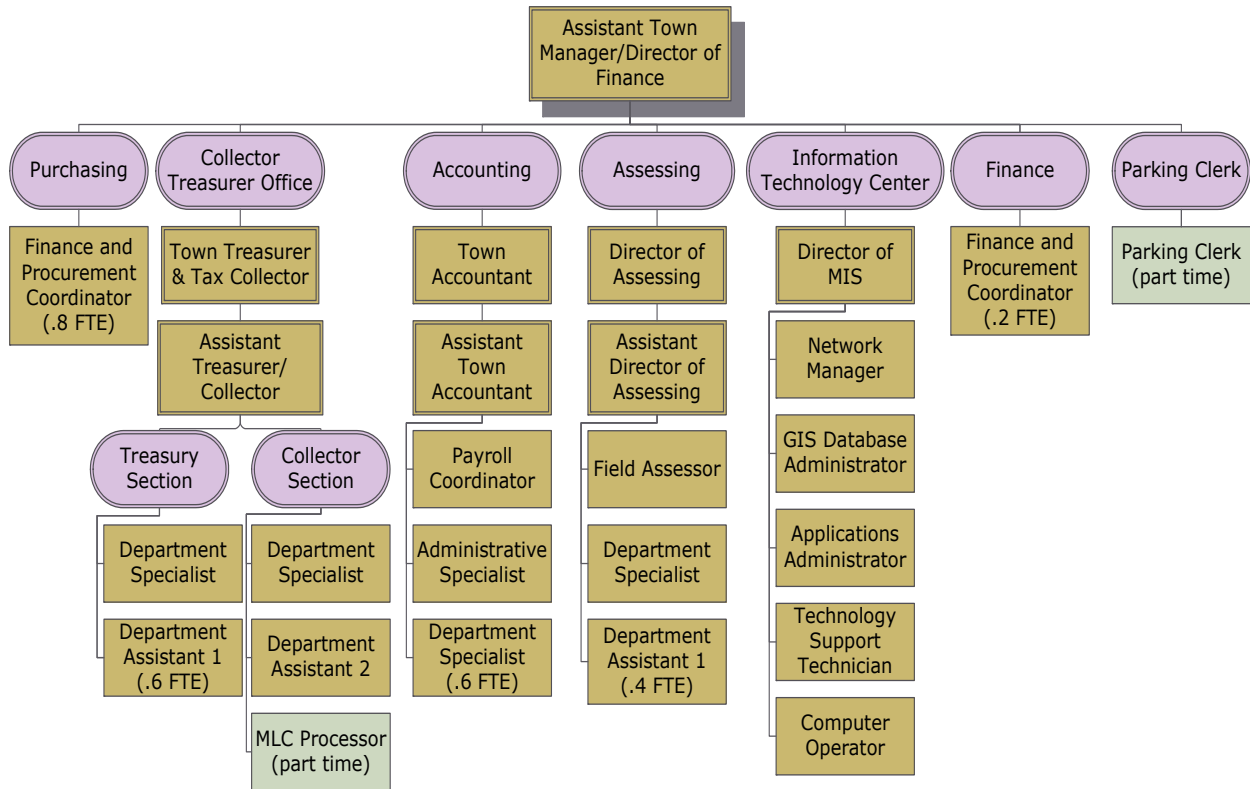
V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Town Counsel	Expenditures	Expenditures	Expenditures				
Town Counsel							
Salary & Wage Regular	73,584.01	75,140.00	75,140.00	75,442	75,442	-	
Salary & Wage Temporary						-	
Salary & Wage Overtime						-	
Salary & Wage Other						-	
Personnel	73,584.01	75,140.00	75,140.00	75,442	75,442	-	
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance						-	
Rental and Leases						-	
Other Property Related						-	
Professional & Technical	267,502.20	192,875.00	353,511.51	250,000	250,000	-	
Communications						-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies						-	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment	414.00					-	
Governmental Charges	850.00	200.00				-	
Travel & Mileage						-	
Dues & Subscriptions	4,574.00	4,018.00	3,500.00	4,000	4,000	-	
Other - Expenses						-	
Expense Total	273,340.20	197,093.00	357,011.51	254,000	254,000	-	
Capital Equipment						-	
Capital Equipment Total				-		-	
TOTAL	346,924.21	272,233.00	432,151.51	329,442	329,442	-	

Department Organizational Chart

Finance Department



Department Information DSR1	
Department	Finance Department
Department Mission	
The Finance Department by its primary functions, which include accounting, assessing, budget and finance, collections, information technology services, parking appeals, procurement, risk management, and treasury; endeavors to provide professional and responsive services to the Town, its Boards, Committees, Departments, and the community at large. The Finance Department's primary goals are to ensure that the Town's financial assets are protected and managed, and information technology services are reliable, accountable, and resourceful, all while providing high quality customer service to the public and our internal customers.	
On the Horizon	
Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided 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 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.	
<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 Town-wide enterprise financial software applications Infinite Visions (IV) from Tyler Technologies and NaviLine from SunGard Public Sector. The systems provide 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 payables, fixed assets, payroll, and other accounting processes. The Infinite Visions centralized accounting system is used by all departments including the Needham Public Schools for accounts payable, payroll and general ledger reporting. The revenue activities are maintained in NaviLine. The system has a crosswalk which makes it possible to	

Department Information DSR1	
Department	Finance Department
upload a daily summary from NaviLine to Infinite Visions. This is a manual task that is done daily so cash receipts and commitments can be posted. 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 requests. Department managers use the accounting system to determine, at any given time, the available operating budget for their department. At the time of this budget submission, the accounting department was short staffed but anticipates the position will be filled prior to the end of the year. The division's goal for the remainder of FY2018 and for FY2019 is to train the new employee in this vital position for the Town; for without this position vendors would not get paid timely. The division will have quarterly meetings with the various departments about concerns and difficulties that may be encountered with payroll and A/P processing. The accounting staff will attend the Tyler User Group Conferences and Webinars to enhance our knowledge of the system. The department is considering a major software change for its revenue applications as soon as FY2020, which will impact the division's workload. 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 2017, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. FY2019 will pose a similar challenge to the preceding year in that close watch must be kept on the burgeoning single family home and condo market that has, if anything, continued to accelerate in calendar year 2017. Once again this upsurge in the sale prices of the single family home market appears to be driven by upwardly spiraling land values. To some extent this seems to be affected by bidding between buyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. Many buyers are also seeking "refuge" in Needham from astronomically high prices, as well as being outbid multiple times, in some neighboring communities. They see a \$750,000 "bargain" here that was \$900,000 elsewhere. Since this hypothetical property is currently assessed at \$650,000, the upward pressure on values, which must reflect the market, is inevitable. The only segment of the market that appears to be slowing is the "First Generation" McMansions that have lost some of their resale value recently. The residential market review for adjustment of the FY2019 values will be, for the most part accomplished by staff inspecting all properties that changed hands in 2017 to confirm that the physical information as well as the description of the condition of the property in our database is up to date. A significant change will begin in FY2019 and carry over into FY2020 as well. The Town will be switching from the Community Software Consortium's (CSC) "State CAMA System" to Tyler Technologies IASworld CAMA system. After several well served decades; the State computer assisted mass appraisal (CAMA) system reached a point where it needed to be totally rewritten or abandoned. After extensive review and consultation between the representatives of CSC	

Department Information DSR1	
Department	Finance Department
member towns and MassIT, Tyler was selected, and a very favorable contract for the 40 CSC communities that will be converting was negotiated. The State will also be assuming the nearly \$2,000,000 in conversions costs, the largest share of which is Needham's, for the communities moving to the new system. The contract, while calling for higher annual expenses than the exceptionally low CSC dues Needham has paid for years, holds the costs in line for 10 years. This cost increase, as well as any ancillary costs that do occur, can be handled without an increased budget request for FY2019. The use of limited outside consulting services in FY2018 will hopefully once again result in multiple dispute resolutions on prior appeals in addition to successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers thus taking the Appellate Tax Board appeal option off the table in advance. 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 FY2019 values. Due to heavy cutbacks to DOR staff, brought on the new administration's Early Retirement Incentive Program (ERIP) and the anticipated retirement of many of the remaining "seasoned veterans", Division of Local Services and Bureau of Accounts remaining personnel will be challenged to certify tax rates in a timely manner. This will, in all likelihood, push cities and towns to submit their data for review earlier in the cycle than ever before. The streamlining and updating of the DOR's "Gateway" system rolled out in FY2017 seems to be improving state approval of multiple forms necessary to setting the tax rate. This new format will hopefully hit full stride for FY2019. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year. The office will be once again be monitoring new activity at Needham Crossing Greendale Ave. for contributions in this area. 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 the former industrial park has potential to continue its acceleration in 2018/19 as planning and execution of the rehab of the former General Dynamics office properties into commercial and residential space moves forward. This will further enhance tax revenue in the commercial/industrial realm. The impact on overall rents in Needham Crossing due to facilities revitalization and the anticipated completion of the "add a lane" project, with its Kendrick Street ramp, will also most likely be positive, due to increased accessibility to the area in FY2019. 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	

Department Information DSR1	
Department	Finance Department
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 the park, are likely to be significantly enhanced by the equipment projected to be housed in the projects mentioned above if the \$20+ million dollar boost to the personal property total from recent data storage facilities is any indication of what is to come. N-Star gas and Electric also contributed nearly \$10 million to the personal property ledger as well. Fortunately, Needham, never seriously affected by the trends brought about by the economic downturn in recent years prevalent in much of the Commonwealth, has seen, and as previously mentioned, an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013, have continued to advance in 2017. This seems to signal a continuation of the 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 2018, 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, for the fourth year in a row, in what appears to be a stable commercial/industrial sector. The Municipal Modernization Act has triggered several changes in the manner in which the Assessor's office will conduct its business going forward. First and foremost of these is the move from the current 3 year recertification cycle to a 5 year recertification cycle statewide. This will, on the positive end of the spectrum, relieve the frenetic triennial recertification activity and stress on the entire staff. Conversely, great care must be taken to reflectively adjust values annually over the longer 5 year revaluation interval in order to avoid huge swings in town wide values when the recertification years roll around and major value realignments become necessary to meet DOR requirements. While the office has been in the habit of making these interim year adjustments on our own for a number of years, we will have to refine our "Market Movement" radar even further as we approach our FY2020 recertification year. The newly passed reforms will allow the Town to consolidate past and present Overlay Account balances into a single account. Previously there were separate Overlay Accounts for each fiscal year, and a surplus in one year could not be used to cover a deficit in another year without jumping through a complicated series of legislative hoops. This revision, on the plus side, will make settlement of large cases, involving multiple tax years, much easier in terms of paperwork. A perfect example of this is the settlement that has been negotiated to settle the long running dispute between many telecom companies and the DOR Commissioner over values established for the cities and towns by the Commissioner. Prior to this legislation, settlement monies would had to have been drawn from Overlay Accounts covering several different years, assuming there were balances remaining. Now any settlements monies have been drawn from the consolidated account, regardless of settlement year. The other side of the coin will be the extra vigilance to be sure that potential liabilities (i.e. unpaid taxes for individual years and possible adverse ATB decisions) against the single Overlay Account are accounted for on an annual basis. The Governor's initiative has also provided a uniform date of April 1st annually for the filing of most applications for statutory exemptions that had previously had floating dates dependent on multiple factors. This will avoid confusion for both taxpayers and staff members. As always the office will process upwards of 30,000 vehicle excise bills from information provided	

Department Information DSR1	
Department	Finance Department
by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year. 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. We continue to maintain a positive collection rate as is reflected in our performance measures. Overall, collections remained consistent with the prior year. Less than 1% of all taxes billed remain outstanding. Additional verbal and written communications with taxpayers reduces the outstanding amounts significantly. The monitoring of collections and timely billing, as well as, the pursuit of delinquent accounts will always be a top priority. For property tax accounts that are outstanding and delinquent after the end of the fiscal year, the owners are notified and if unresponsive will be 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%. If the account continues to be unpaid, the Treasurer/Collector then records the lien against the property. If the property owner doesn't make arrangements to pay down the outstanding lien, the Town may be required to foreclose through the Massachusetts Land Court. The timely issuance of all bills including Real Estate, Personal Property, Excise and Water and Sewer is imperative to the inflow of revenues to the town. The Collector's office insures that these are sent timely, precise, and accurate. If not sent to allow the taxpayer ample time to pay, the ability to collect may be jeopardized, thus the importance. Although the economy has improved for most there are still those who are having difficulty. There are avenues available to assist those tax payers. Some of which are discussed below. The last quarter of Fiscal Year 2017 showed an increase in outstanding Real Estate taxes but through the diligence of the staff this amount decreased within the following two months. 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. Also, in addition to various statutory exemptions we provide the Property Tax Work Off program 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 439 grants for a total of \$193,100. The Town also established a local match program, the 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 216 grants for a total of \$114,671.	

Department Information DSR1	
Department	Finance Department
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. Information Technology Center (ITC): The department continues its support of technology hardware, software, services, and systems for Town departments. As has occurred for the past several years there has been a continued growth in Information Technology Users (ITU) throughout the Town which increases the daily demand for services by the ITC. This growth includes the desire by departments for greater mobile presence for workers out in the field as well as 24x7 access to Town systems, applications, and networks. The support needs of Public Safety departments on ITC have increased as those departments move to upgrade processes done locally and in the cloud. This has increased the demand for security and support from ITC, specifically assistance from the Network Manager. The Network Manager position coordinates network engineering, security, and appliance support across multiple buildings and departments often times requiring 24x7 support. The Applications Administrator has continued to fulfill that position's place within the department by supporting enterprise applications, such as the General Ledger and the Town's web site, along with support and training both individually and with groups for desktop applications and in conjunction with the Technology Support Technician has continued in allowing for more effective response to user request for computer and peripheral assistance. The Geographic Information Systems (GIS) Administrator continues to work with multiple departments assisting in analytical projects as well as preparing for infrastructure updates, flight imagery, and geospatial data collection. The ITC will determine the additional demands on department to support the new Rosemary Complex which will add infrastructure and technology assets no increase to staff. The Town is seeking a new public safety complex, the replacement of the Memorial Park building, and a new fire station #2. The coming year will have the ITC staff upgrading the data center hardware and mapping a direction for cloud based business continuity and backups. The department will roll out a cloud based desktop application and email system. This will have an effect on capital requests and the ITC operating budget this coming year and the foreseeable future. Parking Clerk: The Office of the Parking Clerk processes appeal requests of parking tickets online, in person, and by mail. Appeal statements are reviewed and investigated promptly and appellants are provided with written notification of appeal results. Ongoing liaison is maintained with Treasurer's office staff, Police and the Highway Departments. Enforcement issues, signage and meter problems are identified and resolved through frequent inspections and inter-departmental communications. Purchasing: The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures which must be followed pursuant to the applicable Massachusetts General Laws. 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 Department also has functional oversight of the procurement procedures conducted by individual departments, and serves as a resource on procurement inquiries.	

Department Information DSR1	
Department	Finance Department
Effective for FY2017, the Town consolidated all the electric and gas accounts into one budget, except for those expenses incurred by the enterprise funds. The Purchasing division was tasked with the consolidating, monitoring and payment processing of the energy accounts, including the enterprise funds. In FY2018, the division will research the use of the MassEnergy Insight program as a tool to understand the Town's energy use and reduce our carbon footprint. As it has been in past years, the division has the goal to complete a procurement manual to be distributed and used by all divisions as guidance in their daily attainment of goods and services, as well as continue to facilitate training opportunities for town staff in all aspects of finance and purchasing. The Finance and Procurement coordinator also serves as general insurance liaison in risk management administration. As part of the insurance rewards program offered by the Town's insurer, we have implemented an initiative that consists of providing informational sessions on risk management to department managers and Town employees. We continue to promote safety training opportunities and to explore opportunities to reduce risk and contain risk management costs for the Town. Treasurer: In Fiscal Year 2017 investment income improved as interest rates have risen. Interest on Certificates of Deposits has risen to an excess of 1.0% and bank deposits although lagging behind slightly have also shown an increase. 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 30 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 dictate the amount of cash that must remain available on a weekly basis. Town funds are invested prudently and within the mandates of state statute. In 2014 the Town received approval from the State Retirees Benefits Trust fund (SRBT) to invest the Other Post-Employment Benefits (OPEB) funds through them with the Pension Reserves Investment Trust (PRIT). This allows for more diversified investments and participation in a pooled fund that would not be available otherwise. Because of this decision, and the aggressive funding of this liability we currently rank as one of the highest funded communities throughout the State. In Fiscal Year 2017 we attained a rate of return of 12.5% on these funds.	
Budget Statement	
The <u>FY2019 base budget submission is \$2,860,344</u> which is a change of \$123,048 (4.5%) over the current budget. The current budget is inclusive of \$16,499 transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department for merit increases granted to several department employees as of October 2017. Although there may be some individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another so the expense is linked to the account that best describes its purpose. There is also an additional \$69,345 requested through one DSR4 submission, one Administrative Analyst position to provide internal support and assistance on a number of tasks required of the department for several divisions within the Finance Department. The position would primarily be assisting Information Technology, Accounting, Treasurer, and some support for Assessing. Including the DSR4 request, the department budget submission is	

Department Information DSR1	
Department	Finance Department
\$192,393 over the current budget of \$2,737,296 or 7.0% higher. Below is a summary of the changes. <u>Salary and Wages</u> The fiscal year 2019 base budget submission of \$1,839,852 is \$6,655 higher than the current budget of 1,833,197, an increase of 0.4%, after accounting for the transfer from the Classification, Performance, and Settlements budget line by the Town Manager to reflect the merit raises. The department budget for FY2018 already has the general wage increase approved for the various employee groups. The number of benefit eligible FTE's for FY2019 is 22.6, which is the same as FY2018. The department also relies on the services of two other part-time positions that work year-round, but are not eligible for Town benefits. As stated previously, there is one DSR4 request for an additional position, which if approved, increases the total staff by 1 FTE. Including the DSR4 request, the total increase for personnel is \$72,000 or 3.9% over the current year. 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, but no cost of living allowance for FY2019. There is no successor agreement for FY2019 at the time of submission of this budget. The request also includes step and longevity increases, if applicable, for the four (4) non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the two 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 FY2019 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The temporary and part-time wage expense is \$6,047, an increase of \$43, or 0.7% over FY2018. The \$13,900 allocation for overtime is \$1,265 less than FY2018. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$5,000, \$1,000, \$900, \$4,500, and \$2,500 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$27,911, an increase of \$680. <u>Services, Supplies, and other Expenses</u> The fiscal year 2019 submission of \$945,492 is \$109,868 higher than the current appropriation of \$835,624 or 13.1% more. The major driver for this increase is technology related, software licensing specifically. The movement to Office 365 is partially due to a desire by the Town to communicate with all the employees by email as well as bringing the Town into compliance with Microsoft licensing. The system will allow the Town to more easily comply with the revised public records law by having an email system that makes possible electronic searches of emails to locate specific information that may requested through a public records request. This will reduce the amount of time now required of staff to scan through emails manually to provide the requested information. The Office 365 annual licensing is \$67,000. Most MS desktop applications will be going to a similar licensing model. We anticipate the costs will only increase in the coming years. In particular Adobe products are also moving in this direction which will have an effect specifically to those users using Adobe Standard and Professional. With the new model of licensing, the annual cost per user of Office products and access to the network is estimated between \$160 - \$315/user/year, depending on the necessary tools for the employee.	

**Department Information
DSR1**

Department

Finance Department

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 FY2019. The table below shows the various dollar changes from FY2018.

Expense	Division	Description	Change from FY2018	Comment	Net Change
Repairs and Maintenance	Assessing	Repairs of Office equipment	(\$300)	Reduction based on need.	(\$300)
Professional and Technical Services	Assessing	Seminars and Training	\$1,000	MAA certification classes	\$95,718
	Collector	Contractual services	(\$2,390)	New contract lower anticipated cost.	
	ITC	Postage Meter	\$270	The mail and folding/stuffing equipment has additional software maintenance requirements.	
	ITC	Professional Consulting	\$5,000	An increase in consultants due to the new building coming online, changes and upgrades to the data centers, and the movement to Office 365.	
	ITC	Software Licenses	\$67,000	Office 365 annual subscriptions.	
	ITC	Software Licenses	\$28,475	Increase in annual fees for existing applications.	
	Parking Clerk	Contractual services	\$338	Parking Ticket processing based on volume.	
	Treasurer	Contractual services	(\$3,975)	New contract lower anticipated cost.	
Communications	Collector	Parking Permits	(\$1,700)	Reallocate the expense to Treasurer Other Supplies and Equipment.	(\$13,250)
	Accounting	Postage	\$50	Increase based on spending history.	
	Assessing	Printing, Mailing and Postage Expenses	\$2,450	Increase related to FY2019 revaluation work.	
	Collector	Printing, Mailing and Postage Expenses	(\$13,650)	Changes made over the past couple of years allow a significant reduction in these expenses.	

Department Information DSR1							
Department			Finance Department				
		ITC	Wireless	(\$200)	The allowance for Wireless Communications was lowered based on spending history.		
		ITC	Cable Internet	\$2,050	The change is due to a pending increase in bandwidth to accommodate the Guest Wireless that will be set up for the Rosemary Complex and Memorial Park. This will also increase the level of access by Guest users at Town Hall, PSAB, and CATH.		
		Purchasing	Printing, Mailing and Postage Expenses	(\$750)	Reduction based on need.		
		Treasurer	Postage	(\$1,500)	Changes made over the past couple of years allow the reduction in this expense.		
Office Supplies	Assessing	Office Supplies	\$400	Increase related to FY2019 revaluation work	\$1,500		
	ITC	Office Supplies	\$1,100	Request based on actual spending history.			
Other Supplies and Equipment	Assessing	Office Equipment	(\$1,000)	The FY2018 allocation included \$1,000 for the replacement of the time stamp machine.	\$28,300		
	Treasurer	Parking Permits	\$1,700	Reallocation of the expense from Collector Communications line to Other Supplies.			
	ITC	Computer Supplies and Equipment	\$27,600	The change is based on past spending and the department's anticipated demand for technology supplies. For two of the last four completed fiscal years, expenses were nearly twice the budgeted allocation.			
Travel and Mileage	Accounting	Travel and Mileage	\$900	Increase for attendance at the Tyler Conference (Infinite Visions)	\$900		
Dues and Subscriptions	Assessing	Annual Membership Dues	(\$3,000)	Reduction in the CSC dues (The organization provides the mass appraisal support)	(\$3,000)		
TOTAL					\$109,868		

Operational Capital

The FY2019 base submission of \$75,000 or \$6,525 more than FY2018. These funds provide for the purchase of replacement PCs, laptops, printers, low end data servers, and network components. The replacement of large servers, switch replacements, and expensive specialized

**Department Information
DSR1**

Department Finance Department

equipment upgrades will continue to be submitted as part of the capital plan.

Expense	Division	Description	Change from FY2018	Comment	Net Change
Operating Capital	ITC	Technology Equipment	\$6,525	The change is due to an increase in hardware needs with a new building coming online, additional information technology users, current buildings that require infrastructure upgrades such as firewalls and switches, upgrades and replacements of medium format multi-function printers, annual replacement of 20% of the desktop/laptop supply which is between 60 - 65 per year at a cost of approximately \$55,000, monitor upgrades and replacements.	\$6,525

Other Requests for Funding (DSR4):

The department has one DSR4 request for an additional position.

Other Funding Resources

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

Accomplishments and Activities

Accounting Division Recap

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

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

Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY12	84%	83%	85%	84%
FY13	85%	84%	87%	87%
FY14	86%	86%	88%	88%
FY15	88%	87%	90%	89%
FY16	90%	90%	91%	90%
FY17	91%	90%	92%	92%

- 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 may require improvement.**

Department Information
DSR1

Department

Finance Department

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

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY11	5	4
FY12	3	2
FY13	2	1
FY14	1	1
FY15	3	1
FY16	4	1

Assessing Division Recap

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, 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 **FY2013** 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 **FY2014** 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 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 1,003 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2015** was \$222,499,179 (\$105,086,051 was residential

Department Information DSR1	
Department	Finance Department
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, 2015. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 995 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2016 was \$236,897,040 (\$146,198,024 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, 2016. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,612 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2017 was \$196,830,009 (\$140,384,110 was residential property) final certification by the Department of Revenue is pending. 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, 2017. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,292 properties were inspected. The estimated New Growth for FY2018 is \$296,130,541 (\$183,627,889 was residential property) final certification by the Department of Revenue is pending. 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 10,664 Real and Personal property accounts billed in FY2012, the value of 74 of those properties, or 0.69% saw changes in their value through the abatement process vs 0.47% in FY2011. The average adjustment in tax dollars for FY2012 was \$2,223 vs. \$1,613 for FY2011. Of the 10,706 Real and Personal property accounts billed in FY2013, the value of 60 of those properties, or 0.56% saw changes in their value through the abatement process vs 0.69% in FY2012. The average adjustment in tax dollars for FY2013 was \$2,184 vs. \$2,223 for FY2012. Of the 10,740 Real and Personal property accounts billed in FY2014, the value of 22 of those properties, or 0.20% saw changes in their value through the abatement process vs 0.56% in FY2013. The average adjustment in tax dollars for FY2014 was \$5,033 vs. \$2,184 for FY2013. Of the 10,701 Real and Personal property accounts billed in FY2015, the value of 38 of those properties, or 0.35% saw changes in their value through the abatement process vs 0.20% in FY2014. The average adjustment in tax dollars for FY2015 was \$2,626 vs. \$5,033 for	

Department Information DSR1	
Department	Finance Department
FY2014. Of the 10,755 Real and Personal property accounts billed in FY2016, the value of 29 of those properties, or 0.27% saw changes in their value through the abatement process vs 0.35% in FY2015. The average adjustment in tax dollars for FY2016 was \$15,041 vs. \$2,626 for FY2015. Of the 10,756 Real and Personal property accounts billed in FY2017, the value of 28 of those properties, or 0.26% saw changes in their value through the abatement process vs 0.27% in FY2016. The average adjustment in tax dollars for FY2017 was \$1,860 vs. \$15,041 for FY2016. Other Assessing Accomplishments and Activities: As a member of the Community Software Consortium Board of Directors Needham was part of a team that collaborated with the staff of MassIT, the Commonwealth's information technology division, to assemble RFP documents, find a successful bidder, and negotiate a long term contract with a national CAMA system vendor that will allow 40 Massachusetts towns to continue collect tax revenue uninterrupted for the foreseeable future. The preliminary New Growth tax revenue for FY2018 is \$4,841,744 compared to \$2,919,417 for FY2017. This is the highest New Growth revenue amount for the Town. Our office was an integral part of the Tax Increment Financing (TIF) negotiation team which brought NBC Universal and its extremely large business personal property holdings to Needham. Negotiated substantial land value increase with local commercial establishments in Needham Crossing based on development of surrounding properties and Kendrick St. ramp completion. Secured State funding of \$1,500,000 to finance the eventual conversion to new CAMA system. This will save Needham over \$100,000. Collector Division Recap 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. Results: (next page)	

Department Information DSR1					
Department	Finance Department				
Tax Payments (Excise, Real Estate, & Personal Property)					
Fiscal Year	2013	2014	2015	2016	2017
Escrow Service Payments	16,523	17,304	17,146	17,689	17,786
Customer Payment by Check/Cash	52,070	51,567	52,317	52,666	50,823
Customer Payment by ACH	498	684	1,085	1,447	2,595
Total Payments	69,091	69,555	70,548	71,802	71,204
Total Payments by Customer	52,568	52,251	53,402	54,113	53,418
Percentage of Customer Payments by ACH	0.9 %	1.3 %	2.0 %	2.7 %	4.9 %
Escrow Service Amount Paid	\$35,256,747	\$38,652,211	\$40,622,619	\$42,818,683	\$44,942,065
Check/Cash Amount Paid	\$69,089,403	\$72,797,573	\$79,405,898	\$80,647,691	\$85,040,081
ACH Amount Paid	\$933,774	\$1,115,257	\$1,256,871	\$1,466,323	\$2,479,183
Total Amount Paid	\$105,279,924	\$112,565,041	\$121,285,387	\$124,932,697	\$132,461,329
Total Amount Paid by Directly by Customers	\$70,023,177	\$73,912,830	\$80,662,768	\$82,114,014	\$87,519,264
Percentage of Amount Paid by Customers via ACH	1.3 %	1.5 %	1.6 %	1.8 %	2.8 %

Utility Payments (Water and Sewer Service)

Fiscal Year	2013	2014	2015	2016	2017
Customer Payment by Check/Cash	35,698	30,206	30,253	28,287	27,701
Customer Payment by ACH	7,873	8,427	8,688	8,320	8,245
Customer Payment Online	189	1474	2,235	3,046	4,433
Total Payments	43,760	40,107	41,176	39,653	40,379
Percentage of Payments by ACH or Online	18.4 %	24.7 %	26.5 %	28.7 %	31.4 %
Check/Cash Payment Amount	\$11,455,553	\$11,176,261	\$12,221,402	\$11,933,730	\$11,480,767
ACH Payment Amount	\$2,152,005	\$2,271,492	\$2,605,203	\$2,476,178	\$2,475,747
Online Amount Paid	\$38,308	\$420,007	\$662,902	\$890,654	\$1,502,689
Total Payment Amount	\$13,645,866	\$13,867,761	\$15,489,506	\$15,300,562	\$15,459,203
Percentage of the Amount Paid by ACH or Online	16.1 %	19.4 %	21.1 %	22.0 %	25.7 %

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. 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.

Other Collector Accomplishments and Activities:

During FY2017 the Department contracted with Globe Direct for the printing and mailing of Real Estate, Personal Property, Excise and Water and Sewer Bills. This has improved efficiency within the Collector's and ITC departments as we no longer print and mail the bills.

Tax and utility payments are now mailed directly to the Town's Lock Box service which improved on the timeliness of deposits and the availability of funds.

Treasurer Division Recap

**Department Information
DSR1**

Department

Finance Department

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 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%

Needham average investment yield for **fiscal year 2015** was 0.24% as compared to the MMDT rate of 0.11%

Needham average investment yield for **fiscal year 2016** was 0.20% as compared to the MMDT rate of 0.24%

Needham average investment yield for **fiscal year 2017** was 0.54% as compared to the MMDT rate of 0.53%

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 0.37% from FY2012 to FY2013, but then increased 0.14% from FY2013 to FY2014, and then increased 0.07% from FY2014 to FY2015, only then to increase by 0.12% in FY2016. The year-end delinquent rate declined by 0.08%. All years have a lower uncollected rate than the base year of FY2012.

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	Year End
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%
FY15	1.31%	2.22%	1.47%	0.55%
FY16	1.24%	2.10%	0.54%	0.67%
FY17	0.87%	2.08%	0.58%	0.59%

Department Information DSR1	
Department	Finance Department
Other Treasurer Accomplishments and Activities: In concert with the banking institutions, we enhanced the security layers to the online banking systems to guard against Cybercrime. Secured higher interest rates being offered by various banking institutions. Issued bonds in the amount of \$10,945,000 to fund the acquisition of the Owens Property for the construction of the new elementary school in the amount of \$7,730,000, for the High School Cafeteria renovations \$1,500,000, and the balance (\$1,715,000) for various other capital projects. Issued Bond Anticipation Notes in the amount of \$5,351,000 to fund various projects as authorized by Town Meeting. Continue to review all Town investments to ensure that all are of the highest quality and secure. ITC Division Recap 8. Percentage of normal business hours principal business applications are available Measure: It was determined that certain business applications were important to the needs of specific departments. These are applications that are housed and supported internally by the Information Technology Center. Downtime hours are captured through internal communications from the departments using the applications. 2) Percentage of business hours building LANs (Town Hall, Public Services Administration, Public Safety, and, the Center at the Heights) are available to employees. Business Hours are 8:30 5:00 Monday through Friday. Total number of business hours Police Computer Aided Dispatch was available*: (FY2013) 8,754.5 out of 8,760.0 = 99.94% uptime (FY2014) 8,760.0 out of 8,760.0 = 100.00% uptime (FY2015) Public Safety – 2,210.0 out of 2,218.5 = 99.62% (FY2016) Public Safety – 2,227 out of 2,227 = 100% (FY2017) Public Safety – 2,219 out of 2,219 = 100% Total number of business hours Town Financial Applications (SunGard/Tyler) were available: (FY2013) 2,182.0 out of 2,218.5 = 98.35% uptime (FY2014) 2,208.5 out of 2,218.5 = 99.55% uptime (FY2015) 2,218.5 out of 2,218.5 = 100% update (FY2016) 2,227.0 out of 2,227.0 = 100% update (FY2017) 2,219.0 out of 2,219.0 = 100% update Total number of business hours Center At The Heights network was available: (FY2013) NA (FY2014) NA	

Department Information DSR1	
Department	Finance Department
(FY2015) 2,218.5 out of 2,218.5 = 100% (FY2016) 2,227.0 out of 2,227.0 = 100% (FY2017) 2,219.0 out of 2,219.0 = 100%	
9. Increase training opportunities for Town Staff on the use of various software applications	
Measure: Planned hours compared to actual hours.	
Results:	
FY2015: 0 hours were proposed and no hours provided. FY2016: 50 hours were proposed and the department provided 129 hours. FY2017: 50 hours were proposed and the department provided 30 hours	
Other Information Technology Center (ITC) Accomplishments and Activities	
The Information Technology Center (ITC) was continuously involved in multiple activities across multiple departments. Some of the major activities that have continued over the past year has been working with the Department of Public Works to add or increase security at several buildings, involvement in the preliminary concept and designs for the Rosemary Complex, Public Safety Buildings, Memorial Park Building, the DPW Fuel Island Relocation, and the downtown intersection upgrades. ITC staff has also continued working with the DPW on its ongoing SCADA project as well as updates to the infrastructure and fuel management software at the Garage to accommodate office moves and updates.	
ITC staff was involved in the move and technology upgrade at the RTS from the old office to the new office. This involved reviewing the technology that they had and how that technology would transition to the new location along with communicating with vendors about how the infrastructure would be designed.	
ITC staff worked along with RCN employees as RCN transitioned out of the Rosemary Street complex moving the Town's fiber to locations in the field. This brings the Town's fiber connection directly back to the Town Hall making for a true start network with the Town Hall as the center of the network.	
ITC staff replaced and upgraded the IBM iSeries hardware used to maintain the revenue package. At the same time the ITC staff was able to leverage hardware to act as hardware backup for the new IBM iSeries revenue hardware. This is the first time in the long history of the ITC that there has been a local business continuity plan in the case of hardware or location failure.	
Members of ITC have been involved in multiple Human Resource initiated projects to through employee engagement and solutions groups to help better define processes throughout the Town.	
In conjunction with the Town Clerk's Office ITC staff help the Town Clerk with implementing the Early Voting iPad project as well as the selection of new software to allow the Town Clerk to organize and manage the many Boards and Commissions within the Town. ITC staff has	

Department Information
DSR1

Department

Finance Department

also helped the Department of Public Works Building Maintenance Division with upgrading their HVAC control software for better access from mobile devices. In support of the Department of Public Works, ITC staff provided software support for the Sewer Camera Truck to successfully process work orders from the field to the office to more efficiently address any issues.

ITC staff continues its daily support of the Public Safety Computer Aided Dispatch as well as a multitude of technology support requests that come out of the Police and Fire.

Parking Clerk Division Recap

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

Measure: Number appeals over number of parking tickets issued.

Results:

	FY13	FY14	FY15	FY16	FY17
Parking Tickets	4,231	4,279	5,116	5,047	3,988
Appeals	236	333	473	369	318
Appeal %	5.6%	7.8%	9.2%	7.3%	8.0%

Purchasing Division Recap

The Purchasing division's primary goal continues to be a Townwide understanding and compliance with the procurement laws. We have heavily focused on compliance training, by offering several training session for Town staff throughout the year, on topics covering procurement laws, COMMBUYS (the State's e-purchasing website), and internal requirements for purchasing and contracting.

We partnered with the Office of Inspector General to provide an overview of MGL Chapter 30B compliance and the changes arising from the enactment of the Municipal Modernization Act and with the Commonwealth Operation Services Division with its "Neighbor-to-Neighbor" event, which brought together representatives from nearby communities to discuss procurement best practices.

The Finance and Procurement Coordinator also serves as the Risk Management Liaison and leads the newly appointed Risk Management Committee. The purpose of this committee is to review the Town's exposure and implement changes to minimize risks. The Committee is tasked with maximizing the Town's insurance rewards to earn credits on its policy premiums.

In addition to the regular activities the division is tasked with, including conducting formal procurements, coordinating tracking and payment of the consolidated town energy accounts, contract drafting and review and insurance claim monitoring and insurance renewals, the Purchasing division's primary goal is an organization-wide understanding and compliance of the procurement laws that govern every Town purchase of goods and services. One of the primary functions of the department is to monitor procurement compliance of department purchase order requests, submitted via the accounting software program. The Purchasing division reviews and assesses all requests for appropriateness and best practices. Requests that fail to properly

**Department Information
DSR1**

Department	Finance Department
-------------------	--------------------

identify the procurement process used for purchase are returned to the originator for review. In FY17, training and education of Town staff were at the center of decreasing returned requests, and the division saw an overall reduction of 22% over the number of requests that were returned in FY16. As part of this effort, the department facilitated staff training sessions in procurement, state contract purchasing, and budget preparation and submission; and distributed guidance materials on the subject.

Activity	FY15	FY16	FY17
Purchase Orders Reviewed	1,811	2,363	2,128
Contracts Drafted	25	41	43
Contrats Reviewed	326	307	306

The Department also assists in all aspects of the Town's Capital Improvement Plan and Budget submission process on a yearly basis. Activities include data gathering, review and proofing, attendance of all internal hearings and final assembly.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,839,852	65,345	1,905,197
b) Expenses	945,492	4,000	949,492
c) Capital	75,000		75,000
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	2,860,344	69,345	2,929,689

V2019

Department Expenditure Detail DSR2											
Department				Finance Department							
Object				Description					Amount		
DSR2A											
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)				
	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	1	22.6	22	1	22.6	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			
Are all union positions covered by a contract for FY2019?						Yes		No	X	NA	
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages Base								1,711,532		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)										
c.	PRD1 Education										
d.	PRD1 Extra Holiday										
e.	PRD1 Longevity								17,317		
f.	PRD1 Snow Program										
g.	PRD1 Uniform										
h.	PRD1 Other Compensation								18,488		
i.	PRD1 Budget Adjustments								6,721		
PRD1 Sub Total								1,754,058			
J	DSR3 Other Compensation								37,936		
Sub Total 1								1,791,994			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary Various Committee								1,286		
b.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week								4,761		
c.											
d.											
e.	DSR3 Total										
Sub Total 2								6,047			
3. Salary and Wage Overtime (Itemized Below)											
a.	Scheduled Overtime (contractually obligated)										
b.	Training and Development										
c.	Accounting office overtime provision for hours for reporting and processing, and FY20end preparation work as needed								5,000		
d.	Collector office overtime for seasonal demands								900		
e.	DSR3 Total								8,000		
Sub Total 3								13,900			
4. Other Salary and Wage Expenses – (Itemized Below)											
a.	Incentive Programs										
b.	Pay In Lieu of Accrued Leave								22,411		
c.	Program Stipend								1,500		
d.	Tuition Reimbursement								4,000		
e.	Working Out of Grade										
f.	DSR3 Other Compensation										
Sub Total 4								27,911			

Department Expenditure Detail DSR2		
Department	Finance Department	
5. Total Salary and Wages (1+2+3+4)		1,839,852
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Repairs and Maintenance – ITC (1,000) Hardware Maintenance Agreements – ITC (4,000) IBM Hardware Maintenance - ITC (11,000) Pitney Bowes – ITC (3,000) Dell Hardware Maintenance – ITC (8,000) Office equipment maintenance contracts – AS (200)	27,200
Rental & Leases (527X)	Postage Meter – ITC (1,000)	1,000
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance – AC (65,000) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property – AS (20,300) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense – AS (4,050) Accounting consulting services – AC (2,000) Parking ticket processing – PC (17,263) Electronic payment processing – CT (7,700) Banking, credit card, and rating service – CT (36,775) Collection, lockbox, and service bureau fees – CT (15,700) Debt issuing costs not included in prior appropriations – CT (3,000) Continuing Disclosure filings – CT (2,000) Bond Counsel related expenses not otherwise funded – CT (1,000) Ambulance billing and processing services – CT (22,500) Procurement regulation – PO (400) Accountants annual conference, quarterly training sessions, employee training – AC (4,000)	683,008

Department Expenditure Detail DSR2		
Department	Finance Department	
	State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (5,650) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (590) State and professional related seminars – FD (750) Professional outside trainers internal control program – FD (250) Other professional Services – FD (725) Purchasing and procurement professional development – PO (650) Professional and Technical - ITC (45,000) Conference Registration and Training - ITC (1,500) Current Applications and Systems - ITC: BMC TrackIT; Barracuda Networks; Code42 Hosted Backup; Carousel Aruba License; Citrix XenDesktop; Citrix GoToMyPC; CivicPlus; Computer Generated Solutions; Cross Match Technologies; Dell Equallogic OS Maintenance; Dell Sonicwall; Dell VMWare; DLT Solution AutoCAD; DLT Solutions Quest Recovery; DLT Solutions vRanger Backup & Replication; ESRI; FiberLink MaaS360; Fortinet Software; GeoTrust SSL; Heat Software / GoldMine CRM; MS Govern; PeopleGIS; RSA SecureID Application Support; ShareFile; SiteImprove; SPS VAR IBM OS Maintenance; Symantec Backup Exec; SunGard Financial Application; TriTech Computer Aided Dispatch; (358,245) Office 365 – ITC (67,000)	
Communications (534x)	Postage – AC (300) Postage, certified, and copying – AS (6,900) Wireless communication – AS (1,500) Legal notices – AS (100) Postage, copying , mailing permit, postage machine fees, POB, and calling services, compliance mailings – CT (27,000) Postage, printing, mailing services for	124,027

Department Expenditure Detail DSR2		
Department	Finance Department	
	tax and other receivables – CT (63,737) Postage, printing, & mailing – FD (265) Postage & printing – PC (1,775) Legal notices, postage, printing, & mailing – PO (600) Fax line services and Internet IP – ITC (15,500) Wireless Communications – ITC (3,500)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Armor Car Service	2,040
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, W-2, Misc-1099, etc. Office supplies and materials – AC (3,000) 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 (1,500) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (800) Office supplies and procurement forms and other materials – PO (280) Office supplies and materials – ITC (2,900)	11,580
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Field inspection “calling cards”, property cards and field equipment – AS (300) Parking Permits – CT (1,700) Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. – ITC (69,500) Mail equipment supplies – ITC (1,500) Wireless equipment – ITC (4,000)	77,000

Department Expenditure Detail DSR2				
Department	Finance Department			
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (250) State and professional related required travel for town business- FD (700) Employee attendance at conferences & seminars and other required travel - AC (2,900); AS (1,535); TC (3,925); PC (0); PO (500); ITC (2,950)			12,760
Dues & Subscriptions (573X)	Accounting related association dues – AC (300) Community Software Consortium; MAAO – AS (1,675) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees – AS (425) Collector and Treasurer related association dues; etc. – CT (190) Professional associations – FD (325) Professional associations – PO (225) Network system, GIS dues and subscriptions – ITC (300)			3,440
Other Expenses (574 X – 579x)	Collector & Treasurer and Assistant bonds – CT (3,437)			3,437
6. Total Expenses				945,492
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment			75,000
7. Total Operating Budget Capital				75,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,860,344
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES		NO	X
V2019				

Department Personnel Supplement DSR3						
Department		Finance Department				
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe	1,000			X	
2	Technology Center overtime related to extended, evening callback, or weekend work	2,500			X	
3	Parking enforcement appeals research and after hours support	4,500			X	
4	Non-benefitted part-time year round assistance in Collector and Treasurer offices for 19.5 hours per week (Schedule C position)	25,956	X			
5	Year Round Parking Clerk for 9 hours per week (Schedule C position)	11,980	X			
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	45,936				
Sections						
	Amount Reported Under DSR2A Section 1	37,936				
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3	8,000				
	Amount Reported Under DSR2A Section 4					
II	Total	45,936				

V2019

Performance Improvement Funding Request DSR4					
Department	Finance Department				
Title	Administrative Analyst	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.0	65,345		65,345	
2. Expense			4,000	4,000	
3. Operating Capital					
4. Department Total (1+2+3)		65,345	4,000	69,345	
5. Other Costs		26,791		26,791	
6. Grand Total (4+5)	1.0	92,136	4,000	96,136	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
The demands on the Finance Department staff from the Federal and State Government and various agencies, other Town Departments, Boards and Committees, and customers' needs have increased over the years. Many necessary internal controls are at risk because various work is not getting done timely, and in some instances delayed not by days, weeks, or months, but years. The Department is seeking an internal support position of Administrative Analyst (GE18 Step 11) full time to assist primarily the Information Technology Center (32%), Accounting (32%), Treasurer (29%), and Assessing (7%) in that order. The individual would be seated in the ITC, and would do the work for all the divisions from that location. The divisions have identify the following work that could be accomplished if funded: Assist with the procurement of services and supplies, ordering, verifying deliveries, communicating with vendors about shipments, processing of invoices for goods and services provided, and monitoring the individual program budgets. A dedicated person for this work would allow ITC to focus on more high value and complex tasks. The Accounting division believes if freed from those tasks will allow for timely reconciliation of the liability accounts, reviewing account receivables and deferred revenue accounts (an important internal control), and to conduct more frequent outside audits of other departments, as recommended by the					

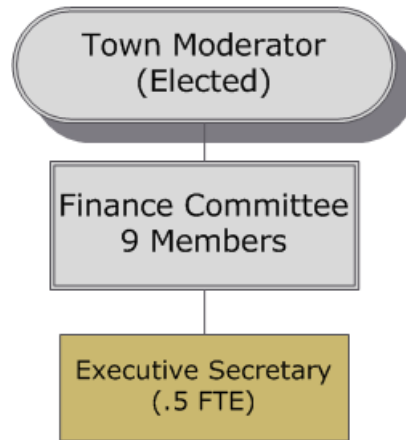
Performance Improvement Funding Request DSR4			
Department	Finance Department		
Title	Administrative Analyst	Priority	1
Town's Independent Auditors. The Treasurer's office has a number of activities that are often push aside, due to lack of time. Miscellaneous receivables need to be reviewed and the credits reconciled promptly so that issues do not linger, e.g., RTS CREDITS: At the time of this budget submission, there was number of payments not matched to the appropriate account. In order to apply the payments, they must be researched in order to credit the correct bill. This is a time consuming task which should be done weekly. AMBULANCE BILLING: Research has to be done relative to outstanding accounts and the determination made as to whether these accounts are collectable or need to be abated. WATER SERVICES: Old outstanding accounts must be reviewed and any unapplied credits applied. There is currently \$20,035.29 in unapplied credits. This a daily issue. TAILINGS: Tailings is not being carried through to the final disposition of the outstanding checks. Due to the heavy volume of Municipal Lien Certificates the part time person has not been able to dedicate as much time as I had expected working on this consistently. This should be done at least quarterly. The need for an employee who could make phone calls and to follow up with customers on many of these issues. Similar to what the office arranged with the Police Department on police details. This should be a weekly activity. The Department will require the direct involvement of Human Resources which will assist in the recruiting and hiring for this position. In addition to the annual salary, funding for the first year includes \$4,000 which consists of 1) Computer Package \$1,500, and 2) Workstation and including installation \$2,500.			
			V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Finance Department	Expenditures	Expenditures	Expenditures				
Finance Department							
Salary & Wage Regular	1,491,944.15	1,601,802.19	1,641,687.86	1,784,797	1,857,339	72,542	
Salary & Wage Temporary	373.32	1,225.38	2,383.46	6,004	6,047	43	
Salary & Wage Overtime	4,620.31	6,826.73	11,854.92	15,165	13,900	(1,265)	
Salary & Wage Other	347.13		18,421.49	27,231	27,911	680	
Personnel	1,497,284.91	1,609,854.30	1,674,347.73	1,833,197	1,905,197	72,000	3.9%
				-		-	
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	22,984.15	26,929.41	21,068.18	27,500	27,200	(300)	
Rental and Leases	923.50	814.50	1,269.00	1,000	1,000	-	
Other Property Related				-		-	
Professional & Technical	462,993.46	466,085.25	511,460.69	587,290	683,008	95,718	
Communications	141,506.79	160,179.16	80,044.22	137,277	124,027	(13,250)	
Recreation				-		-	
Other Purchased Services	27,184.90	23,500.00	25,045.96	2,040	2,040	-	
Energy Supplies				-		-	
Office Supplies	13,134.17	12,378.84	16,903.62	10,080	11,580	1,500	
Building & Equipment Repair			51.10	-		-	
Custodial Supplies				-		-	
Grounds Keeping Supplies				-		-	
Vehicular Supplies				-		-	
Food & Service Supplies		23.98	96.53	-		-	
Medical Supplies				-		-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	75,054.07	97,118.04	90,275.69	48,700	81,000	32,300	
Governmental Charges	100.00	379.00	152.00	-		-	
Travel & Mileage	6,487.69	6,747.82	4,356.71	11,860	12,760	900	
Dues & Subscriptions	3,300.00	3,400.00	5,735.00	6,440	3,440	(3,000)	
Other - Expenses	1,802.00	3,178.00	3,233.00	3,437	3,437	-	
Expenses	755,470.73	800,734.00	759,691.70	835,624	949,492	113,868	13.6%
				-		-	
Operating Capital	37,500.00	38,475.00	68,025.01	68,475	75,000	6,525	
Operating Capital	37,500.00	38,475.00	68,025.01	68,475	75,000	6,525	9.5%
				-		-	
TOTAL	2,290,255.64	2,449,063.30	2,502,064.44	2,737,296	2,929,689	192,393	7.0%

Department Organizational Chart

Finance Committee



Department Information DSR1				
Department		Finance Committee		
Department Mission				
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.				
On the Horizon				
The Finance Committee will continue to carry out its primary functions of recommending a balanced budget to Town Meeting and making recommendations on warrant articles that are deemed to have a financial impact. The Finance Committee also expects to pay close attention to the upcoming and ongoing capital projects and the proposed financing methods, to review the Town's operating and capital spending policies and plans, and to review the goals and target balances of the specialty reserve funds.				
Budget Statement				
The salary and wage line is increasing by \$819 due to a cost of living adjustment. Expenses are increasing by \$70 to cover anticipated increases in membership dues and conference registration fees.				
	Description	Change from FY18	Comments	Net Change
Salary/Wage	Cost of living	\$819	From HR	\$819
Prof/Tech	Annual Conferences of ATFC, MMA	\$50	Increased registration fees	\$70
Dues/Membership	ATFC	\$20	Increased dues	
Accomplishments and Activities				
In close consultation with the Board of Selectmen, the School Committee, the Permanent Public Building Committee and other boards and committees, as well as Town and School Administrators, the Finance Committee continues to provide feedback and guidance on financial issues and capital projects. The Finance Committee also works closely with the Town and School administration and staff in the course of the development of the annual operating budget recommendation and capital spending plans.				
Some of the Finance Committee's most significant accomplishments during last year, FY2017, included:				
Development of the FY 2018 operating budget to recommend to Town Meeting, after holding hearings with heads of each Town department;				
Making recommendations to Town Meeting on capital requests and warrant articles with financial implications;				
Oversight of Reserve Fund and authorization of transfers to other budget lines as needed;				
Review of the FY2018-FY2022 Capital Improvement Plan;				
Examinations of Facilities Financing Plan and updates;				
Review of staffing reports of Police and Fire Departments;				

Department Information DSR1			
Department		Finance Committee	
Review of High School Space Needs Report; Consulting on proposed changes to Future School Needs Committee and methods to forecasting school enrollment projections; and Monitoring of ongoing capital projects, including Hillside School replacement, High School cafeteria upgrade and proposed classroom expansion, and Public Safety buildings renovations.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	37,448		37,448
b) Expenses	1,320		1,320
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	38,768		38,768
V2019			

Department Expenditure Detail DSR2										
Department				Finance Committee						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	0	1	0.5	0	1	0.5	0	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			
Are all union positions covered by a contract for FY2019?						Yes	No		NA	X
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							37,305		
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							143		
PRD1 Sub Total							37,448			
J	DSR3 Other Compensation									
Sub Total 1							37,448			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.	DSR3 Total									
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							37,448			

Department Expenditure Detail DSR2				
Department		Finance Committee		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Registration fees for 2x \$65 ATFC and 4x \$180 MMA annual meetings		850	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Name plates, paper		100	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	ATFC annual dues		370	
Other Expenses (574 X – 579x)				
6. Total Expenses			1,320	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			38,768	
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES			NO	X
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES			NO	X
V2019				

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Finance Committee Expenditures	Expenditures	Expenditures	Expenditures				
Finance Committee							
Salary & Wage Regular	32,462.00	33,999.27	35,091.71	36,629	37,448	819	
Salary & Wage Temporary						-	
Salary & Wage Overtime						-	
Salary & Wage Other						-	
Personnel	32,462.00	33,999.27	35,091.71	36,629	37,448	819	2.2%
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance						-	
Rental and Leases						-	
Other Property Related						-	
Professional & Technical	484.00	160.00	170.00	800	850	50	
Communications			6.65			-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies		93.58		100	100	-	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment						-	
Governmental Charges						-	
Travel & Mileage						-	
Dues & Subscriptions	333.00	333.00	333.00	350	370	20	
Other - Expenses						-	
Expense Total	817.00	586.58	509.65	1,250	1,320	70	5.6%
Capital Equipment						-	
Capital Equipment Total				-		-	
TOTAL	33,279.00	34,585.85	35,601.36	37,879	38,768	889	2.3%

Department Organizational Chart

Planning and Community Development



Department Information DSR1	
Department	Planning and Community Development
Department Mission	
The Planning and Community Development Department includes three divisions namely, Planning and Economic Development, Conservation, and the Board of Appeals under a single Planning and Community Development budget. The Department is tasked with protecting and advancing the quality of life in Needham through the application of sound land use planning principles and development review standards; facilitating informed land use decisions through community participation and a collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.	
On the Horizon	
The key challenges facing the Planning Board and the Planning and Economic Development Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. 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. A key priority and challenge is to ensure that Needham capitalizes on its key strategic advantage, namely having four commuter rail train stations, to access those funds and to promote plan objectives. Additionally, unlocking the economic potential of Needham Crossing remains an overarching goal of the Board and Department. As relates to Needham Crossing, the Planning and Economic Development Division continues to work with major Needham Crossing developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Division 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 design for the New England Business Center Zoning District and securing its implementation remains a high departmental priority. Most specifically, the Planning and Economic Development Division has focused on the recommendations outlined in the Needham Crossing Business Center Planning study completed in the fall of 2011 and its implementation at the Center 128 project site. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2nd Avenue Residences. The Center 128 West Development, approved by the Planning Board in April of 2013, includes 740,000 square feet of office space, a 128-room hotel, and two parking structures. The hotel was completed and opened in 2014. The 288,346 square-foot office building located at the corner of 1st Avenue and B Street was completed and occupied by its tenant, Trip Advisor, in July of 2015. The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East project currently underway or recently completed include: the construction of 390 residential housing units and associated structured parking at 2nd Avenue, the expansion of Parking Garage B at Center 128 West to accommodate the redevelopment planned at Center 128 East, and the renovation and occupancy of the building located at 77A Street to accommodate the new SharpNinja headquarters. Anticipated for the fall of 2017 is the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters. In summary, Center 128 at completion will include four new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room	

Department Information DSR1	
Department	Planning and Community Development
hotels, 19,000 square feet of retail space and 390 residential housing units. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements is expected to be completed by June of 2020 and will represent a major step forward in the implementation of the vision developed for the district. Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a priority. Having successfully applied for grants with the City of Newton (MassWorks) to expedite the Highland Avenue corridor project, the Division continues to work with Newton, MassWorks and the Boston Region Metropolitan Planning Organization (MPO) to guide the project's implementation and to make sure that Needham's interests are represented and protected. Additionally, the Planning and Economic Development Division continues to work with Newton to try to locate funding for an engineering feasibility study of the unused MBTA rail running parallel to Needham Street and Highland Avenue. Both municipalities realize that mass transit is the only way to realize full economic development within the N² corridor. Lastly, the Division has worked with the City of Newton on the new N² initiative project. The N² group obtained funding from the Federal Economic Development Commission to match public and private gifts for a total of \$100,000.00 to create a sustainable marketing initiative for the corridor. The report was completed in FY2016 and included an overall marketing plan for the corridor and specific recommendations for attracting high tech and life science industries to the locale. As a result of this work the Needham/Newton Chamber of Commerce raised \$325,000 to implement the recommendations of the 2016 study to promote targeted, sustainable, and well-planned development in the N² Innovation District. The plan calls for hiring a district director, creating marketing materials, and building a website to promote the district and encourage economic development. An article was approved at the May 2017 Annual Town Meeting to appropriate \$20,000 as the Town's matching grant contribution for this effort. The Planning and Economic Development Division further continued with the implementation of the Needham Center Planning effort providing staff support to the Downtown Streetscape Working Group charged with the development of 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. Currently the Planning and Economic Development Division is involved in the implementation of the first phase of the plans which recommended street improvements at Great Plain Avenue between Dedham Avenue and Chapel Street. Additionally an upgrade to the Town Common is planned for the summer of 2018. Finally, the Housing Division assisted in the establishment and operation of a Municipal Affordable Housing Trust that will serve as the Town's entity to oversee affordable housing issues and to manage a dedicated fund in support of affordable housing initiatives. An article was submitted and approved at the Annual Town Meeting which authorized the creation of a Municipal Affordable Housing Trust in Needham. The Town had been receiving funds related to the monitoring of affordable housing units, which have been considered General Fund receipts. The housing trust will now provide the means to reserve these funds for housing initiatives. Additional funds that may become available (such as by donation to the CPA, for example) could also be used to capitalize the fund. Potential uses of the fund include support for project monitoring and marketing of rental units, community education and outreach, the hiring of consultants for technical input into rezoning and for fiscal impact analyses, small grant programs, and Housing Authority initiatives.	

Department Information DSR1	
Department	Planning and Community Development
Primary goals for the Conservation Division for FY2018 include: (1) Fulfilling ongoing obligations for technical support of the Conservation Commission through processing of permit applications under the MA Wetlands Protection Act and the Town of Needham Wetlands Protection Bylaw; (2) Assisting in the implementation of the Comprehensive Trails Master Plan in cooperation with the Trails Advisory Group; (3) Coordination of the construction of the Needham Accessible Reservoir Trail - This project will create a handicap accessible trail (with boardwalks) around the Needham Reservoir; (4) Finalization and implementation of the Town's Open Space and Recreation Plan Update; (5) Assisting various Town departments in assessing compliance with the Town's NPDES permit and other initiatives; (6) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; and (7) Developing a conservation land signage initiative to improve consistency and quality of signage at conservation lands across town.	
Budget Statement	
Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under the 2010 reorganization the Planning and Economic Development functions were retained under a single budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. A new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. In Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and the Zoning Board of Appeals budgets into a single Planning and Community Development budget. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. In Fiscal Year 2017, the Department secured funding through CPA for the Community Housing Specialist in the amount of \$70,000. Said CPA funding is anticipated to cover a 6 month period in each of the 2017, 2018 and 2019 Fiscal Years with the remainder of the funding for the position coming from a general fund allocation. The Fiscal Year 2019 budget request allocates 50 percent of position costs for the Housing Specialist to CPA and 50 percent to the general fund. Increased funding for the Administrative Assistant position was also approved in FY2017 so as to increase the hours of the position from 22.5 to 27.5. Lastly, funding for overtime in the amount of \$1,000 was approved in Fiscal Year 2017 to fund additional hours for part-time staff to support the permitting function of the Department. For FY2019 one staffing change is requested and that is the addition of a part-time recording secretary for the Conservation Commission. The requested allocation for this position is \$6,000. Presently, the Conservation Specialist serves in this capacity. By adding a recording secretary, the Conservation Specialist would be free to focus exclusively on the technical components of the position both during office hours and at Conservation Commission meetings themselves with the more clerical tasks moved to the recording secretary. As relates the operating component of the FY2019 budget an overall increase of 5.9% is requested for a total of \$1,772. This requested increase is reflective of increased costs in the following budget categories: professional and technical services, communications, office supplies, other supplies and equipment and dues and subscriptions all	

**Department Information
DSR1**

Department | Planning and Community Development |

as further detailed in the table below.

Table 1: Detail of FY 2019 Budget Changes

Category	Change from FY 2017	Comments
Professional and Technical Services	\$350	Board of Appeals seminars and training
Communications	\$550	Increase in postage and legal notice expense for Planning and Conservation based on FY2017
Office Supplies	\$1,000	Increase in office supply expense for Planning based on FY2017
Building and Equipment Supplies	No Change	
Other Supplies and Equipment	\$72	Increase in equipment expense for Conservation based on FY2017
Government Charges	No Change	
Travel and Mileage	(\$400)	Decrease in mileage allocation for Planning based on FY 2017
Dues and Subscriptions	\$200	Increase in professional dues for Conservation based on FY2017

Planning and Economic Development Division

In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. Beginning in FY2014 HOME funds not spent by a member community during the year have been placed in a pool where said funds are awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a Housing Specialist on staff will give Needham the professional capacity to compete for funding with other Consortium communities that already have in-house staff support. Funding for administrative costs under the program has continued at approximately \$3,000 annually.

Revenue for FY2018 is expected to remain at historic norms following two recent fiscal years which saw major new development at Needham Crossing leading to increased fee activity and traffic mitigation contributions. FY2014 saw a \$930,000 contribution from the Center 128 East 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 area) and/or for traffic improvements directly related to the study area and adjacent neighborhoods. FY2016 saw an increase in application fee activity over the previous fiscal year average of approximately \$23,000 due in large part to three large projects namely Center 128 East at B Street, Center 128 West at First Avenue and Claremont Needham Suites at First Avenue. As stated above permitting activity for FY2018 is expected to remain at FY2017 levels.

**Department Information
DSR1**

Department | Planning and Community Development |

Table 2: Planning and Economic Development Application Fees & Grants

	FY '15	FY '16	FY '17	FY '18*	FY '18**
Application Fees	\$23,385	\$80,620	\$14,813	\$4,540	\$15,000
Zoning By-Laws	\$40	\$180	\$120	\$75	\$180
Zoning Maps	\$165	\$60	\$45	\$30	\$60
Subdivision Regulations	\$20	\$0	\$20	\$20	\$20
Grants/Donations	\$29,205 ^a	\$3,050 ^b	\$2,896 ^c	\$0	\$3,000
Traffic Mitigation Fee					
Total	\$52,815	\$83,910	\$17,894	\$4,645	\$18,260

^aHome Program (\$29,205 received).

^bHome Program (\$3,050 received).

^cHome Program (\$2,896 received).

*Revenue received July 1, 2017 through October 25, 2017.

**Projected revenue to June 30, 2018.

Conservation Division

During FY2017, the Conservation Commission met formally a total of twenty-two (22) times and held a total of forty-eight (48) public hearings. During FY2017 the Conservation Commission collected a total of \$22,340.00 in fees and \$8,800.00 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected in FY2017 is commensurate with the overall increase in permit applications received during the fiscal year. Permitting activity for FY2018 is expected to remain at FY2017 levels.

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

Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Bylaw)	Enforcement Order Fines Collected
FY 2015	36	\$12,697*	\$2,700
FY 2016	37	\$16,917*	\$3,200
FY 2017	48	\$22,340*	\$8,800

*Town Portion of State WPA fee \$2,597.50 in FY2015, \$4,867 in FY 2016 and \$6,790 in FY2017.

Board of Appeals Division

In FY2017, the Board of Appeals met formally a total of eleven (11) times and held a total of twenty (20) public hearings and four (4) informal hearings. During FY2017, the Board of Appeals collected a total of \$8,465 in fees in fulfilling its regulatory function as noted below. The decrease in Bylaw application fees collected from FY2017 is in large part due to the fact that no

Department Information
DSR1

Department | Planning and Community Development |

40B filings were made during this period and permitting activity and fee collections for FY2017 has returned to FY2014/2015 levels. Another factor that may be contributing to the low number of applications may be attributed to applicants awaiting the new large house zoning regulations coming into adoption.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2013	21	5	\$43,137
FY 2014	41	5	\$12,100
FY 2015	28	8	\$10,700
FY 2016	32	6	\$49,200
FY 2017	20	4	\$8,465

Accomplishments and Activities

Planning and Economic Development Division

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

Review and Approval/Disapproval of:

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

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

Review and Advisory Reports on:

- Site Plans of certain smaller developments (minor projects)
- Applications to the Board of Appeals for variances and special permits
- Petitions for acceptance/discontinuance of public ways

Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting

Reprinting of Town Zoning By-Laws and Zoning Map

Preparation and Maintenance of a Master Plan and related planning studies to guide future physical growth and development in Needham (including studies referred to the Board by Town Meeting)

Revisions to "Subdivision Regulations and Procedural Rules of the Planning Board" and printing of the same

Provision of Information on Planning, Zoning and Development matters to the public

Department Information DSR1	
Department	Planning and Community Development
(including residents, developers, and other government agencies)	
In its capacity as a special permit granting authority, the Planning Board in FY2017 processed 13 applications as "Major Projects" under the Site Plan Review By-Law. In addition, the Board reviewed and approved 4 subdivision plans and 3 plans were endorsed "Approval-Not-Required (ANR)" under the Subdivision Control Law, meaning that the lots created or altered on such plans met minimum frontage requirements. The Board of Appeals referred 20 applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals were warranted. Planning Studies currently underway and recently completed are as follows: <u>Large House Zoning Study:</u> Data indicates the demolition of older, smaller and less expensive homes has become the principal source of lots for the construction of new single family houses leading to concerns with overall building mass, neighborhood context and economic diversity. Accordingly, in Fiscal Year 2014, the Planning Board appointed the Large House Review Study Committee, consisting of business people, residents, and various civic groups to study residents' concerns regarding the tearing down of smaller and less expensive houses and their replacement by much larger single-family houses. Public workshops on the topic were held by the task force in the spring of 2016 to solicit public input. The Large House Study Committee issued its final report on November 18, 2016 and presented its recommendations to the Planning Board and Board of Selectmen on January 10, 2017. Eight zoning articles implementing task force recommendations were prepared by the Planning Board and included in the May 2017 Annual Town Meeting warrant. All articles were adopted by Town Meeting as proposed by the Planning Board and the Large House Zoning initiative was successfully closed out. <u>Land Use and Zoning Study for the Industrial-1 and Industrial Districts:</u> Funding for a Planning Study of the Industrial Districts along 128 was approved by Town Meeting in May 2015. Working with the Industrial sub-committee from the Council of Economic Advisors, residents, businesses and elected officials the goal of this effort is to bring together a zoning proposal to incent development in three industrial zones abutting 128. The districts have been reviewed in terms of their use profile and dimensional requirements with associated changes to the noted parameters to incent redevelopment detailed. A consultant was engaged to respond to neighborhood concerns expressed during the Subcommittee's initial outreach. A build-out analysis, traffic impact study and elevation drawings have now been completed. Zoning implementing the vision has been prepared and presented to numerous interested resident and business interest groups for feedback and comment. The Council of Economic Advisors is expected to issue a final report with its recommendations to the Board of Selectmen in the fall of 2017. If recommended by the Board of Selectmen the Planning Board will review the study recommendations and zoning initiative this fall with articles implementing its recommendations anticipated at the Annual Town Meeting in 2018. In Fiscal Year 2017 the Planning Board offered nine major zoning initiatives as follows: 1. <u>Amend Zoning By-Law – Dimensional Regulations for Residential District (Technical Formatting Amendment)</u>	

Department Information
DSR1

Department

Planning and Community Development

This article is a technical formatting amendment to Section 4.2 of the Needham Zoning By-law which presents the dimensional regulations for the Rural-Residence Conservation, Single Residence A, Single Residence B, General Residence, and Institutional Districts. The article makes the Zoning By-Law easier to understand and to facilitate amendments that are offered in articles 2-8 below.

2. Amend Zoning By-Law – Side Yard Setback Requirement in the Single Residence B and General Residence Districts for Nonconforming Lots

This article establishes a new side yard setback requirement for “new construction” on a lot that was created prior to January 9, 1986 and is nonconforming as to area and frontage in the Single Residence B and General Residence Districts. The minimum setback standard of 12.5 feet proposed under this article to be applied to such nonconforming lots would replace the minimum side setback of 10 feet that was previously adopted by Town Meeting in 1999 for “new construction” on such nonconforming lots, and this article would apply the same side yard setback rules to nonconforming lots as now apply to conforming lots that were created prior to January 9, 1986.

3. Amend Zoning By-Law –Height Requirement in Residential Districts

This article revises the current definition of the term “height” as it is applied to buildings and structures located within the Rural Residence-Conservation, Single Residence A, Single Residence B, and General Residence Districts. Presently, building height is measured from average finished grade at the face of the house wall to the highest point of the structure or roof of the building. The height limit under this measurement method for residential uses in the noted districts is 35 feet.

Under the amendment, height is now to be measured using one of two alternative methods, with the method to be determined at the discretion of the applicant. Under the first option height is measured from average original grade or average new grade, whichever is lower, to the highest point of a structure or roof of a building. The height limit under this method is 35 feet. Under the second option height is measured from a single point in the street centerline as the average of the highest 1/3 of the property’s street frontage. The height limit is 32 feet when using this alternative.

To further control building height and massing, the article further offers two additional controls for the Single Residence B and General Residence Districts. A maximum building height above grade at any point around the building of 41 feet is established. Additionally, a prohibition on the placement of dormers in the one-half story is required if all or a portion of the basement wall along the elevation in which the dormers are to be placed is exposed.

4. Amend Zoning By-Law –Floor Area Ratio Requirement in the Single Residence B District

This article is intended to preserve the relative scale, character and value of Needham’s existing neighborhoods by regulating the gross floor area of structures relative to the size of the lot through the introduction of a Floor Area Ratio (FAR) requirement in the Single Residence B District. Floor Area Ratio is a way of calculating the allowed square footage of all buildings on a lot as a ratio of the existing lot area.

Department Information
DSR1

Department

Planning and Community Development

The article provides for a maximum floor area ratio in the Single Residence B District as follows: for lots less than 12,000 square feet, the maximum FAR may not exceed .38 and for lots containing 12,000 square feet or more, the maximum FAR may not exceed .36. Under current regulations, the effective FAR is .44.

5. Amend Zoning By-Law –Definitions and Side Yard Setback in the Single Residence B and General Residence Districts

This article establishes a new set of definitions for the terms “front yard setback”, “side yard setback”, and “rear yard setback” and “lot coverage” in the Rural Residence-Conservation, Single Residence A, Single Residence B, General Residence and Institutional Districts, revises the way in which setback is to be measured and details the various architectural elements that would be permitted to be built within a required front, rear or side yard.

Additionally, the article establishes a new side yard setback requirement in the Single Residence B and General Residence Districts for both conforming lots and lots that have less than 80 feet of frontage. For the conforming lot a side yard setback of 14 feet is established in conjunction with a stepped side line setback that works as follows: If you build the side of the house along the setback line, it can be extended for a distance of only 32 feet at the 14-foot setback line. Any additional length must be set back an additional two feet. As relates the nonconforming lot (for frontage only) a side yard setback of 12 feet is established in conjunction with a stepped side line setback that works as follows: If you build the side of the house along the setback line, it can be extended for a distance of only 32 feet at the 12 foot setback line. Any additional length must be set back an additional two feet.

Finally, the article establishes an as-of-right process for alterations and extensions to existing single and two-family structures located in the Single Residence B or General Residence Districts that are rendered nonconforming for a side yard setback as a result of the passage of this article. Structures built upon a lot created by deed or plan endorsed or recorded before January 9, 1986 may be extended to a side yard setback of 10 feet and structures built upon a lot created by deed or plan endorsed or recorded on or after January 9, 1986 may be extended to a side yard setback of 12.5 feet. In all of the above-noted cases, the structure may not be sited closer to the side lot line than the farthest extent of the existing structure.

6. Amend Zoning By-Law –Garage Setback in the Single Residence B and General Residence Districts

This article establishes a new front yard setback requirement for an attached garage in the Single Residence B and General Residence Districts. Presently the front yard setback for a building or structure located in the noted districts is 20 feet. The article increases the required front yard setback for an attached garage from 20 feet to 25 feet. For corner lots the increased front yard setback is required along both frontage streets.

Additionally, the article establishes an as-of-right process for alterations and extensions to existing single and two-family structures located in the Single Residence B or General Residence Districts that are rendered nonconforming as to front yard setback of an attached garage as a result of the passage of this article. Under the article, additions to existing single family or two-family structures that are non-conforming as to front yard setback of an attached garage and

Department Information
DSR1

Department

Planning and Community Development

upon which a building permit for the existing structure was issued prior to June 1, 2017, would be permitted to be extended to a front yard garage setback of 20 feet as-of-right, provided any demolition of the existing structure does not exceed 50% of the building shell exclusive of demolition of a single story garage and further provided that the garage structure shall not be closer to the front lot line than the farthest extent of the existing garage structure.

7. Amend Zoning By-Law –Lot Coverage Requirement in the Single Residence B and General Residence Districts

This article establishes a sliding scale lot coverage requirement for alterations and additions to existing residential buildings and structures located on all lots in the Single Residence B and General Residence Districts. Lot Area Coverage in the Single Residence B District would then range to between 25% and 30% and in the General Residence District to between 30% and 35%.

8. Amend Zoning By-Law –Front and Side Yard Special Permit Exceptions for Nonconforming Structures in the Single Residence B and General Residence Districts

This article establishes a special permit process for alterations and extensions to existing single and two-family structures located in the Single Residence B or General Residence Districts that are rendered nonconforming for either a front yard setback to a garage or a side yard setback as a result of the passage of Articles 5 and 6 and where demolition exceeds more than 50% of the existing structure exclusive of a single story attached garage. Articles 5 and 6 allow additions by right to original setback limits if demolition does not exceed 50%.

Under this article existing single or two-family structures that are non-conforming as to front yard setback of an attached garage may be altered, extended or structurally changed (but not reconstructed) to a front yard garage setback of 20 feet upon receipt of a special permit from the Board of Appeals. For those structures which are non-conforming relative to a side yard setback, a tiered special permit approach is provided as follows: (1) Structures built upon a lot created by deed or plan endorsed or recorded before January 9, 1986 may be extended to a side yard setback of 10 feet by special permit; and (2) Structures built upon a lot created by deed or plan endorsed or recorded on or after January 9, 1986 may be extended to a side yard setback of 12.5 feet by special permit. In all of the above-noted cases, the special permit from the Board of Appeals may not be issued unless the Board finds the structure is sited no closer to the lot line than the farthest extent of the existing structure.

9. Amend Zoning By-Law –Temporary Moratorium on Recreational Marijuana Establishments and Marijuana Retailers

This article allows for a temporary moratorium on Recreational Marijuana Establishments and Recreational Marijuana Retailers until December 31, 2018. It is anticipated that the Town will repeal the temporary moratorium either during or before the Special Town Meeting in the fall of 2018 and will replace it with an applicable Zoning By-Law.

Performance Factors

During the previous fiscal year the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision

Department Information
DSR1

Department	Planning and Community Development
-------------------	------------------------------------

applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. The articulated goals were met for all three studied criteria in FY2017. During the affected timeline 13 new Special Permit applications and 3 Subdivision applications were processed. Public hearings were held on average within 31 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 9 days of permit issuance. Total average time required to process an application was 57 days with a minimum of 32 days and a maximum of 86 days. The Department plans to continue to track these items and will submit a similar report with its FY2019 budget request.

Conservation Division

The Needham Conservation Division is primarily tasked with providing dedicated professional, administrative and technical assistance to the Town and Conservation Commission in accordance with the MA Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the Needham Wetlands Protection Bylaw (Article 6), and their respective regulations, guidelines and policies.

Additionally, the Division provides support in office administration and organization, public assistance, grant administration, committee and community support, and land conservation and management.

The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commission's primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Division undertakes the following tasks pertaining to wetlands permitting:

- Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations.
- Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records.
- Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes.
- Maintains case files and materials including computer databases.
- Arranges and conducts on-site inspections related to filings.
- Reviews wetland delineations.
- Drafts permits with associated conditions and other documents.
- Monitors construction to ensure compliance with permits.
- Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issued and provide better public outreach.
- Responds to complaints and investigates potential violations.
- Keeps regular office hours to provide assistance to the regulated community.
- Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities.

Department Information DSR1	
Department	Planning and Community Development
In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following: • Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. • Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee. • Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. • Assists the Commission in planning, acquisition, administration and management of municipal conservation land. • Assists in preparation of Open Space and Recreation Plans to meet criteria for approval. • Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions. • Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants. • Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space. • Educates the public about the importance of protecting wetlands and other open space. Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2017, 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 conducts well over one hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. <u>FY2017 Achievements</u> In FY2017, the Conservation Division implemented an initiative to promote compliance with existing permits issued by the Conservation Commission. Staff issues standardized post cards to permit holders alerting them of various permit requirements or permit expiration dates. The goal of this program is to encourage voluntary compliance and project close-out that saves permit holders time and money, while reducing the need for enforcement actions by the Conservation Commission. The Conservation Division continued its ongoing work to implement the Comprehensive Trails Master Plan in addition to oversight and management of existing conservation lands. Design and permitting of the Needham Accessible Reservoir Trail (NART) was completed, with construction beginning in the summer of 2017. This fully-compliant ADA trail will become a unique asset to the town, providing resources to an underserved segment of the population.	

Department Information
DSR1

Department	Planning and Community Development
-------------------	------------------------------------

The Division continued its implementation of the Ecological Management Plan for Ridge Hill Reservation. A volunteer group from Needham's TripAdvisor worked to clear woody vegetation from the grassland meadows in the summer of 2017. The Division also offered a summer conservation internship in 2017, which was filled by Ashley Landrein. Miss Landrein worked to assist the Division on a variety of projects, including developing conservation-related posters for Ridge Hill Reservation's grassland meadows and the installation of additional nest boxes on the property.

In cooperation with Park & Recreation, the Conservation Division worked toward completing an update of the Town of Needham Open Space and Recreation Plan (OSRP). Working with a consultant funded through Community Preservation Act dollars, this effort involved significant public outreach and a detailed review of the 2007 OSRP. The updated plan will guide open space decisions of Needham for the next five years and beyond.

The Conservation Division provided a number of educational outreach opportunities in FY2017, including hosting a well-attended presentation of the life history and behavior of coyotes in urban and suburban environments. Division staff also collaborated with the Parks & Forestry Division and the Water & Sewer Division by participating in a panel discussion on Preserving Natural Resources in Needham, hosted by the League of Women Voters.

Performance Factors

The following Table 5 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Over the course of the year, the Commission continued to see a steady flow of applications primarily for the construction of single-family homes and additions. During FY2017, the Conservation Commission met formally a total of twenty-two (22) times and held a total of forty-eight (48) public hearings.

In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out existing permits (See Table 5). The Commission handled forty-one (41) of these requests during this fiscal year. The Conservation Division also coordinates with the Town of Needham Department of Public Works and Public Facilities, and provides professional expertise on Town projects in a growing and more restrictive environmental regulatory time period. Finally, for that small percentage of projects that occur within the Commission's jurisdiction without obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2017, five (5) projects required the issuance of an Enforcement Order to restore or protect wetland resource areas.

Table 5: Conservation Commission Application Filings & Requests

Type of Application Filing / Request	FY 2015	FY 2016	FY 2017
Notice of Intent ¹	21	22	28
Request to Amend Order of Conditions ¹	5	3	3
Request for Determination of Applicability ¹	9	11	17
Abbreviated Notice of Resource Area Delineation ¹	0	1	0
Extension Permit ¹	1	0	2

Department Information DSR1				
Department		Planning and Community Development		
Emergency Certification	0	1	1	
Certificate of Compliance	31	28	30	
Minor Modification Request	10	14	9	
Enforcement Order	10	5	5	
Trail Maintenance Notification Form	0	0	2	
DPW Generic Permit Activity Notification Form	1	1	2	
Exemption Letter	10	11	13	
Conservation Restriction	0	3	0	
Notice of Non-significance	0	0	0	
TOTAL	98	100	112	

¹Filing involved a public hearing

The total number of permit applications was up from FY 2016, as would be expected during a thriving economy. The Department will continue to track the number of formal applications and all revenue-generating administrative requests.

Zoning Board of Appeals Division

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

The Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; 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.

Performance Factors

In FY2017, the Board of Appeals met formally a total of eleven (11) times and held a total of twenty (20) public hearings and four (4) informal hearings (refer to Table 4). The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. The Board of Appeals received twenty-one (21) applications relating to Special Permits; three (3) of which were withdrawn (refer to Table 6). In addition, there was one (1) Appeal of a Building Inspector's Decision and no applications for a Variance. The Board issued twenty-one (21) Decisions in FY2017.

**Department Information
DSR1**

Department | Planning and Community Development |

The Greendale Mews (692-744 Greendale Avenue) 40B Comprehensive Permit for 108 residential units was issued in FY2014 and was appealed by the developer in FY2015. The Housing Appeals Court remanded the case back to the Board of Appeals and the Board issued a remand decision for 136 units in FY2016. In addition the Board of Appeals issued a 40B Comprehensive Permit for 390 residential units on the former General Dynamic's site at 2nd Avenue in FY2016. Both 40B projects are currently under construction with occupancy anticipated for FY 2019.

Table 6: Number of Permit Application Filings FY2013 - FY2017

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2013	13	17	1	1	3	3	19
2014	13	40	1	1	0	2	49
2015	12	26	1	2	0	2	28
2016	14	24	2	4	2	5	29
2017	11	21	0	1	0	3	19

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	523,523	6,000	529,523
b) Expenses	31,900		31,900
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	555,423		561,423

V2019

Department Expenditure Detail DSR2										
Department				Planning and Community Development						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)			
	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	6.2	4	3	6.2	4	3	6.2	
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
Are all union positions covered by a contract for FY2019?						Yes	No	x	NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							482,809		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity							5,944		
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments							1,880		
PRD1 Sub Total										
J	DSR3 Other Compensation									
Sub Total 1							490,633			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary							6,060		
b.	Housing Specialist							20,930		
c.										
d.										
e.	DSR3 Total									
Sub Total 2							26,990			
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.	Additional Hours of Part-time Staff							1,000		
d.										
e.	DSR3 Total									
Sub Total 3							1,000			
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave							4,900		
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
Sub Total 4							4,900			
5. Total Salary and Wages (1+2+3+4)							523,523			

Department Expenditure Detail DSR2				
Department		Planning and Community Development		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Planning (\$3,500) Con Comm (\$1,700) BOA (\$500)		5,700	
Communications (534x)	Postage (\$5,400) Wireless Communications (\$1,600) Printing & Mailing (\$2,450) Legal Notices (\$5,700)		15,150	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Planning (\$2,200) Con Comm (\$400) BOA (\$500)		3,100	
Building & Equipment Supplies (543x)	Con Comm (\$750)		750	
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Planning (\$1,300) Con Comm (\$600)		1,900	
Governmental Charges (569x)	Con Comm (250)		250	
Travel & Mileage (571x – 572x)	Conf In-State (\$500) Mileage (\$950) Conf Out-State (1,300)		2,750	
Dues & Subscriptions (573X)	Planning (\$1,200) Con Comm (\$1,000) BOA (\$100)		2,300	
Other Expenses (574 X – 579x)				
6. Total Expenses			31,900	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			555,423	
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	Planning and Community Development			
provide services?				
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2019

Performance Improvement Funding Request DSR4									
Department	Planning and Community Development								
Title	Recording Secretary					Priority	1		
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
1. Salary and Wage			6,000				6,000		
2. Expense									
3. Operating Capital									
4. Department Total (1+2+3)			6,000				6,000		
5. Other Costs									
6. Grand Total (4+5)			6,000				6,000		
Budgetary Considerations							Yes	No	
Does this request address a goal of the Board of Selectmen or other Board or Committee?								X	
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and not funded?								X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?								X	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								X	
Does the request support activities which produce revenue for the Town?							X		
If the request is not approved, will current Town revenues be negatively impacted?								X	
Is there an increased exposure for the Town if the request is not approved?								X	
Is specialized training or licensing required (beyond the initial purchase)?								X	
Does this request address a documented health or safety issue?								X	
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
For FY2019 one staffing change is requested and that is the addition of a part-time recording secretary for the Conservation Commission. The requested allocation for this position is \$6,000. Presently, the Conservation Specialist serves in this capacity. By adding a recording secretary, the Conservation Specialist would be free to focus exclusively on the technical components of the position both during office hours and at Conservation Commission meetings themselves with the more clerical tasks moved to the recording secretary. This position supports the permitting component of the Conservation Division which in FY 2017 collected fees of \$22,340 under the Wetlands Protection Act and Town Wetlands By-Law.									
V2019									

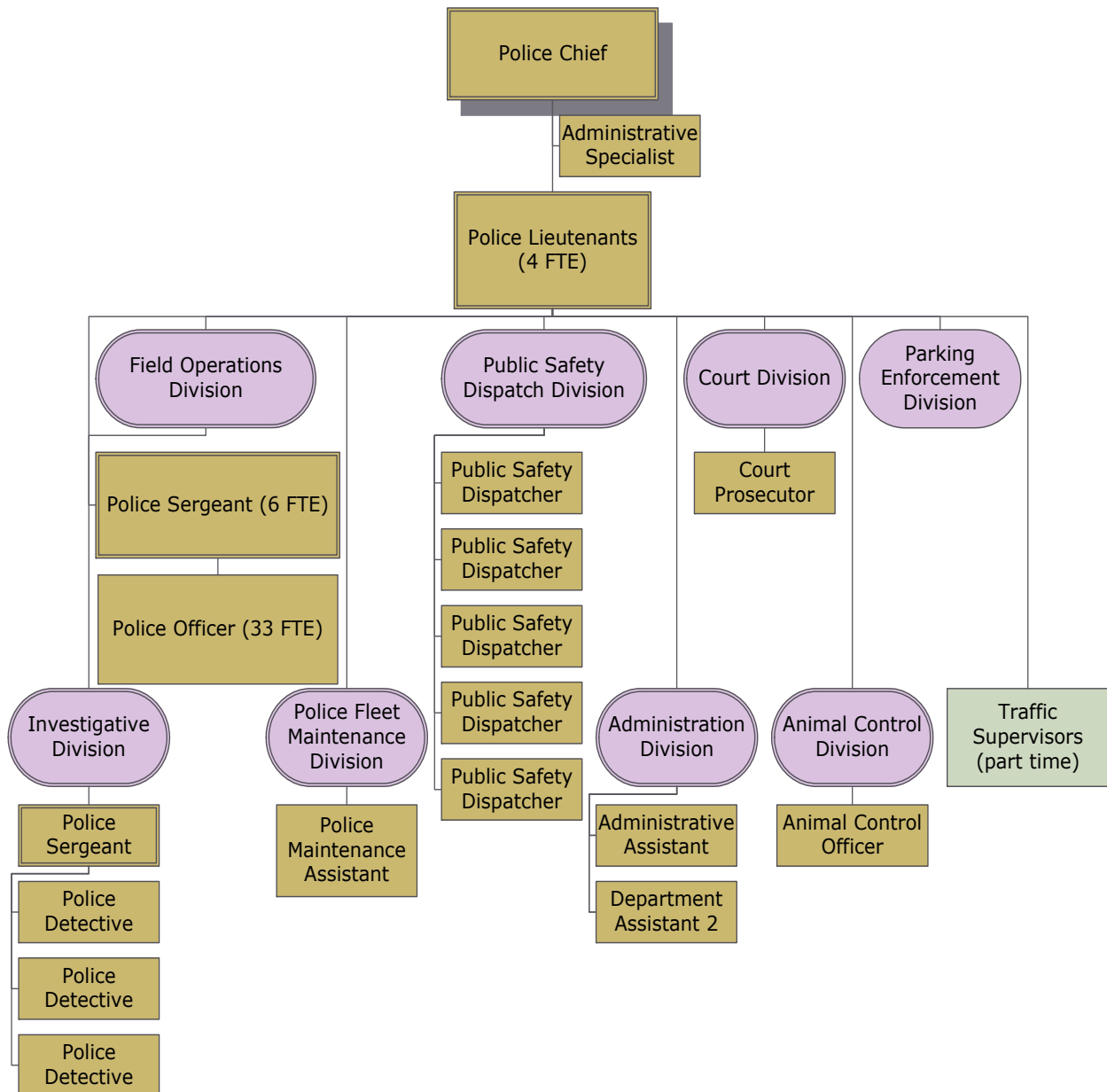
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
	Expenditures	Expenditures	Expenditures	Budget 12/31/2017	Department Request	\$ Change	% Change
Planning & Community Development							
Salary & Wage Regular	403,029.91	450,215.22	449,392.27	485,757	490,633	4,876	
Salary & Wage Temporary	3,812.38	3,778.97	36,005.11	25,825	32,990	7,165	
Salary & Wage Overtime		299.71		1,000	1,000	-	
Salary & Wage Other			4,636.86	4,500	4,900	400	
Salary and Wage Total	406,842.29	454,293.90	490,034.24	517,082	529,523	12,441	2.4%
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	225.00			-		-	
Rental and Leases		622.20		-		-	
Other Property Related				-		-	
Professional & Technical	6,379.00	8,034.26	4,810.00	5,350	5,700	350	
Communications	10,060.69	12,115.96	10,066.59	14,600	15,150	550	
Recreation				-		-	
Other Purchased Services				-		-	
Energy Supplies				-		-	
Office Supplies	1,639.92	1,050.72	4,005.10	2,100	3,100	1,000	
Building & Equipment Repair	83.71	93.89	1,222.70	750	750	-	
Custodial Supplies				-		-	
Grounds Keeping Supplies				-		-	
Vehicular Supplies				-		-	
Food & Service Supplies	37.71	150.00		-		-	
Medical Supplies				-		-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	2,751.58	745.63	3,102.01	1,828	1,900	72	
Governmental Charges	843.00	928.00	152.00	250	250	-	
Travel & Mileage	2,688.93	1,367.12	346.25	3,150	2,750	(400)	
Dues & Subscriptions	1,879.00	1,178.00	2,188.00	2,100	2,300	200	
Other				-		-	
Expense Total	26,588.54	26,285.78	25,892.65	30,128	31,900	1,772	5.9%
Capital Equipment				-		-	
Capital Equipment Total				-		-	
				-			
TOTAL	433,430.83	480,579.68	515,926.89	547,210	561,423	14,213	2.6%

Intentionally Blank

Department Organizational Chart

Police Department



Department Information DSR1	
Department	Needham Police Department
Department Mission	
The Needham Police Department is committed to excellence in everything we do. We pledge to maintain a close working relationship with the community to protect life and property, and maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity and community values	
On the Horizon	
A current goal is to continue the growth of our training program that will focus on interactive training focusing on current trends, high risk low frequency events such as firearm, pursuit and use of force. A separate goal would be to continue the policy review and development which has resulted in 12 policies being reviewed or issued in fy 18. The Police/Fire Station #1, originally built in 1931, was reconstructed in 1988 – 1989. The amount of space that was originally allocated within the building for the Police Departments is no longer sufficient to accommodate changes in operations, changing personnel needs, technology upgrades, and security improvements. The station is not fully accessible for individuals with limited mobility. The department is requesting four additional officers, one in FY 2019 and fy 2020 and two more officers in 2021. The current staffing level for the police department is forty-nine which has not changed since 2000. The request for new officers will increase salary, operational and legacy costs. The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours. Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community.	
Budget Statement	

Department Information DSR1

Department

Needham Police Department

	FY17	FY16
<u><i>Calls</i></u>		
Calls for Service	42,217	33,610
Priority 1 Calls	3,750	4,020
<u><i>Records Management</i></u>		
Total Offenses Committed	970	978
Total Felonies	291	253
Total Crime Related Incidents	430	475
Total Non Crime Related Incidents	733	608
Total Adult On View Arrests	95	108
Total Adult Summons/Hearing	186	158
Total Adult	281	266
Total Juvenile Arrests	1	2
Total Summons/Hearing	19	16
Total Juvenile	20	18
Total PC's	14	15
<u><i>Traffic</i></u>		
Total Motor Vehicle Crashes	456	461
Total Citations	5,529	3,519

Priority 1 Calls (Immediate police response)

Examples: Domestic disturbance, Physical Altercation, Accident with injury, Robbery, Suspicious Person

FY 2019 Budget request

The FY 2019 Budget Request is **6,815,401** which is **197,825** above FY 2018 actual Budget. Included in the overall budget increase is a DSR 4 request for 1 additional officer position at a cost of **\$72,077**.

Salary and Wages

The salary and wage amount requested is **6,280,960**. The increase of **211,169** is a result of the following;

Step increases for several members of the bargaining unit under the current collective bargaining agreement.

COLA increase for several civilian administrative staff and salary step increases for public safety dispatchers.

Addition of a part time employee to assist with evidence management, audit preparation and potential relocation of evidence during station construction.

**Department Information
DSR1**

Department	Needham Police Department
-------------------	---------------------------

Expenses

The FY19 overall expense request **308,790** which is an increase of **4,700**.

We had changes in the following items;

Division	Description	Change from FY18	Comments
ADMIN	Repairs & Maint	\$ (-1,200.00)	Reallocate to Hardware Maint. Agreement. For Copier
ADMIN	Hardware Maintenance Agreement	\$ 1,200.00	Reallocate from R & M. For copier
ADMIN	Seminars and Training	\$ 1,500.00	IACP for Chief, FBINA
P P & E	Seminars and Training	\$ 600.00	Train the trainer in active shooter and Simunitions
ADMIN	Recreation	\$ 1,000.00	Cover all costs of Youth Academy (pizza, plates, travel)
B G & M	Gas	\$ (-3,000.00)	3 yr Avg (24,000 gallons) @ \$2.47/gallon
ADMIN	Medical Supplies	\$ (-3,000.00)	Decrease in cost of medical supplies as result of State vendor
P P & E	Uniforms	\$ 3,600.00	To cover for Vest replacement until reimbursement
ADMIN	Dues & Memberships	\$ 4,000.00	Increase in Dues to SSPI for In-Service Training

\$ 4,700.00

\$ 308,790.00

\$ 304,090.00

1.55%

Total Increase

FY19 Expense Request

FY18 Expense Request

% increase from FY18 Expense

Department Information DSR1			
Department		Needham Police Department	
Capital Equipment Replacement For FY 19 the replacement of 4 vehicles in anticipated in accordance with the department’s vehicle replacement schedule. The replacement vehicles are four marked patrol cars. The capital equipment request is for 153,574			
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 Programs. The grant funding to each primary call center is based on the previous year’s 911 call center volume. For FY2017, the Department received \$59,894. The Executive Office of Public Safety and Security State 911 Department allocated \$29,239.84 to the department under the Training Grant and EMD/Regulatory Grant for FY 2017. This Department also received federal grant funding though the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The department was allocated \$7,500 for three (3) Mobilization Grants- Drive Sober or Get Pulled Over, Click It or Ticket, and Distracted Driving. 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 Department’s bottom line.			
Accomplishments and Activities			
Three officers received State 911 lifesaving awards. We continued our policy development and issued 12 updated or new policies. We held our first Junior Police Academy which was attended by 30 rising 7 th and 8 th graders. Our traffic enforcement interactions increased with close to 8000 motor vehicle stops. We continue to deploy walking beats and bike patrol in numerous areas throughout the Town as we continue to expand our community policing efforts. The department has implemented DHQ (Digital Headquarters) interactive software that makes roll call information available on the street, allows the department to use the platform to issue policies and have electronic signoff. DHQ assists with training management and makes more information available electronically to officers.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,280,960	69,577	6,350,537
b) Expenses	308,790	2,500	311,290
c) Capital	153,574		153,574
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	6,743,324	72,077	6,815,401
V2019			

Department Expenditure Detail DSR2									
Department				Police					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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		59.0	59		59.0	60		60.0
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Are all union positions covered by a contract for FY2019?						Yes	x	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							4,167,229	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							194,895	
c.	PRD1 Education							499,452	
d.	PRD1 Extra Holiday							11,492	
e.	PRD1 Longevity							62,319	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							55,190	
i.	PRD1 Budget Adjustments							19,194	
PRD1 Sub Total								5,009,771	
J	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Matrons							1,600	
b.	Parking enforcement							33,384	
c.	Traffic supervisors							200,153	
d.	Ret Det Mullins evidence support							31,616	
e.	DSR3 Total								
Sub Total 2								266,753	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							551,476	
b.	Training and Development							170,790	
c.	Elections (3)							12,000	
d.	Vacation and NOSL backfilling							242,215	
e.	DSR3 Total								
Sub Total 3								976,481	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs							15,000	
b.	Pay In Lieu of Accrued Leave							12,955	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								27,955	
5. Total Salary and Wages (1+2+3+4)								6,280,960	

Department Expenditure Detail DSR2			
Department	Police		
DSR2B			
Object	Description	Amount	
Energy (521x)			
Repairs & Maintenance Services (524x – 525x)	Photo Copier (1,200) Radar, Lidar, Bikes (6,000) Radio/Communications (18,700) CJIS Maintenance (3,000) Vehicle Lift Inspection (1,500) Vehicle Repair and Maint (8,500)	38,900	
Rental & Leases (527X)	Postage/TTY/ Cooler (1,875) Range Rental (3000) Motorcycle Lease (4,700)	9,575	
Other Property Related Services (529x)	Animal Control Crematory	2,500	
Professional & Technical Services (530x – 531x)	Admin Training (4000) PP&E Training/Testing Services (5000) Seminars and Specialized Train (6000) Animal Control Training (100)	15,100	
Communications (534x)	Public Relations Comm. (4800) General Postage (2200) 911 and Land Lines (6,700) Wireless (15,000) Printing and Mailing 2,000)	30,700	
Recreational & Cultural Services (535x)	Youth Academy (2,000)	2,000	
Other Purchased Services (538x)	VEHICLE CLEANING (800) TOWING (900) ACO TESTING (800)	2,500	
Office Supplies (542x)	STATION WIDE OFFICE SUPPLIES (9000	9,000	
Building & Equipment Supplies (543x)	HARDWARE SUPPLIES (1,000)	1,000	
Custodial Supplies (545x)			
Grounds Keeping Supplies (546x)	SEASONAL, MISC SUPPLIES (700)	700	
Vehicular Supplies (548x)	TIRES,BATTERIES,ACCESSORIES(15275) REPLACEMENT GRAPHICS (1500) VEH OIL (1800)	18,575	
Gasoline and Diesel Fuel (5481)	GASOLINE (59280)	59,280	
Food and Service Supplies (549x)	MEETINGS (400)	400	
Medical Supplies (550x)	STATION/CRUISER KITS (1200) NARCAN/DEFIB SUPPLIES (4600)	5,800	
Public Works Supplies (553x)			
Other Supplies & Equipment (558x)	EMERGENCY REPLACEMENT (8300) RANGE SUPPLIES(14200) PORTABLE RADIO BATERIES,PATROL TRAFFIC, TRAINING SUPPLIES (24700) NEW/REPLACEMENT UNIFORM (10000) LAB ITEMS & EVIDENCE SUPPLIES(1900) MAINT UNIFORM (500) DISPATCH UNIFORM(1000) TRAFFIC SPRVRS UNIFORM (6000)	67,100	

Department Expenditure Detail DSR2				
Department	Police			
	ANIMAL CONTROL UNIFORM(500)			
Governmental Charges (569x)	COURT FILING FEES (160)			3,160
	EMT LIC (3000)			
Travel & Mileage (571x - 572x)	CONFERENCES, SEMINARS, TRAINING, & COURT (3000)			3,000
Dues & Subscriptions (573X)	MEMBERSHIPS & DUES GBPC, METROLEC, IACP, SSPI, CHIEFS, PLYMOUTH COUNTY, FBI, ECT.			19,500
Other Expenses (574 X - 579x)	DETAIL CONTINGENT ACCOUNT			20,000
6. Total Expenses				308,790
DSR2C				
Capital Equipment Replacement (587X)	Four (4) marked police cruisers			153,574
7. Total Operating Budget Capital				153,574
8. Total Base Request (Line 5 + Line 6 + Line 7)				6,743,324
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES	☐	NO	☒
V2019				

Performance Improvement Funding Request DSR4									
Department	Police								
Title	Police Officer					Priority	1		
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
1. Salary and Wage	1	69,577				69,577			
2. Expense				2500		2500			
3. Operating Capital									
4. Department Total (1+2+3)									
5. Other Costs		32,947				32,947			
6. Grand Total (4+5)		102,524		2500		105,024			
Budgetary Considerations							Yes	No	
Does this request address a goal of the Board of Selectmen or other Board or Committee?								x	
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and not funded?								x	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?								x	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								x	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								x	
Does the request support activities which produce revenue for the Town?								x	
If the request is not approved, will current Town revenues be negatively impacted?								x	
Is there an increased exposure for the Town if the request is not approved?								x	
Is specialized training or licensing required (beyond the initial purchase)?							x		
Does this request address a documented health or safety issue?								x	
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
The Needham Police Department is requesting four additional officers, one in FY 2019 and FY 2020 as well as two more officers in 2021. The current staffing level for the police department is forty-nine which has not changed since 2000. The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness, and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours. Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential									

Performance Improvement Funding Request DSR4			
Department	Police		
Title	Police Officer	Priority	1
Developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. This request is supported by a staffing study that was completed this year explaining the operational needs of the department that would be supported by the additional officers. The \$2500 expense is the cost to outfit the officer with the initial patrol uniform and gear.			
			V2019

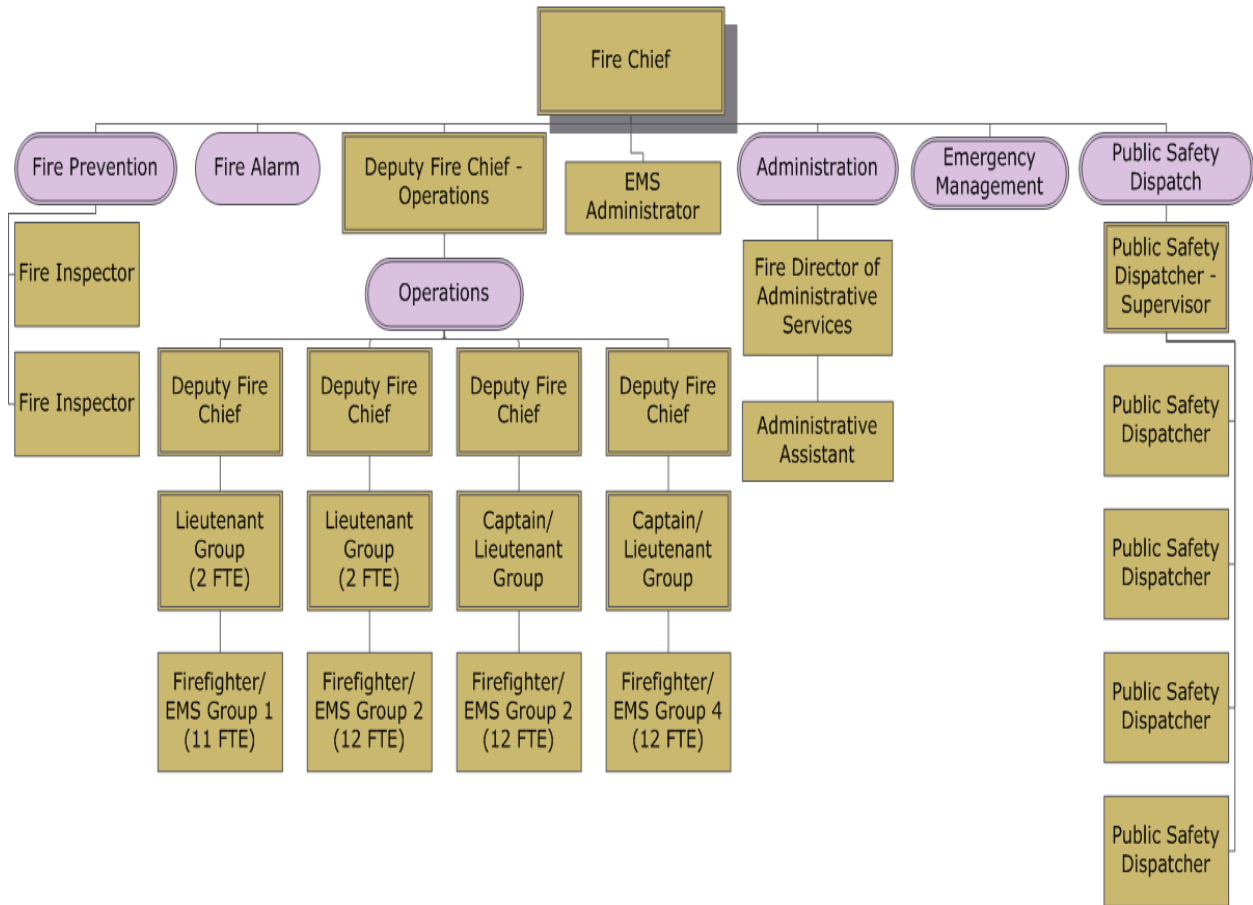
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Police Department	Expenditures	Expenditures	Expenditures				
Police Department							
Salary & Wage Regular	3,980,338.56	4,147,269.42	4,342,941.16	4,399,261	4,579,375	180,114	
Salary & Wage Temporary	21,032.22	23,702.01	19,021.25	235,090	266,753	31,663	
Salary & Wage Overtime	578,207.04	574,612.26	636,982.91	957,488	976,481	18,993	
Salary & Wage Other	558,799.21	566,641.69	487,139.77	547,529	527,928	(19,601)	
Salary and Wage Total	5,138,377.03	5,312,225.38	5,486,085.09	6,139,368	6,350,537	211,169	3.4%
Energy			1,175.99	-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	23,407.50	28,994.22	32,813.89	38,900	38,900	-	
Rental and Leases	6,945.00	2,451.58	12,120.00	9,575	9,575	-	
Other Property Related		150.00	81.75	2,500	2,500	-	
Professional & Technical	10,679.00	17,050.00	27,730.64	13,000	15,100	2,100	
Communications	27,096.61	31,153.22	20,311.11	30,700	30,700	-	
Recreation				1,000	2,000	1,000	
Other Purchased Services	5,820.74	254.50	8,120.15	2,500	2,500	-	
Energy Supplies				-		-	
Office Supplies	9,106.95	15,004.50	8,998.00	9,000	9,000	-	
Building & Equipment Rprs/£	1,105.58		600.00	1,000	1,000	-	
Custodial Supplies				-		-	
Grounds Keeping Supplies	183.86	178.18	176.17	700	700	-	
Vehicular Supplies	70,150.38	51,281.51	59,449.38	80,855	77,855	(3,000)	
Food & Service Supplies			116.06	400	400	-	
Medical Supplies	6,113.61	4,708.03	5,047.60	8,800	5,800	(3,000)	
Educational Supplies				-		-	
Public Works Supplies		1,608.65	1,500.00	-		-	
Other Supplies & Equipment	44,311.68	85,746.16	62,049.32	63,500	69,600	6,100	
Governmental Charges	1,677.30	1,735.00	2,192.15	3,160	3,160	-	
Travel & Mileage	2,765.41	1,639.21	1,504.79	3,000	3,000	-	
Dues & Subscriptions	10,655.00	9,119.00	9,289.00	15,500	19,500	4,000	
Other	1,273.69	3,719.66	8,214.14	20,000	20,000	-	
Expense Total	221,292.31	254,793.42	261,490.14	304,090	311,290	7,200	2.4%
Capital Equipment	170,112.40	164,373.20	218,079.32	174,118	153,574	(20,544)	
Capital Equipment Total	170,112.40	164,373.20	218,079.32	174,118	153,574	(20,544)	-11.8%
				-		-	
TOTAL	5,529,781.74	5,731,392.00	5,965,654.55	6,617,576	6,815,401	197,825	3.0%

Intentionally Blank

Department Organizational Chart

Fire Department



Department Information DSR1	
Department	Fire
Department Mission	
To provide the Town of Needham with an effective, well trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, fire inspections and, fire safety education in the most cost-effective manner possible.	
On the Horizon	
The Needham Fire Department is in the midst of an exciting transformation. Over the past several years many of our senior personnel have retired, bringing in their wake a new group of Firefighter/Paramedics. We expect this trend to continue for the next several years. While we lose some highly talented and experienced fire personnel, their Fire Academy trained replacements bring with them an eagerness to move forward, with an eye toward the future. The future our new recruit experiences will be vastly different than what their predecessors experienced during their careers. Since 1931, the Needham Public Safety building has housed the Needham Fire Department in the same quarters and our Station Two personnel have been in the same building since 1949. Both of those buildings have a great history of public service behind them, but it has become increasingly apparent that the functionality of both buildings is such that they can no longer carry the department into the future. The current feasibility designs of a new Public Safety Building and a new Fire Station Two show facilities that will meet the needs of the Fire Department for many decades to come; keeping safety, functionality, technology and training in mind. Whether it be a dedicated decontamination room for firefighters to clean contaminated gear, a training room large enough to host satellite training, or a fitness area designed to keep firefighters healthy and fit for duty, these new buildings will be the foundation of excellence in advancing our fire department. With the advent of larger quarters at Station Two, the department will be able to house and staff a second full time ambulance. In doing so, we will be able to meet the increase in demands for emergency medical services that new developments in that service zone will call for. In fact, the introduction of a second staffed ambulance will benefit all areas of town, as personnel and equipment will be ready to respond to multiple emergency incidents more effectively. In addition to these new buildings, the department is in the process of procuring a Polaris UTV and a new power boat to replace our current boat which is decades old. While water rescue and off road incidents do not represent a large portion of our calls, they do present tactical obstacles that the department must be ready for. The number of off road trails used by hikers, cyclists and others has grown in recent years and the need for emergency medical services in those areas has increased. An off road vehicle will allow us to bring personnel and equipment to difficult locations swiftly and allow us to remove injured patients to safety. Also, since the number of kayakers and canoeists on the Charles River have increased over recent years, the necessity to be ready for water related incidents is important. As we continue to respond to a variety of emergency incidents on a daily basis, our collective eyes continue to scan the horizon for new innovations and ways that we can ensure the safety and well-being of those who we serve today, tomorrow and well into the future.	

Department Information
DSR1

Department | Fire |

Budget Statement

The Fire Department has three main sources of revenue for the Town: the ambulance(s), fire inspection permits and fire alarm permits. In FY2017, we collected \$717,954 in revenue from the ambulance(s), \$54,665 in revenue from fire inspection permits and actual inspections and \$50,320 from fire alarm master box fees and inspections.

In FY2017, we were awarded a Student Awareness of Fire Education grant in the amount of \$4,540.00 and a Senior S.A.F.E. grant in the amount of \$2,796.00. This funding helps us to provide lifesaving fire safety education in the classroom and for the seniors in our community. In addition to education, we provide home visits to the seniors to assist them in maintaining a fire safe home.

DSR2: Salary and Wages

- The **Salary and Wage Permanent Positions** line items include contractual raises for Local 1706, Units A & C, as well as step and longevity increases. It does not include contractual raises for ITWA/LIUNA Local 272 members or Civilian Dispatch.
- **Education** decreased by \$9,636 since some of the new hires did not possess the Education amount budgeted for in FY2018 and newer hires do not receive Transitional Career Incentive Pay.
- **Uniform** increased by \$6,300 (Firefighter work shoes) which was reallocated from Other Supplies and Equipment.
- The **Scheduled Overtime** line item on the DSR2 includes overtime necessary to cover all vacations and ½ of the personals, as well as \$200,000 to cover the cost of sick coverage, mutual aid, callbacks, holdovers, storm coverage, 111F, and mechanic overtime for Units A & C.
- **Training** decreased by \$24,623 due to the fact that far fewer Paramedics need to recertify in FY2019, dropping their required training from 112 hours to 60 hours.
- **Working-Out-of Grade** was based on FY2017 and decreased by \$5,290.

DSR2: Services and Supplies

	Description	Change from FY17	Comments	Net Change
Repair and Maintenance Services	Copier maintenance contract	(\$814)	New copier, maintenance is for 7 months based on estimated usage	\$386
	Repair/maintain FF equipment	\$531	Self-contained breathing apparatus testing decreased, while recharging/new vehicle extinguishers and service for Amkus rescue tools increased	

Department Information DSR1					
Department		Fire			
	Vehicle inspections	(\$500)	Non-Destructive test for L-1 done every five years		
	Outside vehicle repairs	(\$493)	Used 5 year avg, plus 1/2 difference between avg and high		
	Defibrillator maintenance contract	\$1,662	Increase to cover Lucas Device and maintenance cost increase on Lifepaks		
	Professional and Technical Services			(\$1,795)	
	New hire psychological, PAT, FF I & II Certification	\$1,810	Increase from 4 to 7 new hires		
	Attendance at various conferences	(\$10)	Based on conferences/seminars offered		
	EMT/Paramedic Refresher Course/ACLS/ monthly EMS continuing education	(\$5,949)	Decrease based on number of EMT's/ Paramedics attending and ability to do on-line training		
	Callback Staffing Solutions	\$3,512	Increase due to the requirement to sign a three year contract		
	RAVE - Emergency Notification System	\$318	General cost increase		
	Fire Alarm personnel training	(\$990)	Decrease in the number of training programs for Fire Alarm personnel		
	Dispatchers training	(\$506)	Training requirements for Dispatchers (16 hours spread over 2 years)		

Department Information DSR1					
Department		Fire			
	Medical oxygen	\$20	Based on 3 year average plus 1/2 difference between average and FY2018		
Communications	Wireless communication	(\$2,736)	Decrease due to wireless cards not being used	(\$2,736)	
Office Supplies	Office supplies	(\$9,876)	Decreased by cost of new copier purchased in FY2018	(\$9,876)	
Vehicular Supplies	General vehicle supplies	\$3,648	More vehicle maintenance being done in-house	\$3,648	
Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	\$6,698	Increase based on FY2017 consumption for unleaded fuel and 3 year average consumption for diesel fuel	\$6,698	
Medical Supplies	Medical supplies	\$4,000	Increased call volume; more supplies being used	\$4,000	
Other Supplies and Equipment	General firefighting supplies	(\$3,514)	Change in what is being purchased in FY2019	(\$8,337)	
	Uniforms	(\$5,521)	Reallocate work shoes to Salary-Uniform (\$6,300); slight increase in cost of T-shirts and badges		
	Fire Prevention supplies	\$300	Purchase of updated code books		
	Fire Prevention databases	\$41	National Fire Protection Association Codes on-line increase		

Department Information DSR1				
Department		Fire		
	Fire Alarm other supplies	\$132	Different sizes and lengths of cable needed	
	Emergency Management other supplies	\$225	Plans for various Emergency/ Disaster campaigns	
Governmental Charges	EMT/Paramedic State/National recertification	(\$5,145)	Changes yearly based on number of EMT/Paramedics needing to recertify	(\$5,145)
Travel	In-State conferences	\$1,475	Tri-Tech conference hotel and mileage for Chief, Admin & Dispatch, E-Zpass increase	\$2,193
	Out of State conference	\$718	Change in number of attendees and locations of conferences	
Accomplishments and Activities				
Over the past year, the fire department has been busy moving forward an agenda designed to better serve the public in many ways including the following. • Health and fitness have become an increasingly hot topic in the fire service. Over the past year, we have introduced the Needham Fire Wellness Initiative. This initiative has been funded in part by a \$10,000 Working on Wellness grant. To kick off the program, we hosted a seminar by Dan Kerrigan, a nationally known speaker who co-wrote the book <i>Firefighter Functional Fitness</i>. The day long program taught personnel tools, techniques and exercises to keep fit for duty. As part of this grant, we had a nutritionist work with our department through group meetings and interactive/open discussions to promote sustainable nutritional changes. Since the program was well received, we have extended it to be presented on a quarterly basis. • Last winter the department introduced the Clear-A-Hydrant program, which was a great success for the first year. The program encouraged volunteer citizens, especially children, to clear fire hydrants near their homes after snowstorms. Throughout the winter, we posted pictures on our website of happy children and adults clearing out hydrants near their homes. At the end of winter, we had a special gathering of all of the children where they received a special token of appreciation. • The department also created the new position of EMS Administrator. The EMS Administrator maintains and orders equipment and supplies; makes sure personnel are up to date with their certifications and training; interacts with our ambulance billing company				

Department Information DSR1			
Department	Fire		
to ensure they have the proper information available to collect fees; and attends regional and state EMS meetings to make sure our department is kept up to date on advances made in the field of EMS. • The feasibility design phase for our new building project has been completed and the process is moving forward towards the detailed design phase. The department continues to work diligently with all parties involved to help move this process towards completion. • The department also received grant funding for our participation in the Mass Decontamination Unit program. Funding was provided to train personnel on the appropriate use of the unit in collaboration with hospital personnel. In addition, we are required to maintain and restock the trailer unit. The Decon Unit is housed at our Station Two. • The entire department participated in a three day Hazardous Materials operational level course presented by the Massachusetts Department of Fire Services. Through this training our personnel will be better able to respond to emergency incidents involving hazardous materials.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	7,763,983	597,362	8,361,345
b) Expenses	341,284	47,266	388,550
c) Capital	23,778	32,916	56,694
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	8,129,045	677,544	8,806,589
V2019			

Department Expenditure Detail DSR2									
Department				Fire					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	71	71	0	71	71	0	71
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
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							5,130,081	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							360,250	
c.	PRD1 Education							316,524	
d.	PRD1 Extra Holiday							455,862	
e.	PRD1 Longevity							125,549	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							6,820	
h.	PRD1 Other Compensation							52,108	
i.	PRD1 Budget Adjustments							24,798	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1								6,471,992	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage – Administration (6 hrs/wk X 24.63/hr)							7,685	
b.	Temporary Part-Time Support – Fire Alarm (9 hrs/wk X \$40/hr)							18,720	
c.									
d.									
e.	DSR3 Total								
Sub Total 2								26,405	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							914,779	
b.	Training and Development							262,205	
c.	Fire Alarm Overtime							10,000	
d.	Fire Civilian Administrative/Dispatch Overtime							69,592	
e.	DSR3 Total								
Sub Total 3								1,256,576	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend							1,500	
d.	Tuition Reimbursement								
e.	Working Out of Grade							7,510	
f.	DSR3 Other Compensation								
Sub Total 4								9,010	
5. Total Salary and Wages (1+2+3+4)								7,763,983	

Department Expenditure Detail DSR2			
Department		Fire	
DSR2B			
Object	Description	Amount	
Energy (521x)			
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (420) Repair/maintain FF 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; small equipment repair (15,098) Vehicle inspections (5,510) Outside vehicle repairs including, but not limited to: towing/service calls; motor, chassis, brakes, exhaust, body, pump and aerial electrical repairs, as well as scheduled maintenance (22,149) Municipal fire alarm outside repairs (10,848) Radio maintenance contract (4,392) Radio repairs (1,800) Defibrillator maintenance contract (7,476)	67,693	
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 FF Certification as Firefighter I and II, as well as Haz Mat certification (4,130) Monthly Metro Fire, Fire Chiefs' Association of MA, and Norfolk County meetings (1,080) Fire Prevention monthly meetings (600) Annual conferences including International Association of Fire Chiefs, FDIC, Fire Prevention Association of Massachusetts, and various professional development training for Officers and FF's (13,190) AmbuPro (Emergency Medical Services reporting and billing) Software License and User Fee (6,186) Medical oxygen (1,095) EMT/Paramedic Refresher/ACLS/12 Lead Training program (6,500) Monthly EMS Continuing education program (3,851)	60,852	

Department Expenditure Detail DSR2		
Department	Fire	
	Police details (384) Instructor's fees (4,500) Civilian Dispatch education (1,628) RAVE (Emergency notification system) (6,676) Callback Staffing Solutions (computer generated callback system) (5,032) Wellness training (5,000)	
Communications (534x)	All wireless communications (5,496) All phones/repeater lines (4,105) Postage (335) Printing and mailing (385)	10,321
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, envelopes, file folders, paper clips, staples, note books, etc. (2,100)	2,100
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch and plantings (385)	385
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (29,100)	29,100
Gasoline and Diesel Fuel (5481)	Gasoline and diesel fuel (34,236)	34,236
Food and Service Supplies (549x)	Meeting and occasion refreshments (700)	700
Medical Supplies (550x)	Medical supplies for the ambulances including, but not limited to: gloves, saline, sharps, syringes, electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, EPI-pens, Narcan, defib pads, EZIO needles, bandages, etc. (32,000)	32,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, tools, self-contained breathing apparatus (SCBA) facepieces and accessories, gas and hydrogen cyanide meters, Amkus tools, ice rescue sleds, etc. (40,741) All work and dress uniforms including, but not limited to: dress pants, dress coats, dress shirts, badges, work pants, work shirts, sweatshirts, hats, gloves, etc. (35,556) NFPA Codes on-line (1,346)	83,265

Department Expenditure Detail DSR2				
Department	Fire			
	Fire Prevention supplies (600) Public education supplies (2,000) Fire Alarm supplies (2,522) Emergency Management supplies (500)			
Governmental Charges (569x)	Ambulance license (1,200) Food and Drug license (300) EMT/Paramedic State/National Recertification (3,300)		4,800	
Travel & Mileage (571x – 572x)	Mileage, hotels, airfare, parking and tolls for all conferences and meetings (9,153)		9,153	
Dues & Subscriptions (573X)	Fire Chiefs' Association of MA (400) Norfolk County Fire Chiefs Assoc. (250) International Association of Fire Chiefs (1,524) National Fire Protection Association (875) Fire Prevention Association of MA (100) MetroFire (2,500) Haz-Mat Team (120) International Municipal Signalmen's Association (170)		5,939	
Other Expenses (574 X – 579x)				
6. Total Expenses			341,284	
DSR2C				
Capital Equipment Replacement (587X)	Physio Lifepak 15 Monitor (23,778)		23,778	
7. Total Operating Budget Capital			23,778	
8. Total Base Request (Line 5 + Line 6 + Line 7)			8,129,045	
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☒	NO	☐
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2019				

Performance Improvement Funding Request DSR4				
Department	FIRE			
Title	Community Outreach Initiative	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage		10,000		10,000
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		10,000		10,000
5. Other Costs				
6. Grand Total (4+5)		10,000		10,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
Since 1996, the Fire Department has been fortunate to have been awarded a grant from the State known as S.A.F.E. (Student Awareness of Fire Education). This grant is designed to put trained firefighter/educators in the classroom to conduct fire safety education programs in Grades Pre-K through 12. Over the past few years, we have received numerous requests to participate in activities outside of the classroom. In addition, requests to participate in school fundraisers come in throughout the school year. Sadly, we have had to turn away many of these requests due to lack of funding. Therefore, the department is seeking funding to provide a "Community Outreach" program. Our program would be two-fold. The first part would be to increase the department's visibility and interaction with participation in various extracurricular events. These would include Boy/Girl Scout events, various school fairs, as well as community fairs, fundraising activities for the schools and other special recognition events. The second part would be to provide emergency medical care instruction for high school students, as well as the community. We have been asked several times to participate in expanding the CPR and first aid offerings at the High School. However, due to budget constraints, we have been unable to pursue this potentially life-saving initiative. Our role				

Performance Improvement Funding Request DSR4			
Department	FIRE		
Title	Community Outreach Initiative	Priority	1
would be to work closely with the Department of Health Education to help augment and expand their current program. We would provide education in CPR (cardiac pulmonary resuscitation), the use of an AED (automated external defibrillator), and first aid classes to high school students in Grades 10 and 12. In addition, we would periodically provide the community with the same education.			
V2019			

Performance Improvement Funding Request DSR4				
Department	FIRE			
Title	Mobile Communications Equipment	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage				
8. Expense		20,000		20,000
9. Operating Capital				
10. Department Total (1+2+3)		20,000		20,000
11. Other Costs				
12. Grand Total (4+5)		20,000		20,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses above must be explained in the narrative below				
Description and Explanation				
This request is for mobile computer tablet mounting equipment and modem services to connect our mobile devices to the public safety network. This will give our personnel in the field the ability to communicate with our CAD system, as well as access and input information into the TriTech site files. The department has been developing site file data which can provide invaluable information to field personnel. The mounting brackets will keep the mobile computer equipment secure during responses to incidents. Assistance from the IT department will be needed with this project to configure networking.				
V2019				

Performance Improvement Funding Request DSR4					
Department	Needham Fire Department				
Title	Lucas 3 Device CPR Assist	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage					
14. Expense			15,538	15,538	
15. Operating Capital					
16. Department Total (1+2+3)			15,538	15,538	
17. Other Costs					
18. Grand Total (4+5)			15,538	15,538	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
The Lucas 3 is an automated Cardio Pulmonary Resuscitation (CPR) Device. It provides high quality, uninterrupted CPR for our patients, while potentially saving EMS personnel from injury. Mechanical CPR devices can provide a constant rate of compression, which can be difficult to maintain in the back of a moving ambulance. It also allows providers to use other forms of treatment such as defibrillation, during compressions. In addition, mechanical CPR may help to reduce injuries to EMS personnel, as it can be used while they are restrained. We currently operate a Lucas 3 CPR Assist device on Rescue 1 and would like to be able to provide the same level of care on Rescue 2, especially in the event of simultaneous calls.					
V2019					

Performance Improvement Funding Request DSR4				
Department	Fire			
Title	Fire Station 2 Ambulance Staffing	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
19. Salary and Wage	8	587,362		587,362
20. Expense		5,848	5,880	11,728
21. Operating Capital			32,916	32,916
22. Department Total (1+2+3)				
23. Other Costs		224,920		224,920
24. Grand Total (4+5)		818,130	38,796	856,926
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses above must be explained in the narrative below				
Description and Explanation				
This request is for an additional 8 FTE Firefighter/Paramedics to fully staff a second ambulance (Rescue 2) to be stationed at Fire Station 2 in Needham Heights. The department operates on a four group rotation, thus in order to staff 2 new personnel on Rescue 2 for each group, we will need to increase the department complement of FTE's by 8 (2 per group). Emergency medical responses comprise a significant portion of all emergency incidents the Fire Department responds to. The demand for emergency incident response has increased by a steady rate of approximately 100 calls per year for the last several decades. With this increase of requests for service, the number of simultaneous calls has also increased, as well as the number of overlapping calls which occur prior to Rescue 1 being released from the hospital and put back in service. When these situations happen, personnel (when available) must be redeployed from an engine company to man Rescue 2 for response. When this cannot be accomplished a mutual aid ambulance must be called for service. In both scenarios, delays are incurred putting patient outcomes in jeopardy. To exacerbate this situation further, there is a great amount of development occurring in Needham Heights and the Needham Crossing area. Currently, there is a 136 unit residential complex being built on Greendale Avenue and a 390 unit residential complex underway on Second Avenue. Further development in the Station				

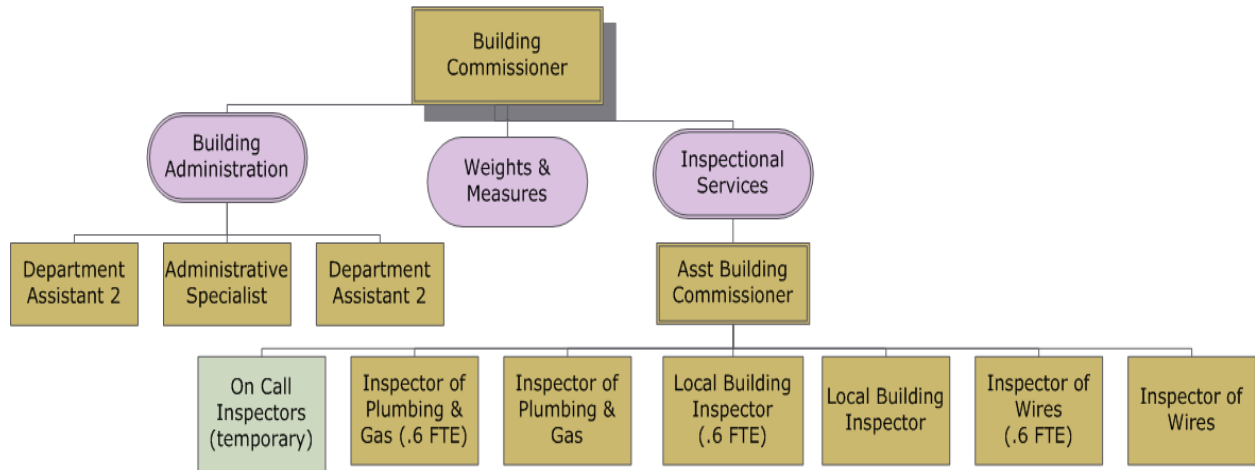
Performance Improvement Funding Request DSR4			
Department	Fire		
Title	Fire Station 2 Ambulance Staffing	Priority	4
2 service zone is likely, including a projected NBC Media campus. This development will mean the demands on the department will grow at a far quicker rate than the projected 100 calls per year. With the additional calls, the number of simultaneous and overlapping calls will grow as well. Thus, the need for a second full time ambulance becomes apparent. By adding a second ambulance at Station 2, the department will not only be able to handle multiple calls for service with its own resources, but will be able better service each area of Town by having emergency medical services available nearby. This should reduce the number of times we need to call upon out of Town resources. Furthermore, since personnel will be crossed trained as Firefighters, this will increase the department's available resources at fire and other emergency incidents to levels closer towards national standards and best practices. The National Fire Protection Association and others call for an initial response of 16 personnel to favorably influence a small room and contents fire. In addition, standards call for aerial apparatus to be staffed with 4 personnel; currently each aerial piece of apparatus is staffed with only 2 personnel. Personnel assigned to aerial apparatus are used for a variety of vitally important functions on the fire ground, including search and rescue, ventilation and large stream applications of water. By adding 2 Firefighter/Paramedics to each group, the department will now have the ability to fully staff one of the aerial pieces of apparatus while on the fire ground by redeploying Rescue personnel. This makes for a more efficient, effective and safe use of personnel when needed at fire incidents in conjunction with providing an enhanced EMS operation. With the addition of a fully staffed Rescue 2, the Town will likely see an addition of revenues, as the number of times mutual aid ambulances are requested will diminish. Currently, EMS fees are only paid to the transporting ambulance. By not funding this request, the Town's exposure may be increased, as delays in service will result from the overburdening on the current system in relation to the projected increase in call volume. These 8 FTE's will all be fully trained Paramedics upon hiring; however, State and National protocols and regulations require ongoing continued education.			
			V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Fire Department	Expenditures	Expenditures	Expenditures				
Fire Department							
Salary & Wage Regular	5,257,503.17	5,224,597.03	5,360,601.47	5,979,182	6,714,437	735,255	
Salary & Wage Temporary	2,177.43	9,225.85	7,660.20	26,405	26,405	-	
Salary & Wage Overtime	893,501.36	723,670.72	1,067,372.75	932,880	1,009,476	76,596	
Salary & Wage Other	499,197.23	511,082.46	526,528.75	614,489	835,947	221,458	
Salary and Wage Total	6,652,379.19	6,468,576.06	6,962,163.17	7,552,956	8,586,265	1,033,309	13.7%
						-	
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	42,206.89	36,602.72	44,313.86	67,307	67,693	386	
Rental and Leases	234.00	239.76	661.55	240	240	-	
Other Property Related				-		-	
Professional & Technical	35,246.75	45,561.00	50,638.28	62,647	60,852	(1,795)	
Communications	10,298.08	11,161.01	12,978.91	13,057	30,321	17,264	
Recreation				-		-	
Other Purchased Services	1,691.50	2,065.00	1,959.90	500	500	-	
Energy Supplies				-		-	
Office Supplies	1,596.98	1,838.94	2,724.85	11,976	2,100	(9,876)	
Building & Equipment Rprs/£				-		-	
Custodial Supplies				-		-	
Grounds Keeping Supplies	186.14	6,450.00	295.99	385	385	-	
Vehicular Supplies	52,727.41	89,212.58	52,934.20	52,990	63,336	10,346	
Food & Service Supplies	630.93	524.14	454.60	700	700	-	
Medical Supplies	26,773.02	23,248.05	47,704.83	28,000	47,538	19,538	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	67,577.29	63,083.40	93,212.27	91,602	94,993	3,391	
Governmental Charges	4,370.00	5,015.00	4,325.00	9,945	4,800	(5,145)	
Travel & Mileage	1,846.75	2,659.35	2,909.72	6,960	9,153	2,193	
Dues & Subscriptions	3,933.00	4,723.00	4,443.00	5,939	5,939	-	
Other				-		-	
Expense Total	249,318.74	292,383.95	319,556.96	352,248	388,550	36,302	10.3%
						-	
Capital Equipment	29,247.00	20,311.00	23,701.00	30,646	102,624	71,978	
Capital Equipment Total	29,247.00	20,311.00	23,701.00	30,646	102,624	71,978	234.9%
						-	
TOTAL	6,930,944.93	6,781,271.01	7,305,421.13	7,935,850	9,077,439	1,141,589	14.4%

Department Organizational Chart

Building Department



Department Information DSR1			
Department		Building	
Department Mission			
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. Department staff works with Town departments involved with planning future developments in town.			
On the Horizon			
Currently there are several major projects; 106,875 sq. ft., 134 guest unit hotel and retail stores; (2) 40B projects consisting of a 475,00 sq. ft., 390 residential unit development; a 282,293 sq. ft., 136 residential unit development; and the new "Rosemary Pool". Soon to begin construction is the new "Hillside Elementary School" and another Needham High School addition. Construction continues on new Planning Board subdivisions; Belle Lane with (7) lots and Sunrise Terrace (6) lots.			
Budget Statement			
The Building Department is funded by its fiscal operational budget. The FY16 operational budget was \$606,494.00 The FY17 operational budget was \$705,770.00 The FY18 operational budget is \$745,518.00 The FY19 budget submittal is \$756,753.00			
Description	Change from FY18	Comments	Net Change
Base Salary & Wages & Longevity	\$7,235	Union Contract & Step Increases	
Budget Adjustment			\$7,235
Reconditioned Color Scanner	\$4,000	Scanner For Plan & Document Storage	\$4,000
		Total FY19 Increase	\$11,235

Department Information DSR1				
Department		Building		
	\$11,235			
Accomplishments and Activities				
Monies generated by the Building Department are by means of permit fees, and misc. fees. Total fees collected in FY15-\$1,391,043 Total fees collected in FY16-\$1,995,869 Total fees collected in FY17-\$4,157,536 Building Activity- New Construction: FY15 Residential Single Family Dwellings-85 FY15 Residential Two Family Dwellings-9 FY15 Non-residential Buildings-2 FY16 Residential Single Family Dwellings-104 FY16 Residential Two Family Dwellings-6 FY16 Non-residential Buildings-4 FY17 Residential Single Family Dwellings -96 FY17 Residential Two Family Dwellings-10 FY17 Residential Apartment Units-474 FY17 Residential Condo/Town House Units-52 FY17 Non-residential Buildings-2 FY18 July-October Single Family-30 FY18 July-October Two Family-4 FY18 July-October Commercial-2 Demolition: FY15 Residential-83 FY15 Commercial-1 FY16 Residential-96 FY16 Commercial-2 FY17 Residential 93 FY17 Commercial 3 Fiscal year 2017 Needham property owners reported they spent \$324,003,568.00* to construct or remodel 2,959,353 square feet to buildings and structures. This reflects a 80% increase in monies spent in FY16. This amounted to a monthly average of \$27,000,297.00 * This amount does not include dollar values of mechanical permits without building permits. Number of permits issued: FY15-5,091 FY16-5,307 FY17-4,922 Total number of requested inspections performed: FY15-10,373 FY16-10,158 FY17-10,744				

Department Information DSR1			
Department		Building	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$701,713		\$701,713
b) Expenses	\$51,040	\$4,000	\$55,040
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$752,753	\$4,000	\$756,753
V2019			

Department Expenditure Detail DSR2									
Department				Building					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	8	3	9.8	8	3	9.8	8	3	9.8
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$666,655	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$1,400	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							\$2,569	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1							\$670,624		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage. Coverage for vacation and sick leave for Building, Wiring, Plumbing & Gas Inspectors. Coverage to assist during high volume inspection periods.							\$20,842	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2							\$20,842		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Staff overtime during absenteeism; off hours inspections for facility shut downs; off hours emergency calls from Fire & Police Departments.							\$10,247	
d.									
e.	DSR3 Total								
Sub Total 3							\$10,247		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								

Department Expenditure Detail DSR2		
Department	Building	
Sub Total 4		\$0
5. Total Salary and Wages (1+2+3+4)		\$701,713
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Registration fees for monthly continuing education seminars & meetings. (\$3231) Annual conferences (\$2000) Fire Protection Engineer Consultant (\$20,000)	\$25,231
Communications (534x)	Cell phones (\$2200) Postage & Constable Service (\$685) Printing services for State permit applications, and business cards (\$3284	\$6,169
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Folders, binders, paper, desk top accessories, envelopes, batteries, calendars, archive storage boxes, small office equipment, toner, pens, pencils (\$3149)	\$3,149
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Jackets, vests, shirts, safety glasses, safety boots, flashlights, first aid supplies (\$1500)	\$1,500
Governmental Charges (569x)	Contract 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. (\$2111)	\$2,111
Dues & Subscriptions (573X)	Annual membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAIEI. Updated Code books & Amendments (\$880)	\$880
Other Expenses (574 X – 579x)		
6. Total Expenses		\$51,040

Department Expenditure Detail DSR2				
Department	Building			
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$752,753
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2019				

Performance Improvement Funding Request DSR4									
Department	Building								
Title	Document Scanner					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							\$4,000		\$4,000
3. Operating Capital									
4. Department Total (1+2+3)							\$4,000		
5. Other Costs									
6. Grand Total (4+5)							\$4,000		\$4,000
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?									x
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and not funded?									x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								x	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									x
Does the request support activities which produce revenue for the Town?								x	
If the request is not approved, will current Town revenues be negatively impacted?									x
Is there an increased exposure for the Town if the request is not approved?								x	
Is specialized training or licensing required (beyond the initial purchase)?									x
Does this request address a documented health or safety issue?									x
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
The Building Department respectfully request the funds required to purchase a document scanner, able to scan large construction documents 1. ITC to provide connection to Town system 2. This process would be part of the permitting process which provides revenue for the Town 3. The purchase of this unit would eliminate physical storage of documents which is becoming an issue regarding storage space. Also, the Department will start scanning existing stored documents which will eliminate the need for additional archive storage. □.									
V2019									

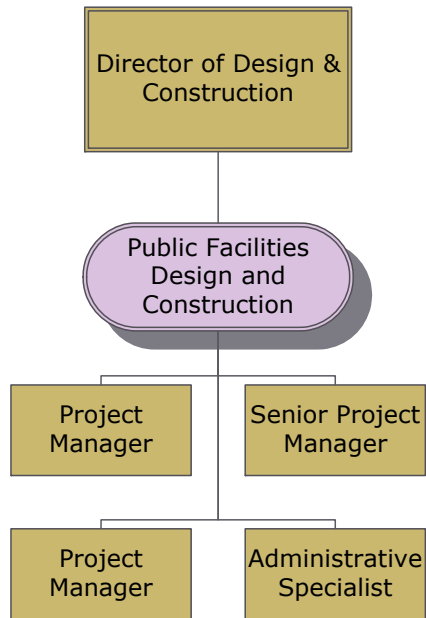
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Building Department	Expenditures	Expenditures	Expenditures				
Building Department							
Salary & Wage Regular	522,470.54	514,023.14	576,076.67	663,389	670,624	7,235	
Salary & Wage Temporary	15,240.56	8,151.00	5,525.00	20,842	20,842	-	
Salary & Wage Overtime	3,601.73	12,829.71	11,069.98	10,247	10,247	-	
Salary & Wage Other						-	
Personnel	541,312.83	535,003.85	592,671.65	694,478	701,713	7,235	1.0%
Energy			40.00			-	
Non Energy Utilities						-	
Repairs and Maintenance		368.73				-	
Rental and Leases						-	
Other Property Related						-	
Professional & Technical	1,500.00	2,100.00	11,430.00	25,231	25,231	-	
Communications	1,859.69	4,155.65	6,452.79	6,169	6,169	-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies	2,736.60	1,784.11	1,090.64	3,149	3,149	-	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment	1,682.46	422.30	1,230.90	1,500	5,500	4,000	
Governmental Charges	12,390.00	12,000.00	12,000.00	12,000	12,000	-	
Travel & Mileage	599.93	511.08	494.07	2,111	2,111	-	
Dues & Subscriptions	70.00	190.00	140.00	880	880	-	
Other - Expenses						-	
Expense Total	20,838.68	21,531.87	32,878.40	51,040	55,040	4,000	7.8%
Capital Equipment						-	
Capital Equipment Total				-		-	
TOTAL	562,151.51	556,535.72	625,550.05	745,518	756,753	11,235	1.5%

Intentionally Blank

Department Organizational Chart

Department of Public Facilities



Department Information DSR1	
Department	Public Facilities Department - Construction
Department Mission	
The Public Facilities Department - Construction mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of \$500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible. The Construction Division works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with.	
On the Horizon	
Currently in FY18 the Department is or will be overseeing the construction of the Rosemary Recreation Complex, continued involvement with MSBA on the Sunita L. Williams Elementary School on Central Avenue as well of the commencement of construction on that project, construction of the relocated Fuel Island, and design for the High School Expansion project with construction to start in February 2018. The department is continuing to work on the design of the Public Safety Complex and Fire Station #2 Projects with construction anticipated to start in February 2019, the Memorial Park Field House Project with construction anticipated to start in July 2018, the Central Avenue Seasonal Storage Facility with construction anticipated to start in March 2019 and a Full Day Kindergarten Study. Future upcoming projects as outlined by the Master Plan include the DPW Complex Renovation, the Cricket Field House Feasibility Study, the Pollard Middle School Feasibility Study, the Mitchell Elementary School Feasibility Study, and Hillside School renovation for use as swing space. The Construction Division works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with. In order to handle these projects an additional project manager position is being requested.	
Budget Statement	
The budget request represents an addition of a senior project manager to current staff in order to satisfy the objectives of the departments work load and prepare for succession planning. The Salary & Wages costs for current staff have decreased in FY19. The decrease in Salary & Wages from last year is \$4,859, a decrease of 1%. The addition of another senior project manager is offset by charges being made to active projects. The Department is requesting funding for an additional Senior Project Manager for FY19. The salary of an additional Senior Project Manager is estimated to be approximately \$134,640, including benefits. This cost is expected to be offset by transfer to project costs already approved by Town Meeting and will <u>not</u> increase the Salary & Wages costs as noted in the DSR4. The Departments budget is anticipated to be offset by savings to the Town of about \$250,000 per year in FY2018 and beyond by avoiding hiring third party services to perform OPM duties and responsibilities. During FY18 it is anticipated that a substantial amount of the Salary and Wage line item currently budgeted will be charged to project funds, and anticipated that this trend will continue.	

Department Information DSR1			
Department	Public Facilities Department - Construction		
The Construction Divisions expense request remains at the same level as FY18. No position in the Public Facilities Construction division is funded by a revolving fund.			
Accomplishments and Activities			
In FY18 the Department continued overseeing design, permitting and bidding efforts regarding the Sunita L. Williams Elementary School at Central Avenue with construction starting in October 2017, overseeing construction efforts at the Rosemary Recreation Complex, overseeing the construction of the Fuel Island Relocation Project, continued design of the Public Safety Complex and Fire Station #2, the Needham High School Classroom Expansion, the Memorial Park Field House & Ground Renovation and the Central Avenue Seasonal Storage Facility. The Full Day Kindergarten Space Study has commenced.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	488,361	101,000	589,361
b) Expenses	19,495	1,300	20,795
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	507,856	102,300	610,156
V2019			

Department Expenditure Detail DSR2									
Department				Public Facilities Department - Construction					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	5		5	5		5	6		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	6	
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							476,890	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							600	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							9,000	
i.	PRD1 Budget Adjustments							1,871	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1								488,361	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2								0	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3								0	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								0	
5. Total Salary and Wages (1+2+3+4)								488,361	

Department Expenditure Detail DSR2				
Department	Public Facilities Department - Construction			
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Seminars & Training (\$5,700) Advertising Legal Notices (\$500)		6,200	
Communications (534x)	Postage (\$400) Cellular Service (\$3,100)		3,500	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Other Purchased Services (\$1,600)		1,600	
Office Supplies (542x)	Office Supplies (\$1,000)		1,000	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Jackets (\$300)		300	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Conferences (\$2,000) Mileage Reimbursement for use of personal vehicle (\$3,000)		5,000	
Dues & Subscriptions (573X)	Dues & Subscriptions (\$1,895)		1,895	
Other Expenses (574 X – 579x)				
6. Total Expenses			19,495	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital			0	
8. Total Base Request (Line 5 + Line 6 + Line 7)			507,856	
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES	☐	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES	☐	☐	NO	☒
V2019				

Performance Improvement Funding Request DSR4																											
Department	Public Facilities Department - Construction																										
Title	Senior Project Manager – K24			Priority	1																						
DSR4																											
Expenditure Classification	FTE	Frequency			Total Amount (A + B)																						
		Recurring Amount (A)	One Time Only Amount (B)																								
1. Salary and Wage	1	101,000			101,000																						
2. Expense		600	700		1,300																						
3. Operating Capital																											
4. Department Total (1+2+3)		101,600	700		102,300																						
5. Other Costs		32,340			32,340																						
6. Grand Total (4+5)		133,940	700		134,640																						
Budgetary Considerations					Yes	No																					
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X																						
If yes, which Board or Committee?					Board of Selectmen																						
Has this request been submitted in the last three fiscal years and not funded?					X																						
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?						X																					
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X																						
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X																					
Does the request support activities which produce revenue for the Town?						X																					
If the request is not approved, will current Town revenues be negatively impacted?						X																					
Is there an increased exposure for the Town if the request is not approved?					X																						
Is specialized training or licensing required (beyond the initial purchase)?						NA																					
Does this request address a documented health or safety issue?						X																					
All "YES" responses above must be explained in the narrative below																											
Description and Explanation																											
The Public Facilities-Construction Department is requesting the addition of one additional Sr. Project Manager to its staff in FY19. The rationale for this is the need by the Department to handle the work Capital Projects work load assigned to it within the Towns Capital Plan, and transitions to its staff expected in the near future. The addition of this position will not affect the Departments budget for reasons explained below and is considered prudent succession planning that will benefit the Town. Projects that are in construction currently funded by the Town, and those that are in design and likely to be in construction in the foreseeable future include: <table border="0"> <thead> <tr> <th></th> <th>Timeline</th> <th>OPM Manhours (estimated)</th> </tr> </thead> <tbody> <tr> <td><u>Rosemary Recreational Complex:</u></td> <td></td> <td></td> </tr> <tr> <td>Construction-</td> <td>current thru 10/18</td> <td>1500</td> </tr> <tr> <td><u>Sunita L. Williams School:</u></td> <td></td> <td></td> </tr> <tr> <td>Construction-</td> <td>current thru 11/19</td> <td>2750*</td> </tr> <tr> <td><u>HS Expansion:</u></td> <td></td> <td></td> </tr> <tr> <td>Design-</td> <td>current thru 2/18</td> <td>500</td> </tr> </tbody> </table>								Timeline	OPM Manhours (estimated)	<u>Rosemary Recreational Complex:</u>			Construction-	current thru 10/18	1500	<u>Sunita L. Williams School:</u>			Construction-	current thru 11/19	2750*	<u>HS Expansion:</u>			Design-	current thru 2/18	500
	Timeline	OPM Manhours (estimated)																									
<u>Rosemary Recreational Complex:</u>																											
Construction-	current thru 10/18	1500																									
<u>Sunita L. Williams School:</u>																											
Construction-	current thru 11/19	2750*																									
<u>HS Expansion:</u>																											
Design-	current thru 2/18	500																									

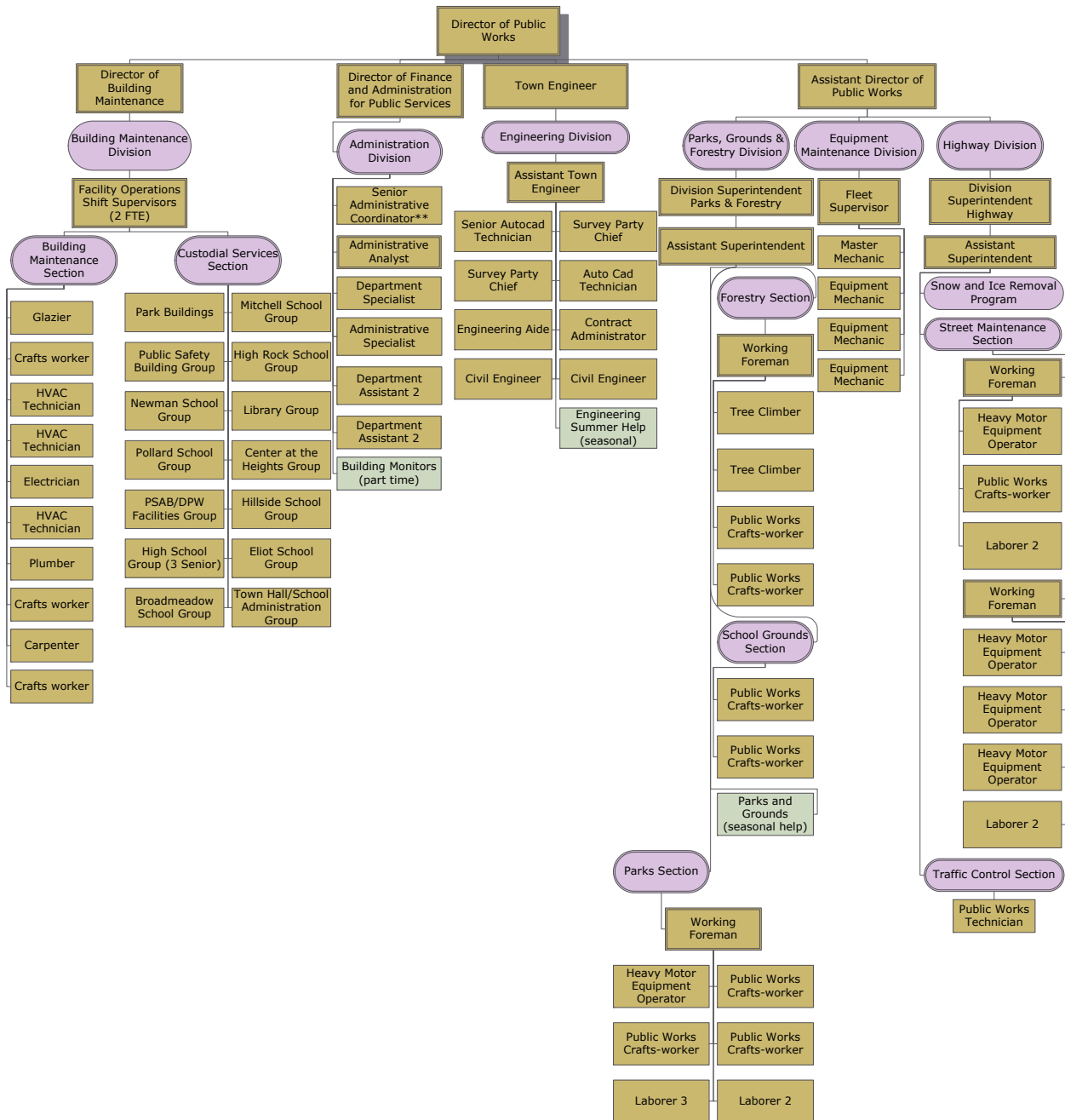
Performance Improvement Funding Request DSR4			
Department	Public Facilities Department - Construction		
Title	Senior Project Manager – K24	Priority	1
Construction- <u>Memorial Park:</u>	2/18 thru 11/18	1250	
Design-	current thru 7/18	500	
Construction-	7/18 thru 10/19	1000	
<u>Police and Fire:</u>			
Design-	current thru 2/19	4000	
Construction-	2/19 thru 5/22	8000	
<u>DPW Seasonal Storage:</u>			
Design-	current thru 2/19	500	
Construction-	2/19 thru 3/20	1000	
*excludes hired third party			
Others (2015 Master Plan):			
<u>Full Day Kindergarten-</u>			
<u>DPW Complex-</u>			
<u>Cricket Field House-</u>			
<u>Pollard-</u>			
<u>Mitchell ES-</u>			
It has been previously documented that the services provided by the Department acting as an (employee based) OPM, as required under MA statute, saves the Town upwards of \$50/MH. These savings amount to approximately \$250,000/year over the foreseeable future as projects funded by TM are required to include OPM costs in their budget appropriation. Understanding that Department staff charge projects as well as overhead, allows for the additional requested staff member without an increase in the Department budget. Furthermore, the importance of maintaining continuity as the Department transitions, points to the desirability of bringing in a new person sooner rather than later. The work flow identified above clearly demonstrates the logic of such an approach. The goal of the Department is to have a proper level of personnel to manage the various upcoming projects. These projects if not implemented within the time frames identified will impact realization of facilities important to the operation of the Town and identified in the 2015 Master Plan. The assistance of another department, ITC, would be required to provide a cell phone. Yearly Benefits for the new position are estimated at \$32,340. A yearly Auto Allowance for a new project manager would be \$3,000.			
			V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015 Expenditures	FY2016 Expenditures	FY2017 Expenditures	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Public Facilities Design & Construction							
Salary & Wage Regular	2,831,186.57	2,951,521.97	3,093,015.23	3,559,568	577,361	(2,982,207)	
Salary & Wage Temporary	24,169.04	32,999.60	19,753.71	38,702		(38,702)	
Salary & Wage Overtime	368,221.33	355,519.55	481,170.84	348,962		(348,962)	
Salary & Wage Other	49,666.12	39,489.33	64,208.15	27,600	12,000	(15,600)	
Salary and Wage Total	3,273,243.06	3,379,530.45	3,658,147.93	3,974,832	589,361	(3,385,471)	-85.2%
Energy	2,583,839.63	2,480,618.97	65,672.64	116,331		(116,331)	
Non Energy Utilities				-		-	
Repairs and Maintenance	610,038.44	730,180.13	610,272.51	654,238		(654,238)	
Rental and Leases	173.00	50,155.70	74,919.20	98,100		(98,100)	
Other Property Related	609,389.24	639,262.22	669,605.95	712,313		(712,313)	
Professional & Technical	129,307.27	115,790.84	137,278.19	254,708	6,200	(248,508)	
Communications	178,097.38	160,504.78	161,907.51	168,950	4,800	(164,150)	
Recreation				-		-	
Other Purchased Services	5,292.53	21,647.50	13,895.20	14,610	1,600	(13,010)	
Energy Supplies				-		-	
Office Supplies	1,455.36	1,950.09	12,191.20	3,500	1,000	(2,500)	
Building & Equipment Rprs/	330,466.62	372,007.87	500,284.79	403,500		(403,500)	
Custodial Supplies	155,584.42	128,053.15	125,004.72	245,700		(245,700)	
Grounds Keeping Supplies	7,317.81	8,757.95	12,615.00	9,100		(9,100)	
Vehicular Supplies	27,941.62	20,521.36	20,773.51	17,505		(17,505)	
Food & Service Supplies		43.91	130.77	-		-	
Medical Supplies				-		-	
Educational Supplies				-		-	
Public Works Supplies		500.00		-		-	
Other Supplies & Equipment	28,503.08	16,502.26	38,528.81	33,280	300	(32,980)	
Governmental Charges	2,050.00	12,200.00	2,855.00	2,500		(2,500)	
Travel & Mileage	5,592.27	5,622.90	5,495.28	8,250	5,000	(3,250)	
Dues & Subscriptions	1,842.50	1,745.50	498.75	4,145		(4,145)	
Other	162.41	9,025.54		-	1,895	1,895	
Expense Total	4,677,053.58	4,775,090.67	2,451,929.03	2,746,730	20,795	(2,725,935)	-99.2%
Capital Equipment	48,150.00		10,000.00	-		-	
Capital Equipment Total	48,150.00		10,000.00	-		-	
				-		-	
TOTAL	7,998,446.64	8,154,621.12	6,120,076.96	6,721,562	610,156	(6,111,406)	-90.9%

Department Organizational Chart

Department of Public Works



Department Information DSR1	
Department	Department of Public Works
Department Mission	
The Department of Public Works is responsible for maintaining the physical non-building infrastructure of the Town. The infrastructure includes: roads, bridges, sewer systems, water systems, trash disposal, recycling, parks, trees, sidewalks, etc. Starting in FY18, it has also become responsible for providing scheduled and routine maintenance to all of the School and Town buildings, with the inclusion of the Building Maintenance Division. Additionally, it is responsible for all Town custodial operations and permitting spaces to Town, School, and non-profit organizations. The Department of Public Works consists of nine different divisions, six 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, Fleet, & Engineering) which provide support services to all of the operating divisions of the DPW regardless of their funding source, and three operations divisions (Highway, Parks & Forestry, & Building Maintenance).	
On the Horizon	
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year. <u>Building Maintenance</u> In FY19, the Building Maintenance Division, formerly Public Facilities Operations plans to begin implementing improvements based on the results of the facilities operations study completed in FY18 to better organize the Division and continue to merge into DPW. The Division anticipates having a permanent Director in place to better focus the future direction of the Division. Also occurring in FY19 is the opening of Rosemary Recreation Complex and the expansion of the High School, which will include regular maintenance and custodial care to those buildings, increasing the number of staff in the Division. <u>Parks & Forestry</u> In the upcoming fiscal year, the Parks & Forestry Division will continue to maintain new plantings that are included in the Downtown Improvement Project. The Division will review options for replacing the synthetic turf at both Memorial and DeFazio fields. Additionally, the safety netting at the Memorial Park baseball diamond should be replaced. The turf and irrigation system at Cricket Field is targeted for replacement. The lights at Claxton Field are also targeted for replacement with more energy efficient lights. Options for the ASA Small diamond improvements will be reviewed in collaboration with Needham Baseball/Softball. The Division continues to partner with the Schools in Town on landscape improvements. Currently, they are working together on a Memorial Rock Garden at the Newman School as well as landscaping improvements at the indoor courtyard at the Broadmeadow School. The Forestry Division is working with PPBC on selecting and saving plant materials at the High School as a result of the expansion project. In addition, tree spading work will occur on the new Williams School site. The Division has been working on a tree bylaw, which it hopes to present to Annual Town Meeting in May 2018. <u>Administration</u> The Administration Division has plans to annualize the process for reviewing all divisions, focusing on one division per month, and taking an in-depth look at capital budgets, staffing, vehicles, and operating budgets. The Division will also continue to consolidate administrative	

Department Information DSR1	
Department	Department of Public Works
functions in the PSAB building. Through PeopleGIS, they will work on fully integrating project tracking and management tools. Additionally, the Division will create more robust trainings, such as tool box talks and management training to continue to support the Department. <u>Engineering</u> In FY19, the Engineering Division will be dedicating significant resources to the delayed 2016 NPDES MS4 Stormwater Permit. The Downtown Improvement Project Phase II design will begin. The design and construction of the railroad crossing at Great Plain Avenue will begin. The West Street/Highland Avenue design of the traffic signals and related improvements will begin. The Engineering Division will be looking at using Govern for street permitting. During the next fiscal year, inflow/infiltration removal will continue. <u>Highway</u> The Highway Division plans to complete the town-wide sidewalk study and perform systematic sidewalk improvements in the new fiscal year. The Division is beginning to incorporate technologies and Geographic Information System (GIS) modeling in order to update the five year capital plan. In addition, these technologies will be used next year to conduct an updated Pavement Condition Index (PCI) analysis. A database inventory of all signs will be incorporated as well. The Division will begin a methodical retrofit of signs from a priority plan. The Highway Division has and remains committed to implementing, where feasible, Complete Streets principles town wide. <u>Fleet</u> The Fleet Division will continue to explore the feasibility of offering our services to additional Town departments. The Division will research and implement practices that continue to improve the services we provide, the tracking of those services, and formalize a method to measure customer satisfaction. The refurbishment concept will be expanded to work towards the goal of increasing in-house performed updates and repairs. The Division will work to standardize classes of vehicles within the fleet and implement measures to maximize fuel efficiency.	
Budget Statement	
The Public Facilities Department Operations Division budget has been merged into the Department of Public Works Budget as the Building Maintenance Division. All analysis below is done applying the FY18 PFD-O budget to the DPW FY18 submission and addressing all changes outside of this merger. Salaries & Wages Increased by \$4,944, 0.07% Expenses & Services Increased by \$61,426, 1.42% Operating Capital Decreased by \$12,223, -28.95% Total Budget Submission Increase by \$54,147, 0.47% Salaries There is presently no contract for the NIPEA, ITWA, and BCTIA employees that are under this budget and no cost of living increases for any staff have been established for FY19. The only changes in regular salaries are based off of employees who qualify for step increases, which results in an increase of 0.54% The Salary and Wage Overtime line item service hours have been changed in several areas. In	

Department Information
DSR1

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

areas not listed below the service provided is identical to the year before.

- (1) Highway – Fall requires an additional truck on the street sweeping route, requiring four additional hours of OT for nine events.
- (2) Build Maint – Remove grass cutting and leaf collecting programs at three schools, and add to mowing contract, reducing OT by four staff people, for eight hours of OT work, for a total of 26 weeks.
- (3) Build Maint – Double hours for Man Out Coverage to backfill existing positions, based on both short term and long term absences within the Division, increasing from 10 to 20 hours per week for 40 weeks.
- (4) Build Maint – Add additional trades work outside of regular hours of two trades staff, working an additional eight hours per week for 40 weeks.
- (5) Build Maint – Remove overtime at the Emery Grover for cleaning, as permanent staff is now scheduled there for 20 hours per week, reducing OT by nine hours per week for 52.2 weeks.
- (6) Build Maint – Reduce Boiler Watch to weekends only, as custodians will provide coverage during regular hours on weeknights, reducing 24 hours of OT 31 weeks per year

Based on the changes above there is a decrease of 5.66% in the overtime line item.

The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY17 request and are the same as the prior year. The Other Salary and Wage Expenses are the same as the prior year.

Expenses & Services

Highlighted Changes

In reviewing the FY19 budget, it was determined that several of the items would be reallocated to the Public Works Supplies line item, as this was the line item used to purchase those items. These items were valued at \$16,747.

Net Change: \$0

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	39,212	\$2.95*	\$115,675	-\$656

*increase from last year's budgetary figure of \$2.68, decrease is in consumption – moved Ridge Hill to electric heat

Vehicular Supplies

Division	Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Building Maint	Gasoline	8,271	\$2.47**	\$20,431	\$3,676
Parks & Forest	Diesel	10,480	\$2.92*	\$30,602	\$939
Parks & Forest	Gasoline	3,692	\$2.47**	\$9,119	\$3,311
Highway	Diesel	17,405	\$2.92*	\$50,823	\$6,187
Highway	Gasoline	1,842	\$2.47**	\$4,550	\$455
Garage	Diesel	1,307	\$2.92*	\$3,816	\$755
Garage	Gasoline	5,371	\$2.47**	\$13,266	-\$463
Admin	Gasoline	619	\$2.47**	\$1,529	\$93

**Department Information
DSR1**

Department			Department of Public Works			
Engineering	Gasoline	1,139	\$2.47**	\$2,813	\$815	

*increase from last year's budgetary figure of \$2.57

**increase from last year's budgetary figure of \$2.24

Building Maintenance

The major changes in the FY 19 budget are the reduction of the -\$93,000 for the rental of the NHS temporary chiller, -\$50,000 for an operations study, and -\$25,000 to upgrade parks bubblers. The Repairs & Maintenance line was adjusted between the various maintenance items and adjusted based on on-call and maintenance contracts and resulted in a net increase of \$31,566. Vehicle Repair and Supply funds were transferred to the Garage in the amount of -\$12,750 and Office Supplies were transferred to Admin in the amount of -\$2,500. The Other Property Related Services line was increased by \$19,390 to account for transferring mowing and leaf collection at five schools and municipal facilities, and increased \$16,361 to account for an anticipated 3% increase in the new outsourced cleaning contract for the Pollard and NHS. Parking lot maintenance was added to the budget in the amount of \$30,000 to cover the restriping and crack sealing of school parking lots. Building Supplies and Equipment was increased \$53,500 to provide supplies for the fully employed trades staff. Custodial Supplies were reduced by -\$15,700 due to streamlining the custodial supply ordering system and standardizing products throughout the Town. Other small changes in operations resulted in an increase of \$15,959.

Net Decrease: \$32,074

Parks & Forestry

There are only incremental changes in the FY19 budget submission either based on historical spending, or contractual changes. Repairs & Maintenance have increased by \$5,000. Fencing has increased by \$2,600 due to increased repairs. Fence repairs to damaged fences are not covered under the Town's insurance. Fertilizer, grub control, and seed were increased \$9,036 based on the new contract awarded in FY18. Field Work and Top Dressing were increased \$2,686, a 4% increase based on the current contract for these services. Tree spading and winter moth spray were increased \$1,100 based on current costs for these services. Trees & Shrubs were increased \$5,000 because the current nursery stock is depleted. Other small changes in operations resulted in an increase of \$4,864.

Net Increase: \$30,286

Administration

There are only incremental changes in the FY19 budget submission. The costs to maintain SeeClickFix, \$4,900 have been added to the budget. This program was originally procured through a Commonwealth program that provided this service to the Town at no charge for the first three years. The Travel & Mileage line has been increased by \$2,500 to account for three management attendees to the regional Spring APWA conference and two management attendees to the Annual National APWA conference. The Office Supply line for Building Maintenance, \$2,500, was transferred to Admin. There is an increase of \$500 for Food that will cover food and drinks during mandatory lunch time meetings or during major weather events where food is not easily accessible in the Town, and Gasoline has been increased \$93.

**Department Information
DSR1**

Department

Department of Public Works

Net Increase: \$10,493

Engineering

The only change to the FY19 budget is Gasoline which has increased by \$815. Other Supplies and Equipment was reduced -\$100, and this was offset by a \$100 increase in Dues & Subscriptions.

Net Increase: \$815

Highway

There are only incremental changes in the FY19 budget submission, either based on historical spending or contractual changes. Contractual items that have increased under Other Property Related Services: Roadway Paving 2%, Road Surface Treatments 2%, Disposal of Street Sweepings 2%, Street Sweeping 5%, and Sidewalk Curb, HP Improvements 6%. These contract changes result in a total increase of \$12,852. Vehicular supplies were increased for Sweeper Broom & Wear parts 5%, and Cutting Edges 1% based on current contracts for a total of \$391. Public Works Supplies was increased based on contract pricing for Asphalt 5% and Granite Curbing 6% for total increase of \$6,018.

Items were changed to Public Works Supplies from Other Supplies and Equipment and Repairs & Maintenance. Fencing has increased by \$9,500 due to increased repairs. Fence repairs to damaged fences are not covered under the Town's insurance. Other small changes in operations resulted in an increase of \$7,403.

Net Increase: \$36,164

Garage

There are only incremental changes in the FY19 budget submission based on historical spending. Vehicular Repairs and Supplies were increased for the inclusion of Building Maintenance into the Department in the amount that was previously budgeted to Building Maintenance, \$12,750. Other small changes in operations resulted in an increase of \$2,992.

Net Increase: \$15,742

Snow

There has been an additional increase of 1% (\$4,112) over the prior year's submission.

Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Energy	Build Maint	Oil	(\$656)	Remove Ridge Hill from oil, based on 3 year average of remaining facilities	(\$656)

Department Information DSR1					
Department		Department of Public Works			
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Repairs & Maintenance Services	Build Maint	Alarm and Sprinkler Servicing	(\$9,348)	Based on current contract pricing	\$34,261
	Build Maint	Building Repairs	(\$12,290)	Based on actual spending in FY 17	
	Build Maint	Door Access Systems	\$426	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Door Repairs	\$1,377	Based on current contract pricing	
	Build Maint	Electrical Repair	(\$16,476)	Based on actual spending in FY 17	
	Build Maint	Elevator Maintenance	\$28,377	Based on current contract pricing	
	P & F	Equipment Repair	\$5,000	Based on actual spending in FY 17	
	Build Maint	Equipment Repair	\$4,000	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Generator Repair	\$10,232	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Hardware Maint. Agree	\$14,568	Based on 3 year average spending	
	Build Maint	Masonry Repair	(\$18,632)	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Mech. Electric. Plumb.	\$11,000	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Plumbing Repairs	\$14,456	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Roof Repairs	\$3,876	Based on actual spending in FY 17, and current contract pricing	
	Highway	Specialty Signs	(\$2,305)	Moved to Public Works Supplies	
	Build Maint	Vehicle Repair	(\$12,000)	Moved to Garage	
	Garage	Vehicle Repair	\$12,000	Moved from Building Maintenance	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Rental & Leases	Build Maint	Rentals of Specialty Equipment	(\$93,000)	No longer need NHS chiller rental	(\$93,000)
Other Property Related Services	Build Maint	Contracted Mowing/Mulching	\$19,390	Based on current contract pricing, and outsourcing 3 remaining school aprons, reduction in OT to offset	\$110,120
	Highway	Disposal of Street Sweepings	\$762	Based on current contract pricing	
	P & F	Fence Repair	\$2,600	Based on actual spending in FY 17, insurance does not cover fence damage	
	Highway	Fence/Guardrail	\$9,500	Based on actual spending in FY 17, insurance does not cover fence damage	
	P & F	Fertilizer & Grub Control	\$6,108	Based on current contract pricing	
	P & F	Field Work	\$1,822	Based on current contract pricing	
	Build Maint	Contract Cleaning	\$16,361	Based on current contract pricing	
	Build Maint	Irrigation Systems	\$7,744	Based on actual spending in FY 17, and current contract pricing	
	Build Maint	Other Prop Related Service	\$1,779	Based on actual spending in FY 17	
	Build Maint	Parking Lot Maintenance	\$30,000	Costs for line striping and crack sealing were not previously broken out in prior budgets, but funds were expended	
	Highway	Road Surface Treatments	\$1,946	Based on current contract pricing	
	Highway	Roadway Paving	\$5,087	Based on current contract pricing	
	Highway	Sidewalk Curb, and HP Improvements	\$3,806	Based on current contract pricing	
	Highway	Street Sweeping	\$1,251	Based on current contract pricing	
	P & F	Top Dressing	\$864	Based on current contract pricing	
	P & F	Tree Spade	\$1,000	Based on actual spending in FY 17	

Department Information DSR1					
Department			Department of Public Works		
	P & F	Winter Moth	\$100	Based on actual spending in FY 17	
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Professional & Technical Services	Admin	Annual Maintenance for SeeClickFix	\$4,900	Originally purchased for free through Commonwealth program	(\$43,674)
	Build Maint	Operations Study	(\$50,000)	One time expenditure	
	Build Maint	Professional & Technical	\$426	Based on actual spending in FY 17, and current contract pricing	
	Garage	Vehicle Maintenance Software	\$1,000	Increase to include "paperless shop" functionality	
Communications	Build Maint	Cable/Internet	\$500	Based on actual spending in FY 17	\$3,150
	Build Maint	Landline Telephone	\$2,250	Based on actual spending in FY 17	
	Build Maint	Postage	\$250	Based on actual spending in FY 17	
	Highway	Printing	\$150	Based on actual spending in FY 17	
Other Purchased Services	P & F	Police Detail	\$264	Based on actual spending in FY 17	(\$146)
	Build Maint	Water Filtration	(\$410)	Based on actual spending in FY 17	
Office Supplies	Admin	Office Supplies	\$2,500	Move from Build Maint	\$0
	Build Maint	Office Supplies	(\$2,500)	Move to Admin	
Building & Equipment Supplies	Build Maint	Carpentry Supplies	\$33,500	Based on actual spending in FY 17	\$53,850
	Build Maint	Custodial Equipment	(\$20,000)	Moved to Custodial Supplies line	
	Build Maint	Electrical Supplies	\$10,000	Based on actual spending in FY 17	
	P & F	Light Bulbs, Paint, & Hardware	\$350	Based on actual spending in FY 17	

Department Information DSR1					
Department			Department of Public Works		
	Build Maint	Misc. Supplies	\$30,000	Based on actual spending in FY 17	
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Custodial Supplies	Build Maint	Custodial Supplies	(\$15,700)	Based on actual spending in FY 17	(\$15,700)
Grounds Keeping Supplies	P & F	Seed	\$2,928	Based on actual spending in FY 17	\$3,678
	P & F	Tools	(\$4,250)	Moved to Public Works Supplies	
	P & F	Trees & Shrubs	\$5,000	Depleted nursery stock needs to be replenished	
Vehicular Supplies	Highway	Cutting Edges and Related Accessories	\$100	Based on current contract pricing	\$391
	Highway	Sweeper Brooms & Wear Parts	\$291	Based on current contract pricing	
	Garage	Vehicle Repair Parts & Batteries	\$750	Moved from Building Maintenance	
	Build Maint	Vehicle Repair Parts & Batteries	(\$750)	Moved to Garage	
Gasoline & Diesel Fuel	All	Diesel	\$7,881	Based on 3 Year Average	\$15,768
	All	Gasoline	\$7,887	Based on 3 Year Average	
Food & Service Supplies	Build Maint	Food & Service Supplies	\$500	Cover food and drinks for mandatory lunch time meetings	\$1,000
	Admin	Food & Service Supplies	\$500	Cover food and drinks for mandatory lunch time meetings	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Public Works Supplies	Highway	Asphalt	\$5,711	Based on current contract pricing	\$24,765
	Highway	Dead Animal Supplies	\$106	Moved from Other Supplies & Equipment	
	Highway	Granite Curbing	\$307	Based on current contract pricing	
	Garage	Hardware Supplies	\$2,000	Based on actual spending in FY 17	
	P & F	Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies	\$4,250	Moved from Grounds Keeping Supplies	
	Highway	Personal Safety Equipment	\$700	Moved from Other Supplies & Equipment	
	Garage	Shop Supplies	\$1,925	Moved from Other Supplies & Equipment	
	Highway	Traffic Control Supplies	\$5,000	Moved from Other Supplies & Equipment	
	Highway	Tools	\$2,250	Moved from Other Supplies & Equipment	
	Highway	Traffic Signs	\$2,516	Moved Specialty Signs from Repairs & Maintenance Services	
Other Supplies & Equipment	Build Maint	Bubblers	(\$25,000)	One time expenditure	(\$35,781)
	Highway	Dead Animal Supplies	(\$106)	Moved to Public Works Supplies	
	Highway	License Renewal	(\$200)	This line is not longer being used	
	Garage	License Renewal	(\$500)	This line is not longer being used	
	Highway	Personal Safety Equipment	(\$700)	Moved to Public Works Supplies	
	Engineering	Plan Size Copy Paper, Large Toner Bar, Books, & Manuals	(\$100)	Based on actual spending in FY 17	
	Garage	Shop Supplies	(\$1,925)	Moved to Public Works Supplies	
	Highway	Tools	(\$2,250)	Moved to Public Works Supplies	
	Highway	Traffic Control	(\$5,000)	Moved to Public Works	

**Department Information
DSR1**

Department			Department of Public Works		
		Supplies		Supplies	

Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Travel & Mileage	Admin	Travel & Mileage	\$2,500	Accounts for 3 attendees at regional conference and 2 attendees at national conference	\$2,500
Dues & Subscriptions	All	Professional Association Memberships	\$900	Based on actual spending in FY 17	\$900

Operating CapitalUnit 202 Portable Tank

The current liquids sprayer, Unit 202, is no longer functional. This Parks & Forestry tank will be used to water roadside plantings in roadway islands and in parking lots, to water street trees, and to supplement irrigation.

Unit 330 Trailer

The current trailer is 17 years old and in need of replacement. This trailer is used by the Highway Division to transport construction and maintenance materials and equipment.

Line Painting Machine

The current Line Painting Machine is over seven years old and is not reliable. This machine is critical for the Parks & Forestry Division to maintain the athletic lines on the fields, which supports the High School Athletics Program.

Edger

This new piece of equipment would help the Parks & Forestry Division increase efficiency in edging and weeding the baseball diamond skins. This process needs to be completed several times a year in order to support the Baseball Diamond Maintenance Program.

Ball Diamond Field Pump

This would be an additional field pump to help reduce puddles in flooded areas on fields and make them usable.

DSR4sRosemary Building Operating Costs

The Building Maintenance Division is requesting an additional senior custodian, half an additional trades person, an additional building monitor, and additional operating expenses, including contract cleaning, in order to accommodate the new Rosemary Recreation Building. The increased staffing is necessary for a new building in Town. The expense budget will need to be increased to cover things including, but not limited to, custodial supplies and repairs.

Department Information DSR1	
Department	Department of Public Works
<u>NHS Expansion Operating Costs</u> The Building Maintenance Division is requesting an additional custodian, half an additional trades person, and additional operating expenses in order to address the increased square footage at the High School once the addition is complete. The additional half a trades person will help offset the increased overall square footage now covered by the Building Maintenance Division. With the increase in space comes an increase in costs associated with maintaining the space, including custodial and repair costs. <u>Inspectional Services</u> The Engineering Division is requesting funding for outsourcing inspectional services. This funding would provide inspection of public utilities, as the Town currently is unable to provide direct oversight. This would help to address damage to public properties and roadway improvements that are currently occurring due to public utilities work. <u>90' Baseball Diamond Maintenance Program</u> The Parks & Forestry Division is requesting funding to address more adequate routine maintenance of the Town's four 90' baseball diamonds. This funding would cover one diamond per year, once every four years, in order to bring the fields to proper playing condition. <u>Canada Goose Control Management Plan</u> The Parks & Forestry Division is requesting funding to address the growing Canada Goose problem. This funding would cover bringing in outside contractors to help reduce the number of geese currently at the Town's fields, which are damaging the fields. This would help address the goals of the IPM Committee. <u>Additional Landscaping/Beautification of Greene's Playground</u> The Parks & Forestry Division is requesting funding to address some final landscaping and hardscaping at Greene's Field playground. It will help finalize the renovation. <u>Highway OT Downtown Sweeping</u> The Highway Division is requesting funding for four additional hours of street sweeping per week, for 40 weeks a year. This additional street sweeping is essential to the maintenance of the new Downtown Improvement Project features, which must be swept more frequently as the stamped concrete is prone to trapping debris. This increased sweeping will also help the Town comply with its MS4 NDPES permit. <u>Compliance Coordinator</u> The Administration Division is requesting funding for a Compliance Coordinator. This position would help keep the DPW in compliance with the increasing complexity of the regulatory environment, particularly stormwater management and NPDES. This position would also be able to provide more adequate tracking of any regulations the entire Department is responsible for following and assisting other Divisions with the paperwork.	
Accomplishments and Activities	
The divisions performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The divisions also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix, as well as SchoolDude.	

Department Information DSR1	
Department	Department of Public Works
<u>Building Maintenance</u> The Building Maintenance Division, previously the Public Facilities Operations Department, merged under the DPW Department in FY18. An assessment is being completed to analyze the structure and function of the Division and its staff. The Division acquired the SchoolDude phone app, enabling the few trades staff with smart phones to be able to record their work orders in real time. The Division initiated service contracts with the HVAC programming company to provide a thorough quarterly evaluation of our Building Management System as well as with our custodial supply company to provide quarterly annual maintenance on our custodial equipment. <u>Parks & Forestry</u> The Parks & Forestry Division continued to review and make significant recommendations on the Downtown Improvement Project. Arbor Day was celebrated at the Hillside and Broadmeadow Schools. Additionally, the Division planted trees and celebrated the day with Grasshopper Inc. from Needham Crossing at Riverside Park. Preparations were completed at the Memorial Park Garden by Town staff. The Division continued to be instrumental in additional amenities at the dog park. Partnering with Project Van, landscaping improvements were able to be completed at Riverside Park. The Division spaded six large trees from the Rosemary Pool site in anticipation of construction activities. After consultation with users and the Conservation Commission, the Division worked on a stone dust resurfacing project for Horsford Pond parking lot. Additionally, they completed a drainage project at Memorial Park. The Parks Division worked on a landscape and field improvement plan for Dwight Field and baseball diamond. The Division maintained its "Tree City USA" status. <u>Administration</u> The Administration Division completed the pilot for the LED streetlight program, using the results to inform the upcoming streetlight replacement project. The PeopleGIS Work Order Management System and Storm Water Management Forms were substantially completed. The Division implemented a water restriction with photographic documentation, utilizing a PeopleForm. In FY18, an intern was hired to work on a cost benefit analysis for back-flow and to complete contract user guides for the multiple unions. Cross training for various functions was completed. The Administration Division worked with the towns of Natick and Wellesley to evaluate their operations. The Board of Selectmen approved the Complete Streets policy. Additionally, the Division was able to increase the DPW's presence on social media, improving communication with the residents. The Supervisor of Administration was nominated regionally for the Manager of the Year award: Administrative for APWA and accepted the award at the National APWA conference this past year. <u>Engineering</u> The Engineering Division oversaw the completion of the following projects: Downtown Improvement Phase I, Greendale Avenue drainage/water main Phases 1 & 2, and Central Avenue/Eliot Street Bridge. The Division oversaw the infiltration removal for the Normandy 128 East project and the Alfreton Road water main. The Division completed an analysis of the sewer system flow and CCTV of the Town-wide system as well as reviewed the Modera Needham Development. Additionally, the NPDES MS4 Permit began this past year. <u>Highway</u> The Highway Division staff reconstructed hundreds of feet of sidewalk on Oak Street, Beech Street, and Great Plain Avenue. The staff reconstructed dozens of sidewalk sections throughout Needham to remove tripping hazards. The sidewalk inventory study and subsequent analysis	

Department Information DSR1			
Department		Department of Public Works	
began. Granite curbing and concrete sidewalk was reconstructed on Highland Avenue adjacent to Memorial Park. Analysis of the Town’s sidewalk inventory and condition survey data began. The staff prepared 8.2 lane miles of surface treatments and over 9.5 lane miles of roadway rehabilitation (paving) including Cape Cod berm curbing and new grass berms.			
Fleet			
Significant progress has been made by the Fleet Division and the garage staff during the past 12 months. The repairs and maintenance of the Building Maintenance Division’s vehicles were successfully transferred to the Fleet Division, after previously being contracted out. The staff participated in Hybrid and Electrical Vehicle technician training and also took an in depth course on Diesel Emission systems and controls. The Division purchased and implemented the use of an electronic diagnostic tool. The vehicle maintenance practices have transformed from a reactive to proactive methodology, which is starting to pay dividends on reducing the repair costs while improving vehicle and equipment safety and reliability. Multiple areas of the garage were cleaned, painted, and updated in order to improve morale, safety, and customer perception. Additionally, the Division assisted other Town departments with the vehicle purchase process and the evaluation of existing vehicles.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
• Salary and Wages	7,219,688	263,032	7,482,720
• Expenses	4,385,896	181,044	4,566,940
• Capital	29,993	0	29,993
• Other: Snow & Ice	416,232	0	416,232
•			
•			
• Total DSR2 & DSR4 Request (a through f)	12,051,809	444,076	12,495,885
V2019			

Department Expenditure Detail DSR2									
Department				Department of Public Works					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	49	49	0	49	103	0	103
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
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							6,297,775	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							46,592	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							103,560	
f.	PRD1 Snow Program							89,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							9,900	
i.	PRD1 Budget Adjustments							25,180	
PRD1 Sub Total							6,572,007		
J	DSR3 Other Compensation								
Sub Total 1							6,572,007		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total							114,545	
Sub Total 2							114,545		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							21,138	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							481,999	
Sub Total 3							503,137		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs							30,000	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							30,000		
5. Total Salary and Wages (1+2+3+4)							7,219,688		

Department Expenditure Detail DSR2		
Department	Department of Public Works	
DSR2B		
Object	Description	Amount
Energy (521x)	Building Maintenance Oil	115,675
Repairs & Maintenance Services (524x – 525x)	Building Maintenance - Alarm & Sprinkler Servicing (69,771) - Building Repairs (64,000) - Door Access Systems (34,534) - Door Repairs (24,058) - Electrical Repair (50,000) - Elevator Maintenance (74,160) - Equipment Repair (16,000) - Extinguisher Service (12,268) - General Repair (13,000) - Generator Repair (20,475) - Hardware Maint. Agree. (48,500) - HVAC Maintenance (95,444) - Masonry Repair (64,000) - Mech. Electric. Plumb. (20,000) - Plumbing Repairs (34,278) - Roof Repairs (20,000) - Welding Repairs (13,316) Parks & Forestry - Electrical Repair (4,000) - Equipment Repair (14,800) - Irrigation Repair (10,000) Administration - Copier, Printer, & Typewriter Repair (6,000) Engineering - Large Document Copiers & Survey Equip Repair (930) Highway - Repairs & Maintenance to Traffic Signals (17,999) - Roadway Markings (39,861) Fleet - Equipment Repair (10,000) - Fuel Tank Maintenance (4,000) - Vehicle & Equipment Inspections (10,000) - Vehicle Repair (52,000)	843,394
Rental & Leases (527X)	Building Maintenance - Rentals of Specialty Equipment (5,100) Fleet - Shop Supplies, Gas, & Welding Supplies (1,500)	6,600

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Other Property Related Services (529x)	Building Maintenance • Contract Cleaning (561,747) • Contracted Mowing/Mulching (72,138) • Energy Upgrade (32,000) • Fence Repairs (12,400) • General Services (25,200) • Hazardous Waste Disposal (5,500) • Irrigation Systems (15,662) • Other Prop Related Services (8,680) • Parking Lot Maintenance (30,000) • Pest Control Services (14,060) • Window Washing (10,200) Parks & Forestry • Contracted Mowing (30,000) • Crane Work – Trees (9,600) • Fence Repair (6,000) • Fertilizer & Grub Control (123,509) • Field Work (47,361) • Invasive Weed Control – Carol Brewster (4,900) • Sod Installation (4,000) • Soil Sampling (1,673) • Top Dressing (22,484) • Tree Spade (3,000) • Wetting Agent (11,500) • Winter Moth Spray (1,200) • Xeriscape Plantings (2,000) Highway • Crack Seal (65,810) • Disposal of Street Sweepings (26,176) • Fence/Guardrail (20,000) • Road Surface Treatments (99,240) • Roadway Paving (259,455) • Sidewalk, Curb, & HP Improvements (67,246) • Street Sweeping (26,269)	1,619,010
Professional & Technical Services (530x – 531x)	Building Maintenance • Engineering Consulting (31,000) • HVAC Programming (56,900) • Licensed Professional Services (45,000) • Professional & Technical (34,534) • Seminars & Training (9,000)	271,284

Department Expenditure Detail DSR2		
Department	Department of Public Works	
	• Software Licenses (22,500) Parks & Forestry • Consulting (4,000) • Seminars & Training (2,000) Administration • Annual Maintenance for SeeClickFix (4,900) • PeopleGIS – PeopleForm Licenses (5,225) • PeopleGIS – PeopleForms Development Software (5,225) • Seminars & Training (8,000) Engineering • Right-of-Way & Property Surveys (30,000) • Seminars & Training (1,000) Highway • Inspection Services (2,000) • Seminars & Training (2,500) Fleet • Annual Licensing for Electronic Diagnostic Tool (1,500) • Seminars & Training (3,000) • Vehicle Maintenance Software (3,000)	
Communications (534x)	Cable/Internet (3,500) Postage (2,890) Printing (1,050) Landline Telephones (151,055) Legal Ads (3,750) Wireless Communications (27,880)	190,125
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Building Maintenance • Other Purchase of Service (8,000) • Water Filtration (4,600) Parks & Forestry • Police Details (3,000) Highway • Police Details (20,520) Fleet • Towing Services (6,100)	42,220
Office Supplies (542x)	Administration	14,600
Building & Equipment Supplies (543x)	Building Maintenance • Carpentry Supplies (85,000) • Electrical Supplies (92,500) • Flooring & Carpet Supplies (10,000) • Glass & Glazier Supplies (10,500) • HVAC Supplies (135,500)	457,700

Department Expenditure Detail DSR2		
Department	Department of Public Works	
	- Misc. Supplies (61,500) - Plumbing Supplies (62,000) Parks & Forestry - Light Bulbs, Paint, & Hardware (700)	
Custodial Supplies (545x)	Building Maintenance	230,000
Grounds Keeping Supplies (546x)	Building Maintenance - Grounds Keeping Supplies (9,100) Parks & Forestry - Infield Mix (5,000) - Irrigation Supplies (5,000) - Loam, Sod, & Soil Additives (5,000) - Marking Lime (400) - Mulch (2,900) - Quick Dry Clay (1,200) - Rubber Crumb Top Dressing (4,500) - Sand (350) - Seed (44,283) - Trees & Shrubs (10,000) Highway - Seed & Fertilizer (1,000)	88,733
Vehicular Supplies (548x)	Parks & Forestry - Parts & Supplies, Fuel Additives (2,100) Highway - Cutting Edges & Related Accessories (10,100) - Sweeper Brooms & Wear Parts (6,104) Fleet - Vehicle Repair Parts & Batteries (74,800) - Vehicle Tires (25,000)	118,104
Gasoline and Diesel Fuel (5481)	Diesel (85,241) Gasoline (51,708)	136,949
Food and Service Supplies (549x)	Building Maintenance (500) Administration (500)	1,000
Medical Supplies (550x)	First Aid Kits & Supplies - Parks & Forestry (750) - Highway (100) - Fleet (2,000)	2,850
Public Works Supplies (553x)	Parks & Forestry Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (16,800) Engineering	193,152

Department Expenditure Detail DSR2		
Department	Department of Public Works	
	- Drafting, Engineering, & Surveying Supplies (1,100) Highway - Asphalt (119,920) - Concrete & Masonry Supplies (2,100) - Dead Animal Supplies (106) - Granite Curbing (5,431) - Lumber & Hardware (950) - Personal Safety Equipment (700) - Tools (2,250) - Traffic Marking Paint (3,495) - Traffic Control Supplies (5,000) - Traffic Signal Equipment & Supplies (5,550) - Traffic Signs (21,325) Fleet - Hardware Supplies (3,000) - Shop Supplies (1,925) - Welding Supplies (3,500)	
Other Supplies & Equipment (558x)	Building Maintenance - Flags (780) - Uniforms (7,200) Parks & Forestry - Clothing, Work & Safety Gear, Supplies & Equipment (9,180) - Dog Park & Other Recreation Area Supplies (5,000) Administration - Other Supplies & Equipment (1,200) Engineering - Plan Size Copy Paper, Large Toner Bar, Books, & Manuals (1,000) Highway - Clothing Supplies (2,275) Fleet 2-Way Radio Supplies (1,000) - Clothing Supplies (1,000) - Shop Equipment (3,000)	31,635
Governmental Charges (569x)	Building Maintenance - Boiler Inspection (2,500) Engineering - Registry of Deeds Fees (1,000) Licenses & Certifications - Parks & Forestry (1,510) - Highway (505) - Fleet (250)	5,765

Department Expenditure Detail DSR2				
Department	Department of Public Works			
Travel & Mileage (571x – 572x)	Building Maintenance (3,250) Parks & Forestry (250) Administration (4,500) Engineering (500) Fleet (50)			8,550
Dues & Subscriptions (573X)	Professional Association Memberships • Building Maintenance (2,250) • Parks & Forestry (2,000) • Administration (1,200) • Engineering (1,200) • Highway (1,000) • Fleet (900)			8,550
Other Expenses (574 X – 579x)				
6. Total Expenses				4,385,896
DSR2C				
Capital Equipment Replacement (587X)	Parks & Forestry • Unit 202 Portable Water Tank (9,500) • Line Painting Machine (7,465) • Edger (1,885) • Ball Diamond Field Pump (1,564) Highway • Unit 330 – Trailer (9,579)			29,993
7. Total Operating Budget Capital				29,993
8. Total Base Request (Line 5 + Line 6 + Line 7)				11,635,577
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☒	NO	☐
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2019				

Department Personnel Supplement DSR3									
Department			Department of Public Works						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Building Monitors – BMD (Town Hall)	10,615		X					
2	Building Monitors – BMD (PSAB)	5,307		X					
3	Building Monitors – BMD (CATH)	5,308		X					
4	Summer Help – BMD (4 people for 8 weeks)	17,472		X					
5	Summer Help – Parks & Forestry (6 people for 12 weeks)	39,321		X					
6	Vacation Fill-In – Administration	3,755		X					
7	Summer & Winter Help – Engineering (2 people for 12 weeks)	13,107		X					
8	Summer Help – Highway (2 people for 12 weeks)	13,107		X					
9	Summer Help – Fleet (1 person for 12 weeks)	6,553		X					
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	114,545							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2	114,545							
	Amount Reported Under DSR2A Section 3								
	Amount Reported Under DSR2A Section 4								
II	Total	114,545							

V2019

Department Personnel Supplement DSR3									
Department			Department of Public Works						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	BMD – Sunday Coverage at Library	12,563			X				
2	BMD – Snow Program	46,347			X				
3	BMD – Man Out Coverage	57,984			X				
4	BMD – Additional Trades Work	29,530			X				
5	BMD – Non-Billable Permit Coverage	34,790			X				
6	BMD – Boiler Watch	23,835			X				
7	BMD – Saturday Program	118,339			X				
8	Parks & Forestry – Pruning, Removals, Planting	6,046			X				
9	Parks & Forestry – Storm Damage Clean Up	8,061			X				
10	Parks & Forestry – Mowing, Leaves, Watering, Diamond Work	22,840			X				
11	Parks & Forestry – Carol Brewster Maintenance	8,061			X				
12	Parks & Forestry – Problems Relating to Irrigation Systems or Buildings, such as Electrical/Plumbing & Vandalism	672			X				
13	Parks & Forestry – Dog Park	5,374			X				
14	Parks & Forestry – Special Events	1,344			X				
15	Parks & Forestry – July 4 Celebration	4,478			X				
16	Administration – Complete Overflow Work	8,584			X				
17	Engineering – Contractor Oversight	4,118			X				
18	Engineering – Complete Overflow Work	1,601			X				
19	Highway – Emergency OT	8,455			X				
20	Highway – Animal Pick-Up	4,228			X				
21	Highway – Street Sweeping	14,959			X				
22	Highway – Special Events	6,504			X				
23	Highway – Construction Inspection	13,008			X				
24	Highway – Maintenance of Public Ways	5,691			X				
25	Highway – DPW Markings	11,301			X				
I	Total	Continued...							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	Continued...							
	Amount Reported Under DSR2A Section 4								
II	Total	Continued...							

V2019

Department Personnel Supplement DSR3									
Department				Department of Public Works					
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Highway - Street Sign Program	3,252			X				
2	Highway - Traffic Signal Repair	2,927			X				
3	Fleet - Seasonal Equipment Services	8,554			X				
4	Fleet - RMV Pre-Inspection	2,851			X				
5	Fleet - PM Service	5,702			X				
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	481,999							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	481,999							
	Amount Reported Under DSR2A Section 4								
II	Total	481,999							

V2019

Performance Improvement Funding Request DSR4						
Department	Department of Public Works					
Title	Rosemary Building Operating Costs			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
• Salary and Wage	1.5	99,247	0		99,247	
• Expense		42,037	0		42,037	
• Operating Capital		0	0		0	
• Department Total (1+2+3)		141,284	0		141,284	
• Other Costs	0	39,950	0		39,950	
• Grand Total (4+5)		181,234	0		181,234	
Budgetary Considerations					Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?						X
If yes, which Board or Committee?						
Has this request been submitted in the last three fiscal years and not funded?						X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?						X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
Does the request support activities which produce revenue for the Town?						X
If the request is not approved, will current Town revenues be negatively impacted?						X
Is there an increased exposure for the Town if the request is not approved?					X	
Is specialized training or licensing required (beyond the initial purchase)?						X
Does this request address a documented health or safety issue?						X
All "YES" responses above must be explained in the narrative below						
Description and Explanation						
This request is for funding for both salaries and expenses to ensure the Building Maintenance Division is able to cover the costs associated with the maintenance and custodial services required at the new Rosemary Building. Included in salaries and wages is one full time senior custodian as well as the budget to cover half an additional trades staff. The custodian will be responsible for the office and community spaces in the building that service Park and Recreation and Health and Human Services. Half of a trades staff is budgeted because the increase in buildings that the Division is responsible for requires an additional trades staff to adequately address the needs of the Town. Additionally, under salaries and wages, the wages for a part time building monitor to cover after hours and community events that will occur in the building. The expenses budgeted in this request include cell phones for the staff, contract cleaning for the bath house, repair services, custodial supplies, repair supplies, and other maintenance needs. Yes, this request will require assistance of another department. It will require collaboration with Park and Recreation and Health and Human Services, the two departments that will be						

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	Rosemary Building Operating Costs	Priority	1
housed in the Rosemary Building. Yes, there is increased exposure for the Town if the request is not approved. If this request is not funded, there will be no staff or operating funding to maintain, repair, and clean the new building once it is in operation.			
V2019			

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	NHS Expansion Operating Costs	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.5	82,556	0	82,556	
2. Expense		43,357	0	43,357	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		125,913	0	125,913	
5. Other Costs	0	39,045	0	39,045	
6. Grand Total (4+5)		164,958	0	164,958	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Selectmen			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
This request is for funding for both salaries and expenses to ensure the Building Maintenance Division is able to cover the costs associated with the maintenance and custodial services required with the addition at the High School. Included in salaries is a full time custodian as well as the budget to cover half an additional trades staff. The custodian is needed to adequately address the increased size of the building. Half of a trades staff is budgeted because the increase in buildings that the Division is responsible for requires an additional trades staff to adequately address the needs of the Town. The expenses budgeted in this request include increases in existing costs for the High School, including cell phones for the new staff, contract cleaning to cover the additional square footage, repair services, custodial supplies, repair supplies, and other maintenance needs. Yes, this request addresses the Board of Selectmen's goal to secure funding for the Needham High School expansion. Yes, this request will require assistance from other departments, including Public Facilities Construction and the PPBC, who are responsible for the expansion, as well as the School Department.					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	NHS Expansion Operating Costs	Priority	2
Yes, there is increased exposure for the Town if this request is not funded, as there will not be sufficient staff to address the increased maintenance and custodial needs of the building.			
V2019			

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Inspectional Services	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0	0	0	0	
2. Expense		45,000	0	45,000	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		45,000	0	45,000	
5. Other Costs	0	0	0	0	
6. Grand Total (4+5)		45,000	0	45,000	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?				X	
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
This project is to create outsourced inspectional services to provide inspection of public utilities. Currently the Town does not provide direct oversight and inspectional services for utility work in public properties. Inspectional services are needed to minimize damage to public properties and to maintain roadway improvements that have been completed by the Town. Pricing is based on an average of 200 permits per year. The inspectional services will consist of oversight for approximately two hours per job site towards the end of each excavation project, taking photo documentation of the utility trenches, assuring proper compaction, and assuring proper paving/patching of the trench. It may be beneficial to continue researching possible avenues for cost mitigation for regulated utilities. Yes, there is increased exposure for the Town if the request is not approved. Currently, the Town is not providing the direct oversight and inspectional services necessary to document any issues. Yes, this request is to address documented health or safety issues specifically linked to bicycle and vehicle accidents.					

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	90' Baseball Diamond Maintenance Program	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	0	0	0	0
2. Expense		10,000	0	10,000
3. Operating Capital		0	0	0
4. Department Total (1+2+3)		0	0	0
5. Other Costs	0	0	0	0
6. Grand Total (4+5)		10,000	0	10,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				x
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
Does the request support activities which produce revenue for the Town?				x
If the request is not approved, will current Town revenues be negatively impacted?				x
Is there an increased exposure for the Town if the request is not approved?				x
Is specialized training or licensing required (beyond the initial purchase)?				x
Does this request address a documented health or safety issue?				x
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
This Parks and Forestry Division request is being submitted to address the maintenance needs on the Town's four 90' Baseball diamonds. If funded, this money would be used to procure the following services on an annual basis. • Edge and remove weeds from the entire perimeter of field, including the base paths and home plate area. • Roll entire infield and perimeter of clay. This process is used to minimize the lips on the grass edges. • Perform survey and layout of bases, home plate, and pitching rubber in order to reset to proper elevation and locations. • Rebuild Pitcher's Mound to proper slope and elevation per specifications. • Till existing infield clay to the depth of 4" using a Blecavator, in order to relieve compaction. • Laser grade existing infield mix to the proper slope prior to incorporating new infield mix. This process is done to insure the new infield mix placed on top will be at a uniform depth throughout the infield skin. • Install approximately 50 ton of native infield mix over the entire infield.				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	90' Baseball Diamond Maintenance Program	Priority	4
Final laser grading will be done using a fully automated laser grader to within 1/4" of final proposed grades. As seen by the above services, this work is intensive and requires specialized equipment run by experienced operators. Currently, the Division does the best with what it has for equipment, but it does not own or operate this type of specialized equipment. These professional services are necessary over this proposed four year time frame to return these fields to their proper playing condition. These services would be utilized once every four years, on a cyclic cycle, for the present four 90' marquee baseball diamonds located at Memorial Park, Walker Gordon, and DeFazio fields.			
			V2019

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Canada Goose Control Management Plan	Priority	5	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	0	0	0	0
2. Expense		20,000	0	20,000
3. Operating Capital		0	0	0
4. Department Total (1+2+3)		0	0	0
5. Other Costs	0	0	0	0
6. Grand Total (4+5)		0	0	20,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				x
If yes, which Board or Committee?		IPM Committee		
Has this request been submitted in the last three fiscal years and not funded?				x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
Does the request support activities which produce revenue for the Town?				x
If the request is not approved, will current Town revenues be negatively impacted?				x
Is there an increased exposure for the Town if the request is not approved?				x
Is specialized training or licensing required (beyond the initial purchase)?				x
Does this request address a documented health or safety issue?				x
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
The Park and Recreation Commission permits and accepts payments for field use. User groups expect and anticipate these fields to be safe, playable, and hygienic. In recent years, many of the groups have asked for the Canada Goose problem to be formally addressed by the Town. There is a significant number of resident Canada Geese in Town. Currently, the Town's Parks and Forestry staff employs a combined strategy of goose hazing using employee dogs, high powered lasers, and bird bangers. All methods have shown only temporary or minor relief to this problem. This request would look to outsource this service with the following goals: • Reduce the number of resident geese at Town sites, as well as the number of birds that imprint to new sites each year. • Provide any birds that we cannot move a more acceptable area to feed • Help provide an awareness campaign of the program to interested Townspeople To achieve the above stated goals, the Town would employ a strategy of repellant applications and dog hazing visits. The benefits of this program would be on call dog response, tracking and reporting, and experienced professionals with proper certifications and insurance. The long				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	Canada Goose Control Management Plan	Priority	5
term goal would be to drastically reduce the amount of resident Canada Geese feeding on Town lands.			
			V2019

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Additional Landscaping/Beautification of Greene's Playground	Priority	6	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	0	0	0	0
2. Expense		0	15,000	15,000
3. Operating Capital		0	0	0
4. Department Total (1+2+3)		0	0	0
5. Other Costs	0	0	0	0
6. Grand Total (4+5)		0	15,000	15,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				x
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
Does the request support activities which produce revenue for the Town?				x
If the request is not approved, will current Town revenues be negatively impacted?				x
Is there an increased exposure for the Town if the request is not approved?				x
Is specialized training or licensing required (beyond the initial purchase)?				x
Does this request address a documented health or safety issue?				x
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
This budget request would achieve some final landscaping and hardscape touches at our most recently renovated Greene's Field playground. The Town recently added some picnic tables to the back corner of the playground by the swing sets. This request would look to frame in and finish off the stone dust surfacing in and around these tables. In addition, some bushes, trees, and shrubs would be added to this area to add to its visual appeal in addition to providing much needed screening for abutting properties.				
V2019				

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Highway OT Downtown Sweeping	Priority	7		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0	8,455	0	8,455	
2. Expense		0	0	0	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		8,455	0	8,455	
5. Other Costs	0	0	0	0	
6. Grand Total (4+5)		8,455	0	8,455	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
The Highway Division is requesting \$8,455 in overtime. This will fund four additional hours of street sweeping per week for 40 weeks a year. This additional street sweeping is an essential maintenance operation for the new Downtown Improvement Project in order to comply with regulatory requirements, including the removal of phosphorous as stated in the NPDES permit, as well as for aesthetics. Features such as pavers and stamped concrete can collect dirt and waste, therefore needing to be swept more frequently.					
V2019					

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Compliance Coordinator	Priority	8		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	72,774	0	72,774	
2. Expense		650	5,000	5,650	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		73,424	5,000	78,424	
5. Other Costs	0	25,396	0	25,396	
6. Grand Total (4+5)		98,820	5,000	103,820	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Selectmen			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?				X	
Does this request address a documented health or safety issue?				X	
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
This request for the creation of a new Compliance Coordinator position within the Administration Division is the result of a more complex regulatory environment for Public Works, particularly in stormwater management. Position Functions • Monitor the Safe Drinking Water Act, DEP Drinking Water Regulations, Massachusetts Water Resource Authority Permits, and any other pertinent regulating authorities to ensure compliance. • Maintain records and data required to file state reporting forms. Populate, file, and track all required state forms. • Monitor compliance with Stormwater Pollution Prevention Plans (SWPPP) and Spill Prevention and Counter Measure Control Plans (SPCC). • Assist Water, Sewer, & Drains Superintendent with preparation of annual National Pollution Discharge Elimination System (NPDES) MS4 permit. • Develop, review, and modify Standard Operating Procedures (SOPs) for the Department. • Attend relevant seminars and conferences; represent the Town during inspections of					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	Compliance Coordinator	Priority	8
the system by State, Federal, of local regulatory agencies. Assist other divisions as required; maintain work areas in clean, safe, and operable condition adhering to applicable safety and health rules and regulations. Yes, this request addresses the goal of the Board of Selectmen to explore the need for additional staffing with regards to compliance. Yes, there is increased exposure for the Town if this request is not funded, as this request aims to assist in ensuring the Department's compliance with complex regulations. Yes, specialized training is required as this position must remain current with ever changing regulations. Yes, this requests addresses a documented health or safety issue as the regulations the position would be ensuring compliance with are to protect health and safety.			
V2019			

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Public Works Department	Expenditures	Expenditures	Expenditures				
Public Works Department							
Salary & Wage Regular	3,015,374.81	3,042,261.37	3,173,555.35	3,465,171	6,821,476	3,356,305	
Salary & Wage Temporary	46,961.78	45,631.68	57,270.05	75,843	119,853	44,010	
Salary & Wage Overtime	220,855.70	221,485.02	246,808.99	184,358	511,592	327,234	
Salary & Wage Other	43,444.22	45,544.09	54,497.67	11,200	29,800	18,600	
Salary and Wage Total	3,326,636.51	3,354,922.16	3,532,132.06	3,736,572	7,482,721	3,746,149	100.3%
				-		-	
Energy	41,907.00	40,355.00		-	115,675	115,675	
Non Energy Utilities				-		-	
Repairs and Maintenance	115,080.50	130,818.29	133,530.90	154,895	850,094	695,199	
Rental and Leases	2,055.61	3,601.61	5,553.78	1,500	6,600	5,100	
Other Property Related	718,257.27	727,119.91	860,542.76	796,577	1,693,827	897,250	
Professional & Technical	63,397.34	68,063.69	65,703.01	66,450	318,684	252,234	
Communications	15,728.31	16,755.11	18,648.67	21,525	197,555	176,030	
Recreation				-		-	
Other Purchased Services	16,841.84	28,465.68	22,187.09	29,356	62,220	32,864	
Energy Supplies				-		-	
Office Supplies	5,196.30	8,277.83	9,105.15	12,100	19,600	7,500	
Building & Equipment Rprs/€			9,750.79	350	467,177	466,827	
Custodial Supplies				-	240,220	240,220	
Grounds Keeping Supplies	80,409.94	87,387.88	69,652.13	75,955	88,733	12,778	
Vehicular Supplies	202,508.54	210,987.92	198,528.35	221,389	255,053	33,664	
Food & Service Supplies			2,010.29	-	1,000	1,000	
Medical Supplies				2,850	2,850	-	
Educational Supplies				-		-	
Public Works Supplies	156,969.28	165,263.14	200,407.63	168,387	193,152	24,765	
Other Supplies & Equipment	21,576.63	15,800.62	12,722.99	34,436	31,635	(2,801)	
Governmental Charges	2,739.50	2,507.00	3,020.00	3,265	5,765	2,500	
Travel & Mileage	3,261.27	4,070.62	2,839.97	2,800	8,550	5,750	
Dues & Subscriptions	3,651.00	3,960.00	4,355.50	5,400	8,550	3,150	
Other		4,150.00	7,040.00	-		-	
Expense Total	1,449,580.33	1,517,584.30	1,625,599.01	1,597,235	4,566,940	2,969,705	185.9%
				-		-	
Capital Equipment	6,275.00	17,848.00	38,026.29	42,216	29,993	(12,223)	
Capital Equipment Total	6,275.00	17,848.00	38,026.29	42,216	29,993	(12,223)	-29.0%
				-		-	
Snow and Ice	1,713,369.93	775,061.20	1,004,368.85	412,120.00	416,232	4,112	
TOTAL	6,495,861.77	5,665,415.66	6,200,126.21	5,788,143.00	12,495,886	6,707,743	115.9%

Intentionally Blank

Department Information DSR1																											
Department		Municipal Parking																									
Department Mission																											
The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town issues parking permits to local businesses for their employees, at a fee. The Town maintains and enforces parking regulations in these lots. These parking lots include: Lincoln/Chestnut Street, Eaton Square, Mark Lee, Dedham Avenue, Chapel Street, and Kimball Lot.																											
On the Horizon																											
The Town continues to add additional plant stock and remains committed to maintaining all municipal lots in and around the business districts.																											
Budget Statement																											
Other Increased by \$2,477, 2.33% There are very small changes in FY 19 budget for Municipal Parking. There is presently no contract for NIPEA employees that do the overtime work for this program. Transitions in the Highway Division have actually led to a small increase in this budget of \$274, 1.28%. <table border="1"> <thead> <tr> <th>Line Item</th> <th>Description</th> <th>Change from FY 18</th> <th>Comments</th> <th>Net Change</th> </tr> </thead> <tbody> <tr> <td>Salaries & Wages</td> <td>Overtime Salary & Wage</td> <td>\$274</td> <td>Increase based on average wages in Highway</td> <td>\$274</td> </tr> <tr> <td rowspan="2">Rental & Leases</td> <td>Lease for Dedham Ave.</td> <td>\$300.00</td> <td>2.5% increase anticipated in new license agreement</td> <td rowspan="2">\$1,203.00</td> </tr> <tr> <td>Lease for MBTA for Heights</td> <td>\$903.00</td> <td>2.5% increase in FY 18 agreement and 2.5% increase in FY 19 agreement</td> </tr> <tr> <td>Grounds Keeping Supplies</td> <td>Mulch</td> <td>\$1,000.00</td> <td>90 Yards of Mulch Delivered</td> <td>\$1,000.00</td> </tr> </tbody> </table>					Line Item	Description	Change from FY 18	Comments	Net Change	Salaries & Wages	Overtime Salary & Wage	\$274	Increase based on average wages in Highway	\$274	Rental & Leases	Lease for Dedham Ave.	\$300.00	2.5% increase anticipated in new license agreement	\$1,203.00	Lease for MBTA for Heights	\$903.00	2.5% increase in FY 18 agreement and 2.5% increase in FY 19 agreement	Grounds Keeping Supplies	Mulch	\$1,000.00	90 Yards of Mulch Delivered	\$1,000.00
Line Item	Description	Change from FY 18	Comments	Net Change																							
Salaries & Wages	Overtime Salary & Wage	\$274	Increase based on average wages in Highway	\$274																							
Rental & Leases	Lease for Dedham Ave.	\$300.00	2.5% increase anticipated in new license agreement	\$1,203.00																							
	Lease for MBTA for Heights	\$903.00	2.5% increase in FY 18 agreement and 2.5% increase in FY 19 agreement																								
Grounds Keeping Supplies	Mulch	\$1,000.00	90 Yards of Mulch Delivered	\$1,000.00																							
Accomplishments and Activities																											
Last year, the Town successfully outsourced the weeding and mulching at all lots. The Town also established a landscape maintenance program at the Eaton Square Lot.																											

Department Information DSR1			
Department		Municipal Parking	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	21,659	0	21,659
b) Expenses	84,723	0	84,723
c) Capital	0	0	0
d) Other	0	0	0
e) Other	0	0	0
f) Other	0	0	0
g) Total DSR2 & DSR4 Request (a through f)	106,382	0	106,382
V2019			

Department Expenditure Detail DSR2									
Department				Municipal Parking					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	0	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
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							0	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							0	
c.	PRD1 Education							0	
d.	PRD1 Extra Holiday							0	
e.	PRD1 Longevity							0	
f.	PRD1 Snow Program							0	
g.	PRD1 Uniform							0	
h.	PRD1 Other Compensation							0	
i.	PRD1 Budget Adjustments							0	
PRD1 Sub Total							0		
J	DSR3 Other Compensation							0	
Sub Total 1							0		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.								0	
b.								0	
c.								0	
d.								0	
e.	DSR3 Total							0	
Sub Total 2							0		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							0	
b.	Training and Development							0	
c.								0	
d.								0	
e.	DSR3 Total							21,659	
Sub Total 3							21,659		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs							0	
b.	Pay In Lieu of Accrued Leave							0	
c.	Program Stipend							0	
d.	Tuition Reimbursement							0	
e.	Working Out of Grade							0	
f.	DSR3 Other Compensation							0	
Sub Total 4							0		
5. Total Salary and Wages (1+2+3+4)								21,659	

Department Expenditure Detail				
DSR2				
Department	Municipal Parking			
DSR2B				
Object	Description	Amount		
Energy (521x)		0		
Repairs & Maintenance Services (524x – 525x)		0		
Rental & Leases (527X)	Lease for Dedham Avenue (12,300) Lease for Library Lot (12,000) Lease for MBTA for Heights (18,723)	43,023		
Other Property Related Services (529x)	Light Pole Repair, Bollard Repair, Pavement Repair, Curbing, Concrete Sidewalk, Fence Replacement & Guardrail (10,000) Paint Markings (9,000) Misc. (5,000) Annual Maintenance at Eaton Square (0) Plantings – Xeriscaping (5,000) Outsourced Mulching of All Lots & Weeding at Eaton Square (7,400) Outsourced Mulching of All 6 Lots (0)	36,400		
Professional & Technical Services (530x – 531x)		0		
Communications (534x)		0		
Recreational & Cultural Services (535x)		0		
Other Purchased Services (538x)		0		
Office Supplies (542x)		0		
Building & Equipment Supplies (543x)		0		
Custodial Supplies (545x)		0		
Grounds Keeping Supplies (546x)	Mulch (2,500)	2,500		
Vehicular Supplies (548x)		0		
Gasoline and Diesel Fuel (5481)		0		
Food and Service Supplies (549x)		0		
Medical Supplies (550x)		0		
Public Works Supplies (553x)	Sign, Patching & Fence Repair (1,800) Parking Meter Supplies (1,000)	2,800		
Other Supplies & Equipment (558x)		0		
Governmental Charges (569x)		0		
Travel & Mileage (571x – 572x)		0		
Dues & Subscriptions (573X)		0		
Other Expenses (574 X – 579x)		0		
6. Total Expenses		84,723		
DSR2C				
Capital Equipment Replacement (587X)		0		
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		106,382		
Will the Department submit any Special Financial Warrant Articles?				
YES			NO	X

Department Expenditure Detail DSR2				
Department	Municipal Parking			
(DSR5 Form)				
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2019

Department Personnel Supplement DSR3									
Department			Municipal Parking						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Existing Service 6 Lots	0							
2	Existing Service 6 Lots	0							
3	Kimball Lot Add Service	0							
4	Eaton Square Lot	0							
5	Eaton Square Lot	0							
6	Existing Service All Lots	5,854				X			
7	Existing Service All Lots	15,805				X			
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	21,659							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	21,659							
II	Total								

V2019

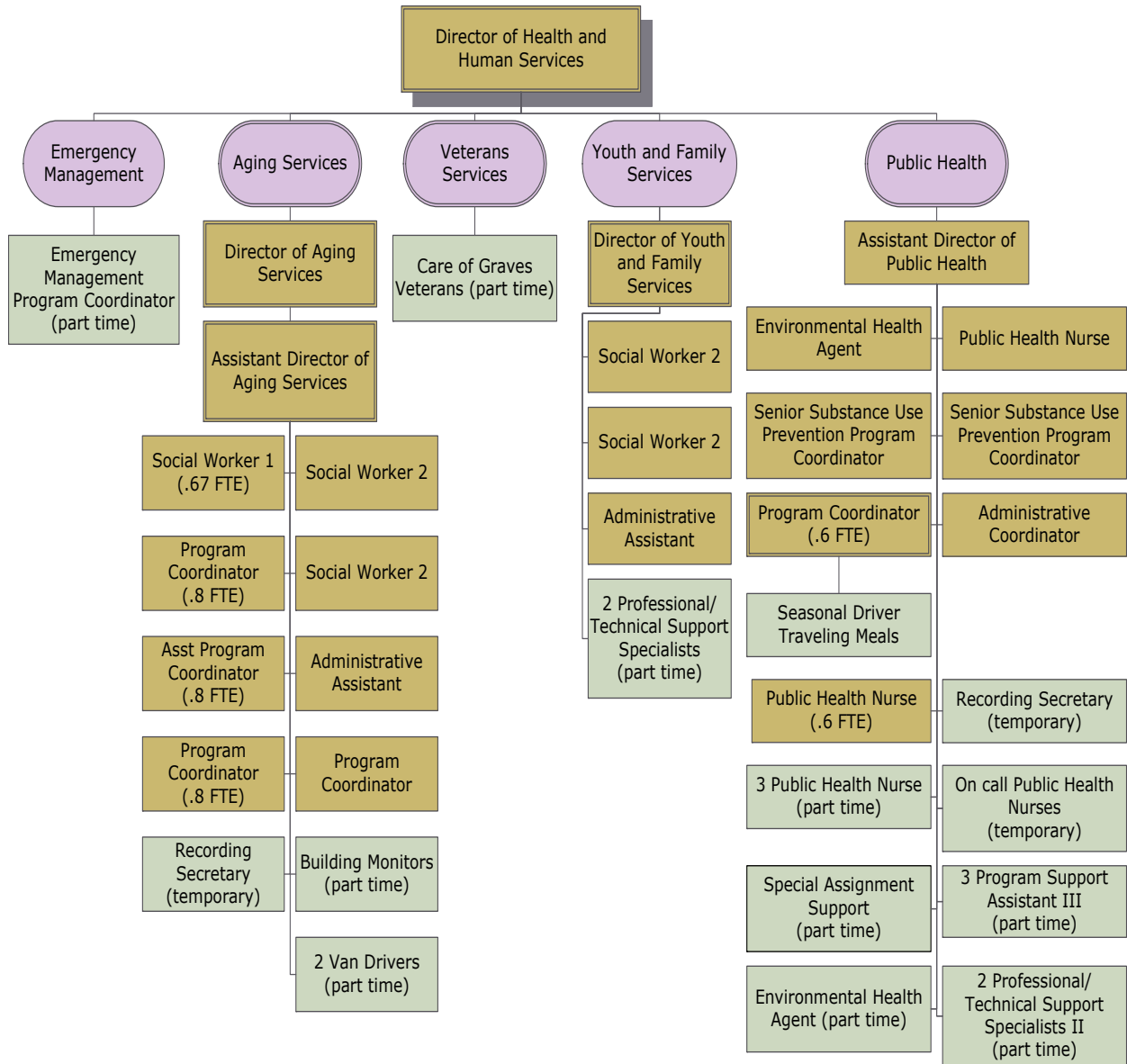
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Municipal Parking	Expenditures	Expenditures	Expenditures				
Municipal Parking							
Salary & Wage Regular						-	
Salary & Wage Temporary			341.36			-	
Salary & Wage Overtime	10,954.41	17,553.08	16,635.19	21,385	21,659	274	
Salary & Wage Other						-	
Energy		347.28				-	
Non Energy Utilities						-	
Repairs and Maintenance			1,353.14			-	
Rental and Leases	29,436.23	35,415.00	40,631.25	41,820	43,023	1,203	
Other Property Related	11,606.34	28,993.13	25,798.72	36,400	36,400	-	
Professional & Technical						-	
Communications						-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies						-	
Building & Equipment Rprs/€						-	
Custodial Supplies						-	
Grounds Keeping Supplies	2,850.00	5,135.00	5,000.00	1,500	2,500	1,000	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies	5,940.00	1,000.00	3,040.00	2,800	2,800	-	
Other Supplies & Equipment		678.55				-	
Governmental Charges						-	
Travel & Mileage						-	
Dues & Subscriptions						-	
Other						-	
Capital						-	
Total	60,786.98	89,122.04	92,799.66	103,905	106,382	2,477	2.4%

Intentionally Blank

Department Organizational Chart

Health and Human Services



Department Information DSR1	
Department	Health & Human Services
Department Mission	
The Needham Health & Human Services Department (HHS) combines the Town's divisions for Aging Services, Public Health, Veterans' Services, and Youth & Family Services. Its mission is to protect, preserve, and promote the health, wellness, and social/emotional well-being of all Needham residents. Needham HHS provides programs, services, and benefits which support and enhance the quality of life and the opportunities for growth, learning, and development in the whole community. * * * * * Aging Services Division 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 Commonwealth of Massachusetts. 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. The division's mission is 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. The Division fulfills its mission as a community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The Aging Services Division offers most programs and service at 300 Hillside Avenue. Some of the services and programs provided include 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. * * * * * Emergency Management A shared program between the Needham Fire Department and Public Health Division, Needham Emergency Management's overall goal is to ensure that the Town of Needham, its schools, and its community partners will quickly and appropriately respond to protect the health and safety of the community during man-made emergencies, severe weather events, and natural disasters. * * * * * Public Health The Needham Public Health Division is empowered through the Needham Board of Health by the Massachusetts General Laws (Chapter 111) to enforce state and local public health and environmental regulations. The mission of the Division is to prevent disease, promote health, and protect the public health and social well-being of the residents of Needham, especially the most vulnerable. The staff of the Public Health Division pursue this mission through a series of goals and objectives to:	

Department Information DSR1

Department

Health & Human Services

- efficiently use Town operating budget funds, grant resources, and donations;
- actively cooperate and collaborate with state and local agencies and community partners;
- promote evidence-based health practices and data-driven program management; and
- advocate for policy and regulatory changes that promote health and well-being.

* * * * *

Veterans

The mission of the Veterans' Services Division is 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 ensure 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. In addition to the funding for shared services, Needham has a dedicated position titled Care of Graves/Coordinator of Ceremonies and the incumbent 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.

* * * * *

Youth & Family Services Division

The mission of Needham Youth & Family Services Division is to provide leadership and a community focus on youth and family issues, and to promote community wellness by:

- Advocating for youth and family interests
- Developing and implementing quality programs and services
- Educating and communicating with the public regarding youth and family issues
- Identifying and addressing youth and family needs
- Partnering with other youth and family serving agencies

On the Horizon

Aging Services Division

The Aging Services Division actively plans to meet the great and growing needs of Needham's seniors and their families. The number of 60-plus Needham residents is forecasted to grow to more than 8,500 residents over the next five years according to demographic projections from the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27% of the Town's residents, and a decade later will hit 31%.

The Aging Services Division has made strides in expanding its programs and services during FY18, and continued expansion into evening and possibly weekend hours is a short and medium term goal of the Division. The team at Aging Services has also made a concerted effort to more fully utilize the great spaces in the Center at the Heights (CATH), including the Fitness Room, the Roof Deck, and the Kitchen.

Department Information
DSR1

Department	Health & Human Services
-------------------	-------------------------

Long-term cost pressures include the need to transition regular expenses and core functions off of donations, gifts, and one-time sources onto operating budget funds. Programmatic goals for the long-term, beyond expanded hours and services for programs, are to make a concerted effort to engage younger seniors in activities and programs that stimulate them and acclimatize them to the idea that CATH is a place where they'd like to spend time.

* * * * *

Emergency Management

The proposed Emergency Management Division's most immediate challenge is maintaining the momentum that has been built in FY17 and to-date in FY18 by the part-time Emergency Management Program Coordinator. Prior to FY17, Needham relied upon a portion of the Fire Chief and Public Health Director's time which meant that no one person was responsible for emergency management on a day-to-day basis. That resulted in Needham losing its state certification for the Local Emergency Planning Committee (LEPC) and in emergency plans that were out of date, and many were available only in hard copy.

Emergency management is a continuous improvement process, where one step builds upon another. Needham is in the midst of revising and refining its plans and procedures, and will establish a consistent protocol by which those plans will be regularly reviewed and revised. With the part-time Emergency Management Program Coordinator, Needham has achieved provisional LEPC certification, conducted an in-depth Hazard Vulnerability Analysis (HVA), revised and updated the Needham Comprehensive Emergency Management Plan (CEMP) including the GIS-plotting of critical infrastructure and key services in accordance with MEMA requirements, and conducted a series of public presentations and trainings on personal and family preparedness for Town, Schools, and seniors. The best way to maintain the momentum that has been developed and to expand the Town's emergency management and personal/family preparedness activities is by upgrading the part-time Emergency Management Program Coordinator into a full-time position.

* * * * *

Public Health

The Public Health Division and the Board of Health are constantly looking ahead to new programs and services that may be offered to support Needham and its residents. It is always challenging to balance the maintenance of existing programs and services (and, indeed, the continuous quality improvement of such!) with the addition of new responsibilities.

The Public Health Division has been fortunate to receive a tremendous amount of grant funding and donations in support of its activities, which has allowed the Division to continue the delicate balance between the competing demands. This is especially true in the area of substance use prevention, where Needham receives \$225,000 annually from two different grant programs (along with smaller one-time grants like \$25,000 to work with pharmacists on Rx drug prescribing). When the federal Drug Free Community grant expires in 2020, Needham will have received a total of \$1.25M over a decade but the termination of that grant will leave the Town without dedicated youth substance use prevention funding.

One of the Division's most exciting initiatives is the Community Crisis Intervention Team (CCIT), a group of Town personnel that convene to bring resources and services to bear for some of Needham's residents who are most in need. CCIT is a joint initiative of the Public Health Division and the Needham Police Department, and includes the active participation of the Fire

Department Information
DSR1

Department	Health & Human Services
-------------------	-------------------------

Department, the Aging Services Division, and Beth-Israel Deaconess Hospital-Needham. While FY17 was largely a planning year, we look forward to implementation in FY18 and into FY19.

On the horizon, the Public Health Division hopes to make the transition to electronic inspection processes, electronic applications, and electronic payments in the FY19 or FY20. The Division also wishes embrace and enhance its culture of quality improvement, and pursue education and training opportunities for staff members so that they may grow in their jobs and better serve the residents of Needham.

Veterans

As part of a shared service district with Wayland, Wellesley, and Weston, Needham receives dedicated support for the administration of benefits and services to veterans. More limited funding is available for other programs and expenses. Long-term challenges including providing support and services to the limited population of Post-9/11 Veterans in Needham and meeting the needs of a larger population of pre-9/11 Veterans as they age in our community.

Youth & Family Services Division

The Youth & Family Services Division had its longtime director, Jon Mattleman, retire at the beginning of FY18. Replacing someone with the experience, expertise, and passion of Mr. Mattleman is no small task, but the staff of the Youth & Family Services Division has worked hard to maintain its array of school and community focused programs and to provide expert mental health services to youth and families in need.

Supported by the Youth Commission and its committed community partners, the Youth & Family Services Division looks ahead to the following activities in FY19 and beyond.

- A Needs Assessment—To better address the growing needs of youth and families in town, the division would like to conduct a needs assessment to determine which of the division's services are meeting residents needs and in which areas we may need to expand services and/or develop new programs.
- Pending the receipt of a possible grant from the MetroWest Health Foundation, a new collaborative program to bring Mental Health First Aid to the Needham Community. With an eye towards costs containment and long-term sustainability, A staff member will attend a 5 day training to become a trainer and then offer trainings to parents, school personal, coaches and interested community members.
- New Diversion program—Needham is in the process of creating a Youth Diversion Program for juvenile offenders. This program will help young people who have committed crimes and allow them to avoid prosecution in exchange for their community service. It will provide positive alternatives to court involvement and, consequently, help young people accept responsibility for their mistakes, contribute to their community, and learn from the experience so that they will not re-offend.

The Division also wishes to embrace and enhance its culture of quality improvement, and pursue education and training opportunities for staff members so that they may grow in their jobs and better serve the residents of Needham

**Department Information
DSR1**

Department | Health & Human Services |

Budget Statement

Aging Services Division

In this year's base budget submission, \$7,950 is requested in recurring expenses to support increased costs including for fuel and vehicle maintenance, bar code scanners and an expanded module for a program sign-in and registration, office supplies, and resident printing and mailing costs.

Aging

Spending Category	Expense Type	Change from FY18	Comments
Maintenance Agreements	Copier Service Contract	--	Unchanged
Software License Fee	My Senior Center Check-In System	\$2,900.00	Upgrade to electronic check-in (scan) function for programs at CATH to better track attendance and usage.
Postage	Mailing	\$ 200.00	More mailings anticipated for the year
Printing & Mailing	Printing Services	\$ 600.00	Printing of more brochures and flyers for the year
Legal Notices	Legal Notices	\$ -	Unchanged
Recreation	Programs	\$ 250.00	More program leaders
Office Supplies	Office Supplies	\$ 500.00	More office supplies needed to run more programs
Building & Equipment Supplies	Shades, Furniture	\$ -	Unchanged
Vehicle Supplies	Brakes, windshield wipers, etc.	\$ 500.00	Maintenance needed on vans
Gasoline/Diesel	Fuel	\$2,000.00	More transportation services
Food & Service Supplies	Food Supplies	\$ -	Unchanged
Medical Supplies	Medical	\$ -	Unchanged
Conference In-State	Conferences/Trainings	\$ 500.00	This is so more staff can expand their professional growth by attending trainings
Mileage	Mileage	\$ 500.00	Mileage for staff to attend conferences & trainings

A DSR 4 budget submissions requests to transition a portion of the Aging Services Division's recurring programs and annual expenses which are currently supported by gifts and donations onto the Division's operating budget. \$2,960 in recurring part-time salary costs are requested to employ a Recording Secretary for the Council on Aging to record public meetings and present minutes for the review and consideration of the general public.

Department Information
DSR1

Department | Health & Human Services |

\$5,050 is requested in recurring expenses to support a second smart phone to provide the second van driver with GPS directions, bar code scanners and an expanded module for a registration program, office supplies, and costs for staff trainings to maintain and enhance staff members' skills and abilities to serve Needham residents.

Aging

Spending Category	Expense Type	Change from FY18	Comments
Professional & Technical	Consult	\$1,000	Technical Consult to Evaluate Program Instructor Techniques
Seminars & Trainings	Trainings and Registration Costs	\$2,000	Funding to send staff members to trainings (11 benefit eligible staff, plus 5 part-time/temp staff, plus 10 volunteers)
Wireless Communications	Mobile Phones	\$ 550.00	Cell phones for second van driver
Dues & Memberships	Memberships	\$1,500.00	Memberships to expand professional growth; memberships to professional association often provide substantial discounts for conferences & trainings.

* * * * *

Emergency Management

A shared program between the Needham Fire Department and Public Health Division, Town funding was first dedicated to support emergency management and preparedness planning beginning in FY 2017 with a Special Warrant Article. \$70,000 was appropriated in May 2016; the majority of that funding supports a part-time emergency management program coordinator, and the remainder supports equipment, supplies, trainings, materials, and project costs. The funding in the Special Warrant Article will be exhausted in late summer 2018.

This year's DSR4 budget submission requests \$25,617 to transition the 25-hour per week, benefit eligible position of Emergency Management Program Coordinator into a full-time position. The budget submission also requests \$7,000 (included under Public Health expense account line on the EWB1 since there is currently no EM Division line) to support the costs of running an emergency management program. This funding would support the monthly costs of a smart phone, the printing and mailing of educational materials like the Preparedness Brochure that was distributed in the Oct-Nov-Dec 2017 Water Bills, office supplies, mileage, training, and attendance at one educational conference per year.

Emergency Management

Spending Category	Expense Type	Change from FY18	Comments
Seminars & Trainings	Conferences & Trainings	\$2,000.00	Funding to provide emergency management trainings for Town and School staff members

**Department Information
DSR1**

Department		Health & Human Services	
Postage	Mailing	\$ 250.00	Postage line funding to support preparedness brochure and other public education mailings
Wireless Communications	Mobile Phones	\$ 750.00	Monthly smart phone services costs for full-time emergency management coordinator
Printing & Mailing	Printing Services	\$ 750.00	Printing of brochures and flyers for EM trainings, personal preparedness materials, and exercise supporting documents
Other Supplies	Branded Items	\$ 500.00	Branded items (Needham Emergency Management flashlights, for example) to be used as give-aways at public education events
Conferences In-State	Conferences & Trainings	\$ 500.00	Trainings for EM program coordinator
Mileage	Mileage	\$ 500.00	Mileage for conferences, trainings and meetings
Conferences Out-of-State	Conferences & Trainings	\$1,500.00	Trainings for all staff members to grow professionally
Dues & Memberships	Memberships	\$250.00	Memberships to professional organizations for professional growth and discounts to conferences and trainings

* * * * *

Public Health

This year's base budget submission requests small increases in mileage, training, and membership dues in response to the Division's recent staff additions (part-time nurse, second Environmental Health Agent), which total \$2,235.

Public Health

Spending Category	Expense Type	Change from FY18	Comments
Repairs & Maintenance	Maintenance on Env Monitoring Instruments	-\$500	Environmental Monitoring equipment is on a two-year maintenance cycle and this is an off-year so funding is not requested.
Postage	Mailing	\$ -	No increase in postage even though for additional staff members; added costs will be absorbed into existing budget
Wireless Communications	Mobile Phones	\$ -	No increase in service costs for mobile phones for additional staff members; added costs will be absorbed into existing budget
Legal Notices	Legal Notices	\$ -	Unchanged
Office Supplies	Office Supplies	\$ -	Unchanged

**Department Information
DSR1**

Department		Health & Human Services		
Medical Supplies	Medical Supplies for Town Buildings	\$ -	Unchanged	
Conferences In-State	Conferences & Trainings	\$1,000.00	Trainings for all staff members to grow professionally	
Mileage	Mileage	\$1,000.00	Mileage for conferences, trainings and meetings	
Conferences Out-of-State	Conferences & Trainings	\$ -	Unchanged	
Dues & Memberships	Memberships	\$ 325.00	Memberships to professional organizations for professional growth and discounts to conferences and trainings	

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

* * * * *

Veterans

All the monies spent on veterans' benefits and other services are eligible for up to 75% reimbursement. The District has not notified Needham of its FY19 Assessment, so this base budget submission is an estimate and relies upon a 4% increase for Veterans' Benefits and the District Assessment, along with a \$50 increase in mileage costs. This base budget is preliminary, as the WSVD Board will begin its FY2019 budget discussions towards the end of the calendar year. The current FY18 Expense (non-salary) budget for Veterans' Services is \$127,673 and with a 4% increase (in dollars \$4,908) the recommendation for FY19 totals \$132,581.

Veterans

Spending Category	Expense Type	Change from FY18	Comments
Other Supplies & Equipment	Other Supplies	\$ -	Unchanged
Governmental Charges	District Assessment	\$3,066.00	West Suburban Veterans District charges. Costs estimated to increase at 4%.
Mileage	Mileage	\$ 50.00	Mileage for conferences & trainings
Dues & Memberships	Memberships	\$ -	Unchanged
Veterans' Benefits	Veterans' Benefits	\$1,792.00	Benefits for veterans. Costs estimated at 4% increase.

* * * * *

Youth & Family Services Division

The expense line budget for the Youth & Family Services Division has been largely unchanged for more than a decade. While a demonstration of admirable New England frugality, the end result of

**Department Information
DSR1**

Department | Health & Human Services |

that stable funding is the Division's reliance on one-time gifts and donations to support the costs of recurring programs and core services.

This year's base budget submission includes modest recurring expense line increases for wireless communications (for a hotspot feature for the Director's phone and an upgrade from a flip phone to a smart phone for the shared program phone), increased costs for mileage, and program and food service supplies for community events which struggle to attract community donations and sponsorships. These total \$2,235.

Youth & Family Services

Spending Category	Expense Type	Change from FY18	Comments
Postage	Postage	\$ -	Unchanged
Wireless Communications	Mobile phones	\$ 450.00	Additional service costs for program phone
Printing & Mailing	Printing Services	\$ -	Unchanged
Office Supplies	Office Supplies	\$ -	Unchanged
Food & Service Supplies	Food for groups and training events	\$ 1,100.00	Refreshments for award ceremonies and training events
Other Supplies & Equipment	Other Supplies	\$ 510.00	Program supplies and materials for evening programs and support groups
Mileage	Mileage	\$ 175.00	Mileage for staff to attend conferences & trainings

This DSR4 budget request seeks funding for a large number of relatively modest expense budget lines increases, in addition to \$2,960 in recurring part-time salary costs to employ a Recording Secretary for the Youth Commission to record public meetings and present minutes for the review and consideration of the general public.

Specific DSR4 requested expense increases total \$9,675 and are outlined in the chart below, but in general the increased expense line funding would support the costs for state licensing costs, training and skill development for licensed staff members, and external experts to assess and support the clinical services provided by Needham's in-house mental health team.

This budget attempts to provide an appropriate funding level for expenses so that recurring programs and annual expenses are supported by operating budget funds and that gifts and donations are more appropriately utilized to support one-time events, special programs, or pilot projects.

**Department Information
DSR1**

Department | Health & Human Services |

Youth & Family Services

Spending Category	Expense Type	Change from FY18	Comments
Professional & Technical	Consultants	\$ 4,000.00	Technical Consult to Evaluate Therapy Instructor Techniques
Seminars & Trainings	Trainings & Registration Costs	\$ 1,800.00	Conferences and trainings to expand professional growth
Postage	Postage	\$ -	Unchanged
Printing & Mailing	Printing Services	\$ -	Unchanged
Office Supplies	Office Supplies	\$ -	Unchanged
Governmental Charges	State Licenses	\$ 400.00	State licensing for staff members
Conferences In-State	Conferences & Trainings	\$ 1,250.00	Conferences and trainings to expand professional growth for mental health professionals
Mileage	Mileage	\$ 175.00	Mileage for staff to attend conferences & trainings
Conferences Out-of-State	Conferences & Trainings	\$ 1,250.00	One out-of-state conferences or training to expand professional growth for Director of Youth & Family Services
Dues & Memberships	Memberships	\$ 975.00	Memberships to professional organizations for skills development and discounts to conferences and trainings

Accomplishments and Activities

Aging Services Division

The departure of long-time Director Jamie Gutner in mid FY17 was a challenge to the Aging Services Division, but Assistant Director LaTanya Steele was named Director in April 2017 and she and her team have worked hard to expand the programs and services that are available to Needham's seniors and their families. Some notable highlights include:

- Hired a new Program Coordinator, and she has expanded the range and type of programs offered at the Center at the Heights (CATH).
- Continued to offer social work and mental health support, along with SHINE (Serving the Health Insurance Needs of Everyone) health insurance enrollment, during select evening hours.
- Received a grant from the MetroWest Health Foundation, in combination with the Public Health Division, to offer an accessibility guide and assessment services to Needham's seniors.
- Expanded the number of seniors served by SHINE (over 600), served more than 5,000 meals as part of the senior nutrition program, and offered more than 75 programs and classes each month.

Department Information
DSR1

Department

Health & Human Services

- Provided almost 9,000 rides to Needham seniors in need, including transportation to and from the Center at the Heights, grocery shopping trips for residents, senior trips sponsored by the Friends of the Needham Elderly, and Lunch Bunch social outings.
- Increased collaborations with other community partners including the LiveStrong program in collaboration with the YMCA, a series of evening education programs with Needham Community Education, and an evening lecture with public health practitioners.
- An exciting new program was a collaboration with the Needham Community Council and the Needham Community Farm to bring residents of Needham Housing Authority developments to Monday and Tuesday evening programs that offered Introduction to Gardening and Gardening for Intermediates.

* * * * *

Emergency Management

Needham's emergency management program provides both internal facing services (Town plans, trainings, drills, and exercises) and external facing services (efforts to encourage personal and family preparedness by Needham residents, public information efforts, etc). Accomplishments between July 2016 and October 2017 include an in-depth Hazard Vulnerability Analysis (HVA), the revision and update of Needham Comprehensive Emergency Management Plan (CEMP) including the GIS-plotting of critical infrastructure and key services in accordance with MEMA requirements, start-up certification of Needham's Local Emergency Planning Committee (LEPC), a series of public presentations and trainings on personal and family preparedness for Town, Schools, and seniors, and the development and distribution with water bills of a personal preparedness brochure with simple steps residents should take to be better prepared in an emergency.

* * * * *

Public Health

The Public Health Division continues its efforts to prevent disease, promote health, and protect the public health and social well-being of the residents of Needham, especially the most vulnerable. With a committed and considerate staff, the Public Health Division tackles the challenges of substance use and misuse, mental health, suicidality, domestic violence, infectious diseases, food-borne illness, environmental health, elder nutrition and a host of other programs and activities. Specific initiatives of the Public Health Division include:

- Updated and expanded its protocols for ensuring safe and hygienic restaurant operations, in part thanks for a grant from the Food & Drug Administration. Also revised and streamlined the permit application and inspection processes for one-time food events and for mobile food vendors.
- Conducted extensive research into best practices and revised a number of regulations following a Board of Health hearing. Regulations revised in FY 2017 include Tobacco, Drug Paraphernalia, and Synthetic Drugs.
- Collaborated with the Recycling and Transfer Station Division of the Public Works Department on more in-depth data collection on trash hauling and recycling services offered by Needham companies.

In addition...

- Needham's synthetic turf playing fields are tested bi-annually by Fuss and O'Neill to proactively monitor chemical exposure; these tests are conducted on behalf of the Public

Department Information DSR1	
Department	Health & Human Services
Health Department in consultation with the Director of the Parks & Recreation Department, the Athletic Director of Needham High School, and the DPW Superintendent of Parks & Forestry. Since 2010, the Board of Health has had testing on the synthetic turf fields and uses these results to compare data over time. • The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. This program is supported by approximately 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. Although attracting volunteers remains a challenge (especially in the Winter months), the Traveling Meals Program has expanded its service in response to the pressing needs of community members. The number of meals delivered in FY 2017 fell modestly from the totals from FY 2016, but a new public information push at the start of FY18 has begun to attract referrals on in-need seniors from new sources (including faith communities). • Continued support for Town agencies, schools, and community partners through the Riverside Community Home Based Care contract, which brings outstanding services to high risk adults and seniors in the community. This initiative includes consultation and home visits to clients identified by the Public Health Division, Fire Department, Police Department, Building Department, Needham Housing, and Aging Services, and Youth & Family 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 Prevention. • Charles River ARC continues to provide many services to cognitive delayed residents. • INTERFACE is made available to all the Health & Human Service Divisions, School Guidance Departments, and School Nurses and Beth Israel Deaconess Hospital-Needham. The service provides licensed professionals that match client needs to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster. INTERFACE also follows up within a few weeks to evaluate the services found. This valuable program is funded by donations to the Public Health Department from the Beth Israel Deaconess Hospital-Needham and the Kyle W. Shapiro Foundation; in June 2015, both organizations made a five-year, \$30,000 commitment to the Town to support this program. Needham's Public Health Nursing Program offers Blood Pressure clinics to residents four days a week, and offers similar to services to Town employees on a monthly basis. Needham's nurses also coordinated the Town's annual flu clinics, including three large-scale public clinics, private clinics on-site for partners in town including Charles River ARC and North Hill. The Public Health Nurses also coordinate a range of support and assistance programs including: • <u>Self-Help Program</u>—help Residents that qualify for federal/state energy fuel assistance (200% of poverty) apply for assistance for the winter season. • <u>Good Neighbor Program</u>—assist residents who do not qualify for Self-Help Program to apply for assistance for their utilities and payments that need to be made. • <u>Assistance Programs</u> from the Friends of the Needham Board of Health, the Salvation Army, Local Churches in Needham, and the Gift of Warmth Fund, which help retrieve funds for those who do not qualify for the Self-Help Program or the Good Neighbor	

Department Information DSR1	
Department	Health & Human Services
Program. • <u>Application for Food Stamps</u>—help residents 60 and over apply for food stamps. • <u>Hoarding</u>—assist residents who are in need to find resources and help for housing/hoarding issues. • <u>Senior Safety Program</u>—help the aging population to remain in their homes through educational information and resources to that will allow for them to safely remain in their house without hazards. The mission and vision of the Substance Prevention Alliance of Needham (SPAN) 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. In 2016 and 2017, the coalition used the collected data and logic models to implement projects on substance misuse prevention in the community. Some of the completed projects include: • <u>Substance Misuse Prevention Posters</u>. SPAN partnered with Needham High School's Graphic Design 2 class to create student designed infographic posters that focus on substance misuse and peer awareness. The students were given key facts from trusted substance abuse information sources to inspire their design approach. • <u>Needham Cable Channel PSAs</u>. The Needham Cable Channel staff helped to create PSA's around drugged driving, 'Ask the Expert' perspectives and prescription drug misuse. These PSA's were regularly shown on the Needham Cable Channel. • <u>Needham High School Extended Homeroom</u>. SPAN's Marijuana and Alcohol Action Teams designed a peer-to-peer substance use prevention video, as well as a teacher-guided discussion and interactive game to fill an extended homeroom in NHS. • <u>Norfolk County Pharmacy Workshop</u>. SPAN co-hosted an interactive workshop in Dedham for pharmacists in Norfolk County. Over fifty pharmacists attended the workshop to discuss safe prescribing. • <u>'Hidden in Plain Sight'</u>. The Prescription Drug Action Team and SPAN, with the help of Beth Israel Deaconess Hospital-Needham, teamed up to provide a 21-and-over interactive display for the community. The event consisted of over ninety community members viewing a set-up of a teenager's bedroom in order for parents to learn how to spot signs of at-risk behavior in their teen. The projects that were mentioned have created a more unified effort to provide a substance-free community in Needham. SPAN also has a number of projects that continue to establish a healthier Needham community. Some of our successful, ongoing projects include: • <u>S.A.L.S.A. (Students Advocating Life without Substance Abuse)</u> is a Needham High School student club that teaches refusal skills and other peer prevention strategies for substance use prevention. The club has a leadership team that regularly collaborates with SPAN and its action teams to assist and co-lead substance prevention projects. • <u>5th Quarter</u>. A substance-free social program is provided at the end of NHS home football games in order to provide a healthy, fun environment for the students. This event offers free food and entertainment for the students. • <u>Needham Parents Care</u>. As a subset of SPAN, this group consists of Needham parents who are interested in delivering substance use prevention initiatives within the community.	

Department Information
DSR1

Department

Health & Human Services

The group consistently works on their own projects, including 5th grade parent book groups and monthly parent messages focused on youth substance use prevention tips.

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 that found Mental Health needs (especially anxiety and depression) are the top issues in all nine 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. We continue to work with Region 4B (27 towns bordering Boston which meet monthly) on Emergency Preparedness activities, sharing exercises and deliverables defined by the Center for Disease Control.

Currently the Public Health Division Co-Chairs the Local Emergency Planning Committee with the Fire Chief, Co-Chairs the Domestic Violence Action Committee with the Police Department, Leads the Substance Prevention Alliance of Needham (SPAN) Coalition, and Coordinates the Medical Reserve Corps and the Tobacco Control Program. The Health Director is on the Steering Committees for CHNA #18, Steering Committee for Region 4B Emergency Preparedness and Steering Committee for Norfolk County-7 Emergency Preparedness.

* * * * *

Veterans

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. And during FY18 has expanded cooperative programs with the Aging Services Division including a Veterans' Writing Group, a military film series, and a series of speakers and programs focused on veterans' issues.

* * * * *

Youth & Family Services Divisions

- After 23 years of service, the director of Youth and Family Services retired in early July. Since that time the division has maintained a high level of services while being down one FTE and while onboarding our newest clinician who started in June. We provided all of the prevention presentations as last year, Safe Surf (internet safety and cyberfriendship workshop for 6th graders, the Newman 4th grade kindness workshops, 7th grade Sexual Harassment and in addition, brought back Picture Perfect, our 8th grade presentation on gender role stereotypes and the media
- We were able to limit the amount of youth on our counseling waitlist and at the present time we are able to accept new clients.
- We engaged youth in wellness/prevention services such as the Peer Tutor Program (that

Department Information DSR1			
Department		Health & Human Services	
provided over 1,200 hours of support to youth in the past year); VIP (that provided over 400 hours of support to youth in the past year; Extreme Looks (a mind/body/spirit program for girls); Needham Unplugged (in which hundreds of families participated); Project VAN (which provided over 400 of free service to our community); we trained 75 new babysitters through our Babysitting Training Seminar and Make A Statement Day (in which 500 participated). • We continue to recognize outstanding students with our quarterly Ray of Hope award as well as honored an adult in our community with the Patrick C. Forde Good Person Memorial Award to acknowledge the contributions the recipient has made to the lives of youth in the Needham Community. • Our partnership with Needham High School to bring Reach Out Day to the entire sophomore class was a huge success. Reach Out Day is a full day workshop designed to help students build connections to their school community well expanding their knowledge of other’s identities, experiences, and challenges. The program is created to build connection and empathy, so that every teen feels their school community is a place where they feel safe, supported, and celebrated. • We continue to reach the Needham community. We provide community consults on a weekly basis to address the needs of youth and families in town, and to participate in community forums and presentations, including High School Parenting Conference. • We play a leadership role on the Needham Youth Resource Network by convening a large group of youth serving agency providers together each month to tackle the difficult circumstances and situations that some Needham youth and their families face. At Youth Resource Network roundtable meetings, two primary goals are addressed: 1) Provide a discrete forum for youth supporters to present specific instances in which greater assistance for a young person is needed. Youth Resource Network representatives will make a concerted effort to brainstorm potential resources to support the young person. 2) Monitor the needs of youth residing or attending school in Needham and identify gaps in available services. When feasible, work to address these gaps through innovative programming, pooling of resources and/or further collaboration.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,513,828	181,736	1,695,564
b) Expenses	320,261	21,725	341,986
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,834,089	203,461	2,037,550
V2019			

Department Expenditure Detail DSR2									
Department				Health & Human Services					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	5	14.20	14	6	15.73	14	6	17.47
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	6
Are all union positions covered by a contract for FY2019?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,586,538	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							8,433	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4,500	
i.	PRD1 Budget Adjustments							-326,117	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1								1,273,354	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Aging Services—Two Van Drivers, plus Subs @ \$35,300, Building Monitor @ \$13,410, plus DSR3 costs listed below							48,710	
b.	Public Health—Temporary Office Coverage @ \$3,500, Recording Secretary @ \$2,960, After Hours Assessments @ \$14,110, and Program Support Assistants @ \$36,525, also includes the data gathering part-time, plus DSR3 costs listed below							57,095	
c.	Veterans—Care of Graves @ \$2,500 and Seasonal Assistance @ \$500							3,000	
d.	Youth Services—Part-time Social Workers, Graduate Student Social Workers @ \$22,280							22,280	
e.	DSR3 Total							94,050	
Sub Total 2								225,135	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							2,000	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3								2,000	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							13,339	
c.	Program Stipend								
d.	Tuition Reimbursement								

Department Expenditure Detail DSR2		
Department	Health & Human Services	
e. Working Out of Grade		
f. DSR3 Other Compensation		
	Sub Total 4	13,339
5. Total Salary and Wages (1+2+3+4)		1,513,828
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	5420 – Maintenance @ -\$500) Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections needed every other year. This is an off-year for equipment calibration.	-500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 – Pest Control @ \$500 (PH) Veterans' Event \$1,400 (Vet)	1,900
Professional & Technical Services (530x – 531x)	5300 – Professional & Technical @ \$25,970 for data surveys, technical consultant (PH) 5303 – Seminars & Trainings @ \$2,000 (PH) 5303 – Software License & User Fees @ \$4,660 Annual license costs for Survey Monkey, Constant Contact, and other software licenses \$660 (PH) Annual license for MySeniorCenter/registration tracking program with upgraded scanners and sign-in features@ \$4,000 (Aging) 5309-Licensed Professional Services @ \$85,100 (Riverside, Fuss & O'Neil, etc.) (PH); 5311 – Advertising of flu clinics, public health forums, healthy notes @ \$3,000 (PH)	120,730
Communications (534x)	5340 – Graphic Design @ \$2,000 to support the design of community education materials and public health awareness campaigns (PH)	25,150

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	5341 – Postage @ \$3,600 for mailing permits and licenses and renewal applications Postage @ \$1,500 for mailing permits and licenses and renewal applications (PH) Postage @ \$1,000 (Aging) Postage @ \$100 (Vet) Postage @ \$1,000 Youth 5344 – Wireless Communications Systems @ \$7,650 Wireless Communications @ \$5,000 covering costs of smart phones for Director, two Public Health Nurses, Assistant Director, Environmental Health Agent, Substance Use Prevention Specialists, as well as non-smart phone for Traveling Meals Program Coordinator (PH) Wireless Communications @ \$1,600 covering costs of smart phones and data plan for Director and one of two van drivers (Aging) Wireless Communications @ \$1,250 covering costs of smart phone and data plan for Director (Youth) 5345 – Mailing, Printing, and Photocopying @ \$4,650 Photocopying @ \$1,000 for external printing, includes printing of certain program flyers or materials that cannot be produced "in-house" as well as business cards (Aging) Photocopying @ \$400 for external printing of brochures and program flyers or materials that cannot be produced "in-house" as well as business cards (Youth)	

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Photocopying @ \$3,250 for both internal (photocopier) and external printing (includes copying of inspection forms, business cards, and posters) (PH) 5347 - Legal Notices @\$4,000 for mandated posting of Board of Health regulations...everytime the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week posting period post hearing, which costs at least \$657 to post in the Needham Times and Hometown Weekly (PH)	
Recreational & Cultural Services (535x)	Memorial Day Luncheon \$500 (Vet) Program instructors or vendors @ \$750 (Aging)	1,250
Other Purchased Services (538x)	5380 - Nuisance Abatement @ \$1,000 (PH)	1,000
Office Supplies (542x)	5420 - Office Supplies and equipment for 7 full time, 3 part-time regular, and 9 part-time/per diem employees, as well as for three committees - Domestic Violence Action Committee, Coalition for Suicide Prevention, and Coalition for Youth Substance Abuse Prevention @ \$4,250 (PH) Supplies and equipment necessary for the program and service delivery such as but not limited to paper, pens, files, labels @ \$3,000 (Aging) To purchase basic office supplies --- paper, pens, folders, mailers, etc @ \$800 (Youth) Office Supplies @ \$100 (Vet)	\$8,150
Building & Equipment Supplies (543x)	Parts such as tires, brakes, batteries, inspection stickers for Aging Vans @ \$2,000	2,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)	Gas and oil for the Aging Vans @ \$6,000	6,000

Department Expenditure Detail DSR2		
Department	Health & Human Services	
Food and Service Supplies (549x)	Supplies related to program operation @ \$250 Aging and @ \$1,200 Youth	1,450
Medical Supplies (550x)	5500 – Medical Supplies and health materials, largely for public health nursing purposes @ \$1,500 (PH) Supplies related to medical purposes such as first aid kits @ \$100 (Aging)	1,600
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5580 – Other Supplies & Equipment @ \$7,175 Other Supplies & Equipment @ \$2,175 for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and the purchase of water bottles as gift to sports coaches that attended a concussion training offered by the Public Health Department. (PH) Flags and Holders @ \$4,000 (Vet) For a variety of expenses including program materials, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues and treatment @ \$750 (Youth) Special Event and Public Recognition Expenses @ \$250 (Aging)	7,175
Governmental Charges (569x)	5690 – Governmental Charges for the annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ \$150 (PH) West Suburban Veterans' District Assessment @ \$79,724 (Vet)	79,874
Travel & Mileage (571x – 572x)	5710 – In-State Travel Expenses @ \$2,500 for in-state registration fees (PH)	14,100

Department Expenditure Detail DSR2				
Department	Health & Human Services			
	In-State Travel Expenses @ \$1,000 for in-state registration fees (Aging)			
	5711 – Mileage @ \$3,500 for 7 full time, 3 part-time regular, and 9 part-time/per diem employees (PH)			
	Mileage @ \$1,000 (Aging)			
	Mileage @ \$1,000 (Youth)			
	Mileage @ \$100 (Vet)			
	5720 – Out-of-State Travel Expenses @ \$5,000 for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials Annual Meeting or the CADCA Leadership Institute in Washington D.C (PH)			
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$2,750 (PH)		2,835	
	Veterans' Association @ \$60 (Vet)			
	Professional Subscriptions @ \$25 (Youth)			
Other Expenses (574 X – 579x)	5740 – Veterans' Benefits @ \$46,597 (Vet)		46,597	
6. Total Expenses			320,261	
DSR2C				
Capital Equipment Replacement (587X)			0	
7. Total Operating Budget Capital			0	
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,834,089	
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	☐

Department Expenditure Detail DSR2				
Department	Health & Human Services			
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2019

Department Personnel Supplement DSR3									
Department			Health & Human Services						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	COA Outreach Worker	14,355		X					
2	Transfer Social Worker from CR-JM Delta	14,000		X					
3	Traveling Meals Program Summer Drivers	9,855		X					
4	Per Diem and Substitute Nurses	55,840		X					
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	94,050							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3								
	Amount Reported Under DSR2A Section 4								
II	Total								

V2019

Performance Improvement Funding Request DSR4							
Department	Health & Human Services						
Title	Emergency Management Program				Priority	1	
DSR4							
Expenditure Classification	FTE	Frequency				Total Amount (A + B)	
		Recurring Amount (A)		One Time Only Amount (B)			
1. Salary and Wage	.33		\$25,617		\$0		\$25,617
2. Expense			\$7,000		\$0		\$7,000
3. Operating Capital					\$0		\$0
4. Department Total (1+2+3)					\$0		\$0
5. Other Costs			4,145		\$0		\$4,145
6. Grand Total (4+5)			\$36,762		\$0		\$36,762
Budgetary Considerations						Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?						X	
If yes, which Board or Committee?		Board of Selectmen Governing Principle # 10 Board of Health EM/EP Goals #'s 1, 2, 3, and 4					
Has this request been submitted in the last three fiscal years and not funded?							X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?							X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?							X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?							X
Does the request support activities which produce revenue for the Town?							X
If the request is not approved, will current Town revenues be negatively impacted?							X
Is there an increased exposure for the Town if the request is not approved?						X	
Is specialized training or licensing required (beyond the initial purchase)?							X
Does this request address a documented health or safety issue?						X	
All "YES" responses above must be explained in the narrative below							
Description and Explanation							
A shared program between the Needham Fire Department and Public Health Division, the Needham Emergency Management Program's overall goal is to ensure that the Town of Needham, its schools, and its community partners will quickly and appropriately respond to protect the health and safety of the community during man-made emergencies, severe weather events, and natural disasters. Town funding was first dedicated to support emergency management and preparedness planning beginning in FY 2017 with a Special Warrant Article. \$70,000 was appropriated in May 2016; the majority of that funding supports a part-time (25 hrs/week) emergency management program coordinator, and the remainder supports equipment, supplies, trainings, materials, and project costs. The funding in the Special Warrant Article will be exhausted in the beginning of FY19. The proposed Emergency Management Division's most immediate challenge is maintaining the momentum that has been built in FY17 and to-date in FY18 by the part-time Emergency Management Program Coordinator. Prior to FY17, Needham relied upon a portion of the Fire Chief and Public Health Director's time which meant that no one person was responsible for							

Performance Improvement Funding Request DSR4			
Department	Health & Human Services		
Title	Emergency Management Program	Priority	1
emergency management on a day-to-day basis. That resulted in Needham losing its state certification for the Local Emergency Planning Committee (LEPC) and in emergency plans that were out of date, and many were available only in hard copy. Emergency management is a continuous improvement process, where one step builds upon another. Needham is in the midst of revising and refining its plans and procedures, and will establish a consistent protocol by which those plans will be regularly reviewed and revised. With the part-time Emergency Management Program Coordinator, Needham has achieved provisional LEPC certification, conducted an in-depth Hazard Vulnerability Analysis (HVA), revised and updated the Needham Comprehensive Emergency Management Plan (CEMP) including the GIS-plotting of critical infrastructure and key services in accordance with MEMA requirements, and conducted a series of public presentations and trainings on personal and family preparedness for Town, Schools, and seniors. The best way to maintain the momentum that has been developed and to expand the Town's emergency management and personal/family preparedness activities is by upgrading the part-time Emergency Management Program Coordinator into a full-time position. This year's budget submission requests \$25,617 to transition the 25-hour per week, benefit eligible position of Emergency Management Program Coordinator into a full-time position. A separate budget submission requests \$7,000 (included under Public Health expense account line since there is currently no EM Division line) to support the expense line costs of running an emergency management program. This funding would support the monthly service costs of a smart phone, the printing and mailing of educational materials like the Preparedness Brochure that was distributed in the Oct-Nov-Dec 2017 Water Bills, office supplies, mileage, training, and attendance at one educational conference per year. Additional costs for benefits related to expansion of .67 FTE to 1.0 FTE are estimated at \$4,145, per the Assistant Town Manager for Finance.			
			V2019

Performance Improvement Funding Request DSR4					
Department	Health & Human Services				
Title	Department & Division Staffing	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage	2.0	\$150,199	\$0	\$150,199	
8. Expense		\$0	\$0	\$0	
9. Operating Capital		\$0	\$0	\$0	
10. Department Total (1+2+3)		\$150,199	\$0	\$150,199	
11. Other Costs		\$55,259	\$0	\$55,259	
12. Grand Total (4+5)	2.0	\$205,458	\$0	\$205,458	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Selectmen Goal 7, New Initiative #1 Board of Selectmen Governing Principles 4, 7, 11, 13 Board of Health ADM Goals #'s 3 and 4			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
Through this budget request, HHS seeks to provide its overall department and its Public Health division with sufficient staffing so that: - The Public Health Division has a full-time director who is able to devote his/her full time and attention to advancing the goals and objectives of the Board of Health and the Public Health Division; and - The Health & Human Services Department as a whole has a staff person dedicated to budget development, account tracking, spending projections, and procurement for all of its divisions and programs. The position of Director of Public Health has been vacant since December 31, 2016. The Director of Public Health position currently oversees a division with... 19 staff members (11.4 FTE including grant positions – 7 full-time benefitted staff, 3					

Performance Improvement Funding Request DSR4			
Department	Health & Human Services		
Title	Department & Division Staffing	Priority	2
part-time benefitted staff, and 9 part-time staff members ranging from 5 hours a week to 19.5 hours a week); and extensive policy and regulatory authority afforded to it by the Needham Board of Health through M.G.L. Chapters 111, Sections 31, 31A, 31B, 122, 127, 127A, and 143; and Without a Director of Public Health, the Director of Health & Human Services divides his attention between larger work that crosses divisions and departments and the more focused activities of one division which has extensive policy and regulatory authority. Progress on updating and revising the Board of Health's existing regulations has largely faded since the HHS transition, and research into new policy position has also been put on hold (largely in favor of higher priority Town work about the health impacts of utility line placement or small cell site installations. If a Director of Public Health were hired, that individual would focus on Public Health division and Board of Health work, and the Director of Health & Human Services would concentrate on interdepartmental activities, Town-wide priorities, and oversight of each division's activities. Funding needed to support filling the position of Director of Public Health (K-24) is estimated at \$91,582 for the first year. The newly created position of Administrative Analyst (GE-18) would work across the divisions within Health & Human Services and focus his/her time and attention on budget development, account tracking, spending projections, and procurement for all of HHS divisions and programs. HHS has a combined operating budget of \$1.7M across four divisions along with four revolving accounts, seven donation accounts, two trust funds/special warrant articles, and 14 different grants (8 recurring, and 6 one-time). Creating and hiring an Administrative Analyst for the Health & Human Services Department would have secondary effects including providing support to the Director of Health & Human Services in his work, and it would concentrate financial responsibilities in one staff member and allow other administrative staff to focus on the scheduling, planning, and logistical work needed for the programs and services offered by the Aging Services, Public Health, and Youth & Family Services Divisions. Funding needed to support filling the position of Director of Public Health (K-24) is estimated at \$91,582 for the first year. Funding needed to support creating the position of HHS Administrative Analyst is estimated at \$58,617 for the first year. Additional costs not directly included in this budget request include the benefit costs for the two positions, one new and one currently vacant. They are estimated at \$26,319 for the Administrative Analyst (GE-18) and \$28,940 for the Public Health Director (K-24), per the Assistant Town Manager for Finance.			
V2019			

Performance Improvement Funding Request DSR4					
Department	Health & Human Services				
Title	Expense Funding for HHS Divisions	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage	0.1	\$5,920	\$0	\$5,920	
14. Expense		\$21,725	\$0	\$21,725	
15. Operating Capital		\$0	\$0	\$0	
16. Department Total (1+2+3)		\$27,645	\$0	\$27,645	
17. Other Costs		\$0	\$0	\$0	
18. Grand Total (4+5)		\$27,645	\$0	\$27,645	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Selectmen Goal 5, Continuing Initiative #4 & Board of Health EM Goals #'s 1 and 3			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
Through this budget request, HHS seeks to provide its divisions with sufficient resources so that: • routine expenses which are incurred every year are not entirely dependent upon community donations; • programs, trainings, and learning opportunities which Needham's youth, families, and seniors expect may continue to operate; • office supply usage is not dependent upon community donations or severely restricted in the months of May and June; • staff members are provided opportunities to receive training to sharpen the knowledge, skills, and abilities that they bring to bear in service of Needham's residents; and • Boards and Commissions, whether elected or appointed, are afforded the services of a Recording Secretary so that the content of public meetings are captured in detail and made available to interested members of the public.					

**Performance Improvement Funding Request
DSR4**

Department	Health & Human Services		
Title	Expense Funding for HHS Divisions	Priority	3

Budget requests for many years (in some cases, decades) from the Youth & Family Services Division and from the Aging Services Division have been held artificially low thanks to a reliance on one-time gifts and donations to support the costs of recurring programs and annual expenses. For example, the Youth & Family Services Division routinely uses gifts and donations from a generous local realtor, the League of Women Voters, the Community Council, and the Congregational Church to support the costs for an external expert to assess and support the clinical services provided by Needham's in-house mental health team (\$3,499 in FY17), the costs of an external trainer to offer a recognized babysitter certification course (\$2,835 in FY17), and the expense of Youth & Family Services branded items like stress balls (\$564.02 in FY17). This budget attempts to provide an appropriate funding level for expenses so that recurring programs and annual expenses are supported by operating budget funds and that gifts and donations are more appropriately utilized to support one-time events, special programs, or pilot projects.

Expense Category Spending by Youth & Family Services

	FY 2015	FY 2016	FY 2017	3 Year Average
Budget	\$5,690.00	\$5,690.00	\$5,690.00	\$5,690.00
Expended	\$11,071.97	\$15,262.74	\$13,686.40	\$13,340.37
<i>Difference</i>	<i>(\$5,381.97)</i>	<i>(\$9,572.74)</i>	<i>(\$7,996.40)</i>	<i>(\$7,650.37)</i>

The Aging Services Division likewise has relied upon the generosity of Needham's residents to support a range of programs and services which are a regular and critical part of the Division's operations. This budget request **does not** attempt to address the full funding for regular and core operating expenses which is provided by gifts, donations, and the Friends of the Needham Elderly. That shortfall is, conservatively, more than \$32K a year.

Some of the Gift, Donation, and Friends of COA Spending FY17

	Fitness Room	Programs	Senior Compass	Total
Non-Operating Budget Expenses Covered by Gifts and Donations	\$32,100.00	\$32,490.00	\$18,338.00	\$82,928.00
Costs Recovered	\$15,109.00	\$28,466.00	\$6,887.00	\$50,462.00
<i>Shortfall</i>	<i>(\$16,991.00)</i>	<i>(\$4,024.00)</i>	<i>(\$11,451.00)</i>	<i>(\$32,466.00)</i>

This budget request **does** attempt to address shortfalls in some critical expense categories like fuel and vehicle repair costs, a smart phone with GPS for the driver of second handicap-accessible van, additional office supply and printing costs, and funding for staff members to attend trainings needed for maintaining licensure and certifications.

**Performance Improvement Funding Request
DSR4**

Department	Health & Human Services		
Title	Expense Funding for HHS Divisions	Priority	3

Aging Services Division Fuel Expenses by Fiscal year

	FY13	FY14	FY15	FY16	FY17	5-Year Average
Gallons Used	1,792.90	2,030.70	2,118.80	2,197.90	2,392.00	2,106.46
Total Fuel Spending (all sources)	\$5,804.51	\$6,466.34	\$5,652.77	\$4,189.71	\$4,547.60	5,332.19
Operating Budget Fuel Line	--	\$3,000.00	\$3,000.00	\$3,500.00	\$4,000.00	\$3,375.00

The total amount of funding requested is \$27,645. Just over 20% of that total (\$5,920) is requested for part-time salary costs for the Youth Commission and for the Council on Aging, so that they have equal funding with the Board of Health (\$2,960) to employ a Recording Secretary to record public meetings and present minutes for the review and consideration of the general public.

The remaining \$21,745 is requested for expenses as follows:

- Aging Services = \$5,050 for increased costs for an assessment of the utilization rates of program spaces in the Center at the Heights, along with staff training costs, a second smart phone with GPS for the driver of the second handicap-accessible van, printing and mailing costs, and costs for licensure renewal and digital rights costs (movies).
- Emergency Management = \$7,000 (included under Public Health account line since there is currently no EM line) to support the costs of running an emergency management program (regardless of whether the assigned staff person is 25 hrs/week or 37.5 hrs/week). This funding would support the monthly costs of a smart phone, the printing and mailing of educational materials like the Preparedness Brochure that was distributed in the Oct-Nov-Dec 2017 Water Bills, office supplies, mileage, training, and attendance at one educational conference per year.
- Youth & Family Services = \$9,675 for increased costs including clinical consultation for staff mental health clinicians (verified best practice to ensure clinicians are functioning most effectively with clients—National Association of Social Workers, Standard #6 for Clinical Social Work), funding for staff members to attend trainings needed for maintaining licensure and certifications, Youth & Family Services branded items like stress balls, materials for the High School's *Make a Statement Day*, and program supplies and materials for events like evening support groups, small parent and community seminars, the PEER Tutor Program, and Project VAN (Volunteers Around Needham).

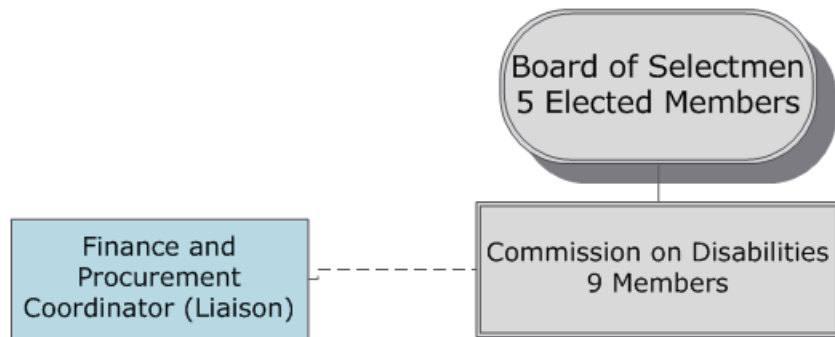
V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Health and Human Services	Expenditures	Expenditures	Expenditures				
Health and Human Services							
Salary & Wage Regular	902,370.66	973,006.16	1,038,042.00	1,160,826	1,449,170	288,344	
Salary & Wage Temporary	62,593.30	83,110.77	140,833.99	225,135	231,055	5,920	
Salary & Wage Overtime		2,141.42		2,000	2,000	-	
Salary & Wage Other	5,499.98	5,499.96	15,390.34	13,300	13,339	39	
Salary and Wage Total	970,463.94	1,063,758.31	1,194,266.33	1,401,261	1,695,564	294,303	21.0%
Energy				-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	297.64	75.00	1,051.08	1,500	1,000	(500)	
Rental and Leases				-		-	
Other Property Related	1,250.00	1,250.00	1,500.00	1,900	1,900	-	
Professional & Technical	89,585.27	99,093.02	107,563.17	119,330	133,530	14,200	
Communications	6,659.28	10,280.85	11,547.96	20,850	24,400	3,550	
Recreation		500.00	675.00	1,000	1,250	250	
Other Purchased Services	900.00	6,719.55	774.24	1,000	1,000	-	
Energy Supplies				-		-	
Office Supplies	7,028.38	8,455.68	4,126.74	7,650	8,150	500	
Building & Equipment Rprs/£				-		-	
Custodial Supplies				-		-	
Grounds Keeping Supplies				-		-	
Vehicular Supplies	3,953.52	3,000.00	3,000.00	5,500	8,000	2,500	
Food & Service Supplies	2,646.88	2,605.56	2,800.18	350	1,450	1,100	
Medical Supplies	309.28	1,490.51	400.00	1,600	1,600	-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	11,247.36	24,165.57	23,533.74	6,665	7,675	1,010	
Governmental Charges	66,971.00	72,069.00	71,276.00	76,808	80,274	3,466	
Travel & Mileage	2,863.11	4,424.40	8,110.58	11,375	19,600	8,225	
Dues & Subscriptions	1,217.21	1,764.10	3,120.00	2,510	5,560	3,050	
Other - Expenses	44,378.89	32,619.00	15,320.88	44,805	46,597	1,792	
Expense Total	239,307.82	268,512.24	254,799.57	302,843	341,986	39,143	12.9%
Capital Equipment				-		-	
Capital Equipment Total				-		-	
				-			
TOTAL	1,209,771.76	1,332,270.55	1,449,065.90	1,704,104	2,037,550	333,446	19.6%

Department Organizational Chart

Commission on Disabilities



Department Information DSR1			
Department		Commission on Disabilities	
Department Mission			
The Needham Commission on Disabilities (NCOD) purpose is to promote full integration and improve accessibility for the disabled population in the Town of Needham. Through advocacy and special projects and programs, the Commission provides resources in all matters related to disability issues, promotes awareness and addresses the needs of persons with disabilities in the community.			
On the Horizon			
The NCOD's grant application, which awards funds for the specific benefit of the disabled community, is now available on the Town's website. The members look forward to continue to promote grant requests from members of the Community.			
The Massachusetts Commission on Disabilities has asked the NCOD to partner with them in hosting an advanced Community Access Monitor (CAM) training, for members of the community who are already CAM certified and who would like to receive more specialized training in this subject. This training would be opened to neighboring communities and the public. The NCOD will be exploring training accommodations and logistics in the coming months.			
The Commission plans to continue to advise Town departments on AAB and ADA compliance as projects arise, to continue to monitor appropriate use of Handicap Parking signage, to participate in all matters related to accessibility that affect the community and to advocate on behalf of persons with disabilities.			
Budget Statement			
This year's budget request remains level-funded. The Commission has ongoing expenses that are met by the annual budget, without a need for additional funds. This includes offices supplies, costs related to attend trainings, and the stipend for the Town liaison.			
Department	Description	Change from FY18	Comments
Commission on Disabilities	Prof & Tech	\$ (200.00)	Moved to Communications to better reflect use of funds
	Communications	\$ 200.00	Moved from Prof & Technical to better reflect use of funds
Accomplishments and Activities			
The Commission completed the update to its informational brochure and distributed it to public places around Town for public access. We partnered with a Needham High School Student to take photographs of past initiatives and grant awards to illustrate the Commission's purpose.			
Members of the Commission actively participated in the Local Emergency Planning Committee and Downtown Streetscapes committee to promote accessibility needs in association with these projects, such as handicapped parking and pedestrian access.			
Members also actively advocated through meeting attendance and letters of opinion to the MBTA "The Ride" program administrators to continue to keep the premium services, which enables persons with disabilities to commute in a more independent manner.			
The Commission also consulted with architects and project managers regarding the Needham			

Department Information DSR1			
Department		Commission on Disabilities	
High School cafeteria expansion, the Williams School and the Rosemary Recreation Complex.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,500		1,500
b) Expenses	550		550
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	2,050		2,050
V2019			

Department Expenditure Detail DSR2									
Department				Commission on Disabilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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			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		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
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								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend - Town Liaison								1,500
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)									
								1, 500	

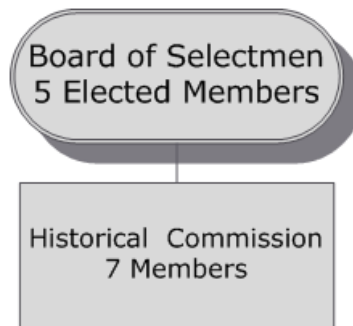
Department Expenditure Detail DSR2				
Department		Commission on Disabilities		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)	Printing, mailing			200
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies			100
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Handicap signs, measuring tools			150
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Mileage			100
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)				2,050
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES			NO	X
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES			NO	X
V2019				

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail		FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Commission on Disabilities		Expenditures	Expenditures	Expenditures				
Commission on Disabilities								
Salary & Wage Regular							-	
Salary & Wage Temporary							-	
Salary & Wage Overtime							-	
Salary & Wage Other		1,500.00	1,500.00	1,500.00	1,500	1,500	-	
Personnel		1,500.00	1,500.00	1,500.00	1,500	1,500	-	
Energy							-	
Non Energy Utilities							-	
Repairs and Maintenance							-	
Rental and Leases							-	
Other Property Related							-	
Professional & Technical			170.00		200		(200)	
Communications				200.00		200	200	
Recreation							-	
Other Purchased Services							-	
Energy Supplies							-	
Office Supplies			203.78		100	100	-	
Building & Equipment Rprs/£							-	
Custodial Supplies							-	
Grounds Keeping Supplies							-	
Vehicular Supplies							-	
Food & Service Supplies							-	
Medical Supplies							-	
Educational Supplies							-	
Public Works Supplies				258.06	150	150	-	
Other Supplies & Equipment		178.20		57.60			-	
Governmental Charges							-	
Travel & Mileage					100	100	-	
Dues & Subscriptions							-	
Other - Expenses							-	
Expenses		178.20	373.78	515.66	550	550	-	
Operating Capital							-	
Operating Capital					-		-	
TOTAL		1,678.20	1,873.78	2,015.66	2,050	2,050	-	

Department Organizational Chart

Historical Commission



Department Information DSR1			
Department		Historical Commission	
Department Mission			
The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission seeks to identify places of historic or archeological value, and to coordinate with other town boards bodies to preserve the town's historical heritage. The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings. There are seven members on the Historical Commission. Members of the Commission are appointed by the Board of Selectmen for three year, staggered terms			
On the Horizon			
Engagement with the Town to consider extending the current six-month demolition delay to twelve months. Consideration of a town-wide preservation plan. Enhancing the availability of town historic information to town residents. Explore the establishments of neighborhood historic districts. Begin research for the creation of narratives for Needham's historic neighborhoods			
Budget Statement			
Over the course of the year the Historical Commission met with the owners of 50 Maple Street (Caleb Crafts House, 348 West Street (William Mills House), 936 Howland Street, 60 Maple Street (Emery Grover House) regarding for renovation, repairs for their historical houses. Members of the Historical Commission represented the Commission as members of the town's Downtown Streetscapes Committee, Town common planning, Large House Study Committee and as a designated member of the Community Preservation Committee. The Commission Met jointly with representatives of the Newton Upper Falls Historic District Commission on the repair / reconstruction of Cook's Bridge and with the MWRA, the Newton Upper Falls Historic District Commission on the repair of Echo Bridge at Hemlock Gorge. The Needham Historic Commission was the lead contributor in the design and content of a new historical interpretive panel to be installed at Cooks Bridge			
Accomplishments and Activities			
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) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,050		1,050
V2019			

Department Expenditure Detail DSR2									
Department				Historical Commission					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	0	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		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
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								
							PRD1 Sub Total		
J	DSR3 Other Compensation								
							Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
							Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		

Department Expenditure Detail DSR2				
Department		Historical Commission		
5. Total Salary and Wages (1+2+3+4)				
DSR2B				
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)	Postage and printing	800		
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)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses		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	x	
Does the Department depend on any Federal or State grants to provide services?				
YES		NO	x	
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES		NO	x	
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES		NO	x	
V2019				

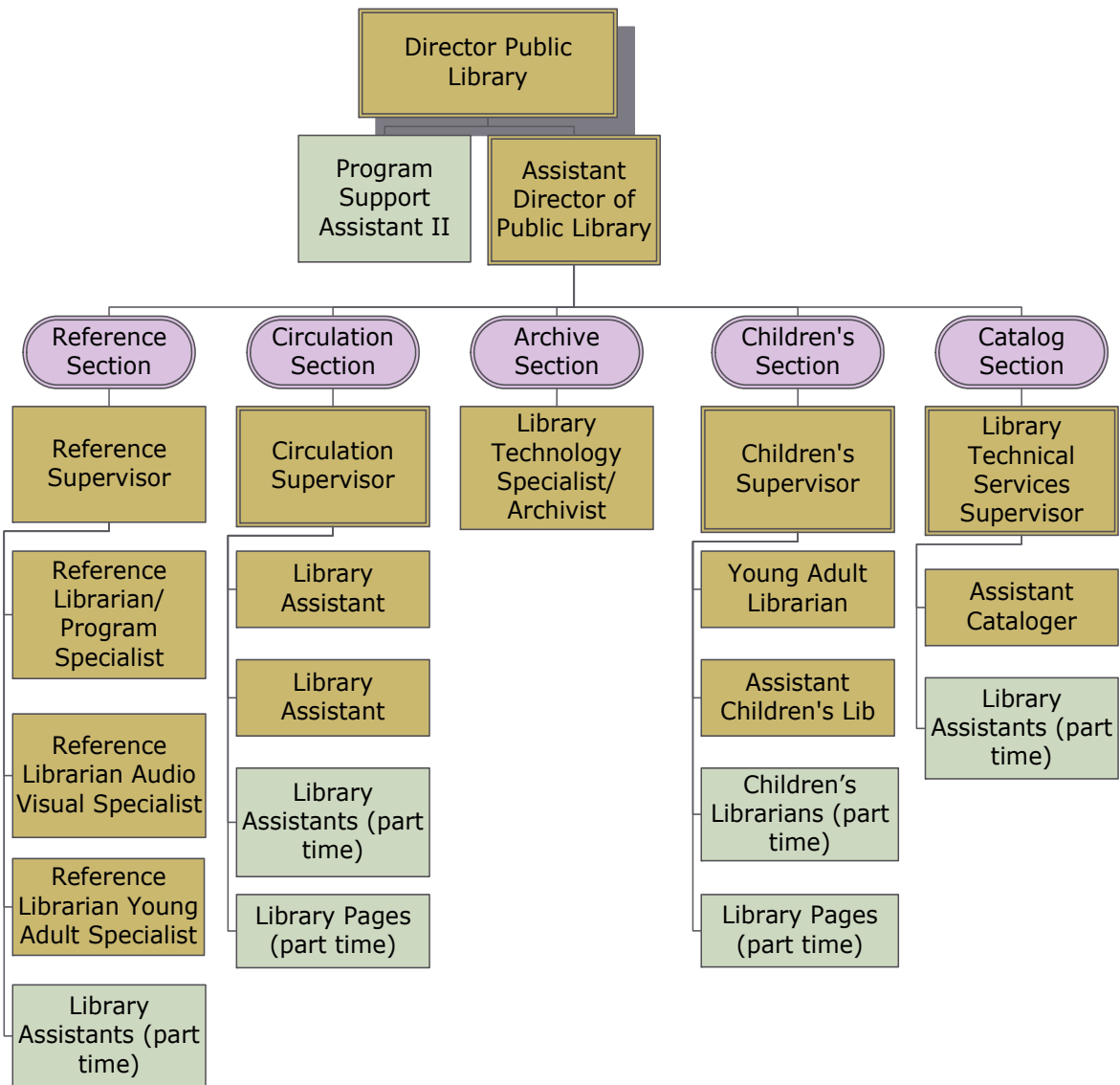
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail							
Historical Commission	FY2015 Expenditures	FY2016 Expenditures	FY2017 Expenditures	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Historical Commission							
Salary & Wage Regular						-	
Salary & Wage Temporary						-	
Salary & Wage Overtime						-	
Salary & Wage Other						-	
Personnel				-		-	
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance						-	
Rental and Leases						-	
Other Property Related						-	
Professional & Technical						-	
Communications	196.00			350	800	450	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies	36.63			250	250	-	
Building & Equipment Repair						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment				450		(450)	
Governmental Charges						-	
Travel & Mileage						-	
Dues & Subscriptions	100.00					-	
Other - Expenses						-	
Expenses	332.63			1,050	1,050	-	
Operating Capital				-		-	
Operating Capital				-		-	
TOTAL	332.63			1,050	1,050	-	

Intentionally Blank

Department Organizational Chart

Needham Public Library



Department Information DSR1				
Department		Library		
Department Mission				
Mission Statement: The Needham Free Public Library provides access to materials, resources and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.				
Vision Statement: The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas. The library will be a vibrant and welcoming place for all people to gather, meet, and learn. The library will create opportunities for programs, services and outreach, by building partnerships with institutions, such as schools, businesses, and organizations.				
On the Horizon				
The library has been operating in its “new” building for more than eleven years. It is an incredibly busy place, full of adults, teens, and children during the 70.5 hours a week it is open. More than 6,000 people visit the library each week. They check out materials, attend programs (especially the children), enjoy the Children’s Play Area, use the library’s computers and databases, read the newspapers and magazines, use the Wi-Fi system, meet friends, get tutored, use the library Study Rooms, enjoy the art displayed in the Friends’ Gallery, search for ancestors in the Genealogy and Local History Room, learn about computers and iPads, sit and read books. The wear and tear on the building and its contents is beginning to become apparent. A furniture replacement schedule has been submitted to the Capital Program.				
The library’s Study Rooms were used 605 times during the month of July 2017 and 531 times during the month of August 2017. These rooms are in such demand by students, seekers of quiet, and tutors that the Library Trustees have begun to study the library use of space, in the hope that a rearrangement might result in the ability to create additional study rooms.				
Budget Statement				
The FY19 budget request includes the following changes from FY17:				
Category	FY2018 Budget	Comments	FY2019 Request	Net Change
5240—Repairs & Maintenance	\$2,096	The increase is the annual maintenance charge for the audiovisual installation in the Community Room. For the last two years, this charge was paid by funds that remained from the \$140,000 project money donated by the Friends and the Foundation	\$6,296	\$4,200
5303—Professional & Technical seminars and training	\$800	These funds pay for staff training for workshops on topics that include computer technology, topics of current interest, and attendance at library organization meetings. This budget was overspent by \$150 in FY2017.	\$950	\$150
5305—professional & Technical software licenses	\$69,750	The Minuteman Library Network strives to limit its yearly price increase to under 5%. The FY2018 fee (\$56,771.91) increased by 5% equals \$59,611. A \$12,000 budget is adequate for renewing library computer licenses (-\$8)	\$71,611	\$1,861

Department Information DSR1				
Department		Library		
Category	FY2018 Budget	Comments	FY2019 Request	Net Change
5420—Office Supplies	7,800	As well as standard office supplies, this budget supports the Children's and Young Adult department's expenses for craft activity supplies. Both of these departments have experienced a tremendous growth in programming. Funding is needed to support this growth. This budget was overspent by \$479.70 in FY2017.	\$8,200	\$400
5580—Other Supplies	\$7,000	This budget pays for the covers, labels, label protectors, tape, and other supplies that are used to process and repair library materials. Both the Friends and the Foundation have been donating significant sums of money for library materials purchases. With extra items being purchased, comes the need for additional processing supplies. This budget was overspent by \$320.43 in FY2017	\$7,300	\$300
5583—Audiovisual materials	\$43,000	Audiovisual items (DVDs, CDs, audiobooks) continue to be in demand. This budget was overspent by \$1,073.42 in FY2017.	\$44,000	\$1,000
5710—Conference In-State	\$150	This budget covers tolls and parking fees for employees attending meetings, training, and workshops. The current budget has become inadequate, as staff attends area training and workshops. This budget was overspent by \$313.73 in FY2017.	\$400	\$250
5711—Mileage	\$1,000	Additional funds are needed in this budget to cover the miles driven by staff for attending training and workshops. This budget was overspent by \$91.27 in FY2017.	\$1,200	\$200
5731 Dues & Memberships	\$475	This budget pays for two memberships. One is membership in the American Library Association. This organization increases its dues by at least \$10 per year. The second membership is the Digital Commonwealth which is digitizing library archival holdings, including the "house" negatives from the 1950s. As its workload increases, its membership fee will increase.	\$485	\$10
Total Increase				\$8,371
Accomplishments and Activities				
In Support of the recently completed Long-Range Plan Diversity Goal, the Library Trustees partnered with several other community organizations to sponsor a One Book One Community				

Department Information DSR1			
Department		Library	
Program. The program was a huge success, as many enthusiastic people participated in it. The Children’s Department received a Federal Library Services and Technology Act grant for \$7,500. The funds were used to create a STEAM (Science, Technology, Engineering, Art, Math) center in the Children’s Room. The STEAM grant resulted in eighty-six new engineering, computer coding, and technology books being added to the Children’s collection, along with a STEAM cart, a variety of robots, science and engineering kits and toys, computer coding board games, a digital microscope, and sixteen STEAM programs. Children’s Supervisor Paula Dugan spoke about the STEAM Center at the Massachusetts Library Association Annual Meeting. The Children’s Department increased its programming by 10% and attendance by 11%. 671 children signed up for the Children’s Department’s Summer Reading Program. The library increased its September to June Sunday hours from four (1 – 5:00 p.m.) to six (1 – 7:00 p.m.). The average number of people entering the building during the two added hours was 74 people, and average computer use during the same period was 22 people. A new 9-camera security system was installed at the library. The library participated in the 10th Annual Boston Bruins Children’s Pajama Drive. The Library Bookies team was the first place finisher in the Needham Educational Foundation’s Spelling Bee. Marina Palmerio gave the library the painting by her grandfather impressionist painter and Needham resident Giovanni Castano, <i>Flowers from Josephine</i>. Installed people counter devices at both library entrances.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,321,195	138,506	1,459,701
b) Expenses	356,685	36,292	392,977
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,677,880	174,798	1,852,678
V2019			

Department Expenditure Detail DSR2									
Department				Library					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	38	24.7	14	38	24.6	14	38	24.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							903,169	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							21,647	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,557	
							PRD1 Sub Total		928,373
J	DSR3 Other Compensation								
							Sub Total 1		928,373
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage, Part-Time, Mon. – Sat.							354,121	
b.	Sunday Part-Time Hours							38,701	
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		392,822
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
							Sub Total 3		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)									
									1,321,195

Department Expenditure Detail DSR2		
Department	Library	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Computer hardware maintenance: 607 Equipment repairs and copy machine maintenance: 1,489 Community Room Audiovisual Maintenance 4,200	6,296
Rental & Leases (527X)	Iron Mountain and NEDCC Microfilm storage 500	500
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	P&T Seminars and Training: 950 Minuteman Library Network: 59,611 Computer Software Licenses 12,000	72,561
Communications (534x)	Postage: 1,200 Printing: 1,000	2,200
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: 5,000	5,000
Office Supplies (542x)	Paper (copier and other), Pens, Pencils, Calendars, File Folders, etc. 8,200	8,200
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Supplies for Processing Books, Periodicals, and AV items: 7,300 Library Materials Budget: Newspapers, Periodicals: 26,000 Books: 131,043 Audiovisual: 44,000 Databases: 35,000 Total Materials: 236,043 Computer Supplies and Equipment: 16,500	259,843
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conference In-State: 400 Mileage: 1,200	1,600
Dues & Subscriptions (573X)	American Library Association Membership: 360 Digital Commonwealth Membership: 125	485
Other Expenses (574 X – 579x)		
6. Total Expenses		356,685

Department Expenditure Detail DSR2				
Department	Library			
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,677,880
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
V2019				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Children's Librarian	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	1.0	52,085		52,085
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)	1.0	52,085		52,085
5. Other Costs		25,792		25,792
6. Grand Total (4+5)	1.0	77,877		77,877
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Board of Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
At a recent Library Board of Trustees' meeting, and after listening to the yearly report from Children's Supervisor Paula Dugan, the Library Trustees voted unanimously to make hiring a full-time Children's Librarian the number one DSR4 request in the FY2019 budget request. The current children's supervisor has greatly expanded the department's outreach activities. In addition to scheduling a larger variety of children's programs and activities (in answer to many community requests), she has established a working relationship with the Needham elementary school librarians and the many Needham pre-school establishments, and she brings programs to the schools and the pre-schools. All of this takes time and makes it difficult for her to accomplish the many other tasks for which she is responsible. One of her goals is do more work with the children's materials' collections. The book collection is in need of a serious update. The hiring of a full-time children's librarian would give the children's supervisor more time to accomplish her many responsibilities and make it possible for her to share program responsibilities and materials selection with a professional full-time children's librarian. The current Children's staffing consists of the Children's Supervisor, a full-time clerical assistant position and five part-time children's librarians. Each part-timer has children's reference desk and program responsibilities. Until June 2009, the library had a full-				

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Children's Librarian	Priority	1
time children's librarian, as well as a full-time children's supervisor, a full-time clerical assistant, and several part-time children's librarians. When the children's librarian resigned, the then supervisor asked to have the full-time position become part-time hours for added schedule flexibility in covering the Saturday and Sunday hours that the library was open While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Additional staff would add to the already stellar services that are offered by the Children's Department.			
V2019			

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Sunday Hours Expansion		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.4	23,952		23,952
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)	.4	23,952		23,952
5. Other Costs				
6. Grand Total (4+5)	.4	23,952		23,952
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
<i>All "YES" responses above must be explained in the narrative below</i>				
Description and Explanation				
In September 2016, in answer to many requests from the library's Long-Range Plan for added Sunday hours, the library trustees voted to institute a 2-year pilot program that added two hours to the Sunday opening hours (open 1 – 7:00 p.m, rather than 1 – 5:00 p.m.) and open on Sundays during July and August from 1 – 5:00 p.m. and use funds from the State Aid Account, if necessary. Previously, the library was not open on Sundays during July and August. The additional hours open were so successful (see enclosed Sunday Statistic Reports) that the trustees voted to request funding for the hours in the FY2019 budget, rather than wait until FY2020. Two additional hours for 41 Sundays September to June: Reference Department: 2h x 2 people = 4h x \$33.66 per hour = \$134.64 per Sunday Children's Department: 2h x 1 person = 2h x \$33.66 per hour = 67.32 per Sunday Circulation Department: 2h x 4 people = <u>8h</u> x \$25.50 per hour = <u>204.00</u> per Sunday 14h \$405.96 <u>X 41 Sundays</u> <u>X 41 Sundays</u> 574h \$16,644.36				

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Sunday Hours Expansion	Priority	2
Summer Sundays July and August (9) Reference Department: 4h x 2 people = 8h x 33.66 per hour = \$269.28 Children's Department: 4h x 1 person = 4h x 33.66 per hour = \$134.64 Circulation Department: 4h x 4 people = <u>16h</u> x 25.50 per hour = <u>\$408.00</u> 28 h \$811.92 X 9 Sundays x 9 Sundays 252h \$7,307.28 Total hours: 826 FTE .4 Total Cost: \$23,951.64 If this request is granted, additional custodial support from the DPW Public Facilities Department for a custodian to cover all open hours will be necessary. While not specifically listed as a "continuing strategy" or a "new initiative" this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work."			
			V2019

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Reference Librarian/Digital Communications Specialist	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage		52,085		52,085
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		52,085		52,085
5. Other Costs		25,792		25,792
6. Grand Total (4+5)		77,877		77,877
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Board of Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
At a recent Library Board of Trustees' meeting, the library trustees agreed that the library needed an additional staff member whose responsibilities would include enhancing the library's online presence by providing guidance for forthcoming innovative technologies and user-focused web services. In addition to taking a regular turn at the Reference Desk, the person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collection, for promotion of the library in the community, and for enhancement of patrons' online experience. The person would manage the library's website and social networking platforms.				
V2019				

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Comcast Wireless Services	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		1,992		1,992	
3. Operating Capital					
4. Department Total (1+2+3)		1,992		1,992	
5. Other Costs					
6. Grand Total (4+5)		1,992		1,992	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Library Trustees			
Has this request been submitted in the last three fiscal years and not funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
The Friends of the Needham Public Library and the Library Foundation of Needham recently provided the funding for a library wireless upgrade that replaced the original and barely functioning (more than ten years old) library wireless system. Patrons are most pleased with the new system. Originally the library received free wireless service from Comcast. Eventually, the free line did not provide enough bandwidth for the library's increasing needs, so the library switched to Comcast High-Speed Internet at \$166 per month. This charge is a basic part of doing business and should be funded by the Town. The charges are currently being paid by the library's State Aid Account. This is another ongoing charge that continues to impact this account. While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." In addition to enabling the audiovisual components in the Community Room to function, the library's wireless service is in constant use by students, business people, and non-business people. Without this service, the library would lose a large portion of its customer base.					

Performance Improvement Funding Request DSR4				
Department	Library			
Title	OverDrive Basic Subscription	Priority	5	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		20,000		20,000
3. Operating Capital				
4. Department Total (1+2+3)		20,000		20,000
5. Other Costs				
6. Grand Total (4+5)		20,000		20,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Board of Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
The library trustees are committed to providing the services that its patrons demand. Use of the OverDrive downloading book and DVD service increases every month. FY15 usage (18,873 downloads) was a 44.5% increase over FY14. FY16 usage (26,798) was a 42% increase over FY15. FY17 usage (33,602) was a 25.4% increase over FY16. The increases continue each month—July 2017, 30%; August 2017—23.9%; September—29%. There are two components to OverDrive: (1) the basic charge for use of a basic library that contains a variety of books and films (new items are added every month) and (2) An additional charge for purchasing multiple copies of current best sellers. This request is for the basic charge, currently being paid from the library's State Aid account; the library's trust funds currently support the additional service that is called OverDrive Advantage. In FY17 the library spent a total of \$28,156.31 for the two services. This computes to a charge of \$.84 for each download. The OverDrive downloads constitute 6.7% of the library's FY17 circulation. As the use of technology increases and demand for a product increases, the library strives to adapt to new ways of providing services. Continued use of the State Aid account for this service will deplete the fund in a few years. While not specifically listed as a "continuing strategy" or a "new initiative," this request does				

Performance Improvement Funding Request DSR4			
Department	Library		
Title	OverDrive Basic Subscription	Priority	5
contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." The increased use of the OverDrive service indicates its importance to Needham residents.			
V2019			

Performance Improvement Funding Request DSR4				
Department	Library			
Title	OCLC WorldCat	Priority	6	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		2,300		2,300
3. Operating Capital				
4. Department Total (1+2+3)		2,300		2,300
5. Other Costs				
6. Grand Total (4+5)		2,300		2,300
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses above must be explained in the narrative below				
Description and Explanation				
OCLC (Online Computer Library Center) is a "collective collection of the world's libraries, built through the contributions of librarians, expanded and enhanced through individual, regional, and national programs." It contains more than 2 billion records. Needham's Reference department uses this database to find items that are not available locally that have been requested by patrons. The Needham Technical Services Department (formerly known as the Catalog Department) uses the database when cataloging items that are not found in the Minuteman Library Network. In order to add a record to the Minuteman database, local libraries are required to search through the OCLC database, find the item (99.9% success rate) and provide the item number, so that Minuteman may add the correct electronic record to its catalog. OCLC WorldCat is of particular use when cataloging World language books. Needham has been adding World language books to its collection and plans to continue doing so. As OCLC WorldCat is an integral part of library operations, it should be added to the library's Town-appropriated budget, rather than continuing to depend on State Aid and/or Trust Funds for payment.				
V2019				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	OverDrive Advantage	Priority	7	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		12,000		12,000
3. Operating Capital				
4. Department Total (1+2+3)		12,000		12,000
5. Other Costs				
6. Grand Total (4+5)		12,000		12,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
A library that signs up for the OverDrive Advantage program is able to purchase additional copies of the books offered by the OverDrive program. A library would purchase additional electronic copies, if the library had a long reserve list of people waiting for the electronic copy. The extra copies that the library purchases are only available to town residents of the purchasing library. In FY17 the library spent \$12,000 for Advantage program copies to fill customer demand. This charge was paid by Trust Funds. The extra copies cut down on customer wait time considerably. While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Providing extra copies of electronic books removes the frustration of long waits for electronic services.				
V2019				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Network Transfer Pack/Unpack Page	Priority	8	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	.5	10,384		10,384
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)	.5	10,384		10,384
5. Other Costs				
6. Grand Total (4+5)	.5	10,384		10,384
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				x
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses above must be explained in the narrative below				
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. FY19, 944 hours x 11.00 per hour = \$10,384 The bins contain Needham materials that have been returned to 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. In FY17, 55,937 items were sent out to other libraries to fill requests, while Needham received 64,843 items to fill requests made by Needham residents. These 120,780 items represent one-half of the items in the delivery boxes; the other half is materials that were returned to Needham but belong to other libraries and Needham materials that were returned to other libraries. These hours are currently being funded by the library's State Aid account. Continued use of this account for salary items great impacts this account.				

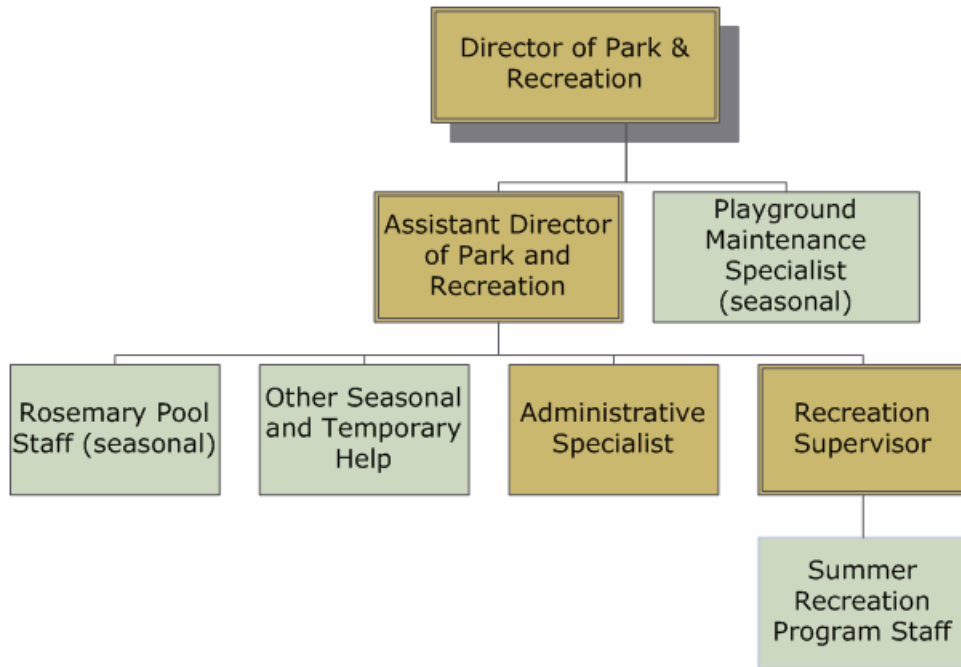
Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Page	Priority	8
While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal of "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Filling requests for 64, 843 items for Needham residents certainly contributes to the "desirability of Needham as a place to live and work."			
V2019			

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Public Library	Expenditures	Expenditures	Expenditures				
Public Library							
Salary & Wage Regular	887,496.88	901,332.76	873,811.47	924,002	1,032,543	108,541	
Salary & Wage Temporary	258,109.69	299,343.38	323,037.36	388,844	427,158	38,314	
Salary & Wage Overtime	10,550.43	7,238.57	7,751.08			-	
Salary & Wage Other			4,673.28			-	
Personnel	1,156,157.00	1,207,914.71	1,209,273.19	1,312,846	1,459,701	146,855	11.2%
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance			140.00	2,096	6,296	4,200	
Rental and Leases	820.71	490.65	394.37	500	500	-	
Other Property Related						-	
Professional & Technical	57,084.39	58,720.35	62,653.23	70,550	72,561	2,011	
Communications	970.20	972.27	1,607.73	2,200	4,192	1,992	
Recreation						-	
Other Purchased Services	4,800.00	6,432.03	5,000.00	5,000	5,000	-	
Energy Supplies						-	
Office Supplies	7,142.06	7,144.72	8,279.70	7,800	8,200	400	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment	245,421.54	252,430.05	247,937.20	258,543	294,143	35,600	
Governmental Charges						-	
Travel & Mileage	770.21	1,246.42	1,555.00	1,150	1,600	450	
Dues & Subscriptions	320.00	424.00	425.00	475	485	10	
Other - Expenses						-	
Expenses	317,329.11	327,860.49	327,992.23	348,314	392,977	44,663	12.8%
Operating Capital						-	
Operating Capital				-		-	
TOTAL	1,473,486.11	1,535,775.20	1,537,265.42	1,661,160	1,852,678	191,518	11.5%

Department Organizational Chart

Park and Recreation Department



Department Information DSR1	
Department	Park and Recreation
Department Mission	
The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; administering all Town athletic fields, including scheduling and permitting functions; managing all Town playgrounds; providing young adult/youth employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations. There are four full-time members of the staff: Director, Assistant Director, Recreation Supervisor, and Administrative Specialist. In FY'15, a part-time playground maintenance specialist position was created. The department has had about 50 seasonal staff supported through the operating budget, increasing with the new facility, and more than 75 supported through the department's revolving or special program funds. Rosemary Lake/Rosemary Pool has been the Town's principle outdoor aquatic area, and has been part of the department's mission since the mid-1940's. Rosemary Pool closed in August 2016, and construction of the new Rosemary Recreation Complex began in June 2017, with an anticipated opening date of mid-June 2018. Outdoor recreation opportunities will expand with the completion of this project. The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies related to recreation facilities and programs, including the use of all athletic fields, except Memorial Park. With the Director, the Commission provides long-range planning for recreation facilities and services.	
On the Horizon	
Rosemary Recreation Complex - Outdoors: Construction of the new facility began in June 2017, and will open in mid-June 2018. The new complex will have a recreation pool, competitive pool, spray deck, new bathhouse and filters, new check-in area and storage. The second floor will have a year-round programming space and offices for Park and Recreation Department and Health Division of Health and Human Services Department. Parking will be increased for summer use, and during other seasons, the lower lot will typically be sufficient for use. The upper parking lot will, at times, be used for outdoor recreation during the other seasons. This budget request covers the operating expenses and salaries for the outdoor pools in July/August 2018, and for pre-season and season in May/June 2019. Rosemary Recreation Complex - Indoors: The Park and Recreation staff is very excited to have the new multi-purpose room become available starting in Summer 2018 for programs, a long-time goal for programming space. At this time, with the exception of the Cricket building in the summer, all spaces for programs are borrowed from other Town departments, or local facilities, including St. Sebastian's ice rink. The majority of the new programs that will be held in the new multi-purpose room will be operated through the department's Revolving Fund, but as is currently the practice, some portion of the fee will be deposited into the Town's General Fund to reflect operating costs of the room, plus any costs related to building monitoring. The operating costs for the 2nd floor are primarily found in other department budgets, including DPW's Building Maintenance Division. Staffing: A small amount of funds has been requested for a building monitor through the operating budget. The majority of programs will be operated through the Revolving Fund with part of the fee covering the building monitor. But some building use may require a building	

**Department Information
DSR1**

Department | Park and Recreation |

monitor but not have funding through the Revolving Fund, so this operating budget request would cover that cost.

A DSR-4 has been submitted to support a request that will be submitted to Human Resources and Personnel Board to consider higher hourly rates for the staff at Rosemary Pool. Our hourly rates have fallen below neighboring municipal aquatic facilities, and the higher rates will help with recruitment for the staff that is larger due to increased hours and state requirements.

With the new outdoor facility operating longer hours and weeks, and the addition of the multi-purpose room, discussion will continue on requesting the addition of a second Recreation Supervisor to help with program creation, planning and supervision.

Budget Statement

The majority of the budget adjustments are due to the FY'19 expenses related to opening the Rosemary Recreation Complex.

	FY'17 Expended	FY' 18 Budget	FY'19 Request	Change	Reason for Change
REQUESTED SALARY BUDGET	\$449,882	\$391,972	\$575,332	183,360	Step rates for full-time employees; increased staffing at Rosemary Recreation Complex.
Rosemary Pool Salaries	\$81,654	\$0	\$175,000	175,000	FY'17 spent was for July/August 2016 – a full summer would have been \$109,000; new request includes increased staffing needed for additional hours and length of season; DSR-4 and request for increased hourly rates
Summer Program Salaries				4,000	DSR-4 and request for increased hourly rates
	FY' 17 Expended	FY' 18 Budget	FY'19 Request	Change	Reason for Change
REQUESTED EXPENSE BUDGET	\$101,318	\$96,817	\$84,600	(12,217)	Reflects reduction in costs for new pool operations
Repairs and Maintenance	\$8,000		\$9,000	(1,000)	Change in line

Department Information DSR1						
Department		Park and Recreation				
Repairs and Maintenance MEP	\$6,955	\$6,000	\$8,000	2000	Half year pump specialist	
Other Property Related Services	\$23,089	\$20,000	\$16,000	(4,000)	Reduction in some playground maintenance costs; still contains funding for park restrooms (DeFazio, Claxton, Cricket, Memorial Park, and added Mills – Memorial Park may be removed in near future)	
Prof & Tech Training	\$1,000	\$2,000	\$1,500	(500)	Adjusted for program staff training costs	
Communications: Landline	\$1,200	\$800	\$500	(300)	Only landline now at Cricket Field building	
Communications: Wireless	\$1,002	\$1,800	\$1,500	(300)	Reduction in costs	
Communications: Printing and Mailing	\$39	\$800	\$1,600	800	Increased printing costs for new complex	
Recreation	\$2,660	\$1,000	\$2,000	1,000	New special events at new complex	
Other Services	\$6,378	\$4,500	\$3,500	(1,000)	Decreased costs related to new complex (Summer 2017 under contract)	
Building & Equipment Supplies	\$18,463	\$13,417	\$9,500	(3,917)	Reduction in cost for chlorine and filter medium	
Custodial Supplies	Didn't need for pool in FY'17, as all purchased in FY'16	0	500	500	For any supplies needed for park buildings and pool not covered under other contracts	
Grounds keeping Supplies	\$0	\$20,000	\$15,000	(5,000)	Reduced costs for playground surfacing	
Food and Service Supplies	\$4,219	\$3,000	\$2,100	(900)	Snacks at programs	
Other Supplies	\$19,836	\$5,400	\$5,800	400	Increased costs related to	

Department Information DSR1					
Department		Park and Recreation			
					Rosemary; prior invoices for playground surfacing booked to this account

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. Most of the department's programs are in the Revolving Fund, but the major summer programs are all funded through the Operating Budget and the revenue is deposited into the General Fund. FY'16 General Fund Revenue was \$247,000, and in FY'17, it was \$243,000. Though there was no revenue collected in the spring of 2017 for Rosemary Pool, the overall revenue did not reduce dramatically, as several groups paid their FY'16 Field Administration Fees in early FY'17. As preparations are made for the new Rosemary Recreation Complex, the Park and Recreation Commission is reviewing the new increased fees that will be charged for season passes and daily admission. The exact opening date of the new facility is not known at this time, but is anticipated to be mid-June. Sales for season passes are likely to begin in February 2018.

Revolving Fund: The programs held in the Fall, Winter, Spring as well as some small summer programs, are operated through the fee-generated Revolving Fund (53D). The Revolving Fund also includes revenue and expenses related to Field Maintenance Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee.

The Recreation Supervisor and Assistant Director have been creating new programs for the department, as well as adapting traditional programs, so the revenue collection has increased from \$270,000 in FY'15 to \$290,000 in FY'16 to \$421,000 in FY'17. The majority of the increase between FY'16 and FY'17 was due to some FY'16 Field Maintenance Fees paid in FY'17, along with additional revenue collected through youth and adult programs. The impact on revenue and expenses from use of the new multi-purpose room will be seen in FY'19. A small portion of revolving fund program fees is deposited into the General Fund in an effort to reflect the office staff members' time spent on those programs. The annual collection has risen from \$9,000 in FY'15 to almost \$12,000 in FY'17. It will increase with the addition of new programs at the Rosemary Recreation Complex.

The *Youth Center* program revenue is held in a separate revolving fund, and is now called TGIF. In the 1970's, Park and Recreation developed a Teen Center for high school students, but during budget reductions in the 1980's, the program was disbanded. The department assisted a volunteer group in the creation of a middle school youth center, which eventually came under the supervision of the Health Department. In FY'16, Park and Recreation took over the program. Once a month on Friday nights, TGIF is held at Pollard with special programs for 6-8th graders. Additional programs have been added for middle school students, including on early release days, to expand the offerings of the Youth Center. Fees are charged to cover costs of staffing and program expenses. The Assistant Director receives a stipend for coordinating this program.

Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The majority of the fund holds donations for the Arts in the Parks concert series and the Children's Theatre programs. The donation of \$10,000 from the estate of Harold J. A. Street is also in the

Department Information DSR1	
Department	Park and Recreation
fund, with a portion remaining in the fund for future use. Initial funds were used for trail signage projects, and the purchase of a pop-up skate park.	
Accomplishments and Activities	
Trails: In collaboration with the Conservation Department and DPW Parks and Forestry, major efforts continue with improving Town trails. The existing trails, and three new trails added in the past two years now bring the total to over 30 miles of trails. Last year, two new trails were added with the Bay Colony Rail Trail and the Sudbury Aqueduct Trail. There are additional projects under review for the Rail Trail, and signage needs to be done on the Aqueduct Trail. This past summer, the first segment of a new trail was built at the site of the future Williams School, primarily by the Student Conservation Association. Construction began over the summer on the Needham Accessible Reservoir Trail, and after the project began, the state notified the Town that it was a recipient of a Trails grant, to assist with some costs. The Rosemary Trail improvements will be an upcoming project. The Greendale Avenue trail temporarily lost the middle section of the linear trail due to construction of the new apartment complex, but will be restored when the apartments are finished. The Assistant Director works with up to 17 Trail Stewards who help keep trails clean but also report maintenance issues. She also has worked with Eagle Scouts on some trail improvement projects. Outdoors: There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. In 2015, the Surgeon General set forth a Call to Action to get people walking, as part of a healthier lifestyle. The department has also been active in the National Recreation and Park Association's initiative to get people outside, particularly children. The update of the Town's <i>Open Space and Recreation Plan</i> is nearing completion. Community input was achieved through the participation of almost 40 members of the advisory group, and through surveys. It is anticipated that project proposals will be recommended from the 5 year action plan. The major concern related to the outdoors, though, continues to be the amount of trash left behind at parks and on trails, including plastic dog waste bags. Park and Recreation is a proud partner on the Integrated Pest Management (IPM) Committee. The maintenance of the Town's athletic fields is basically all-organic. For several decades, we have worked with the sports groups, providing information on how to best use the athletic fields to decrease damage and keep them in safe conditions for all the athletes. The quality of water in ponds and lakes continues to be discussed. The DPW is in the design/permitting stage for removal of sediment in Rosemary Lake. Conservation and Park and Recreation are working with neighbors of Walker Pond on the steps to improve the water quality at that pond. Playgrounds are overseen at all schools and public parks. The department is working with the School Department and Public Facilities-Construction on the options for the new school site on Central Avenue. All playgrounds have been updated or replaced in the past twenty years, so work will continue on maintenance and the earlier projects will move forward for replacement or renovation in upcoming years. The part-time playground maintenance staff person visits each site on a regular basis, monitoring surfacing and equipment condition.	

Department Information DSR1			
Department		Park and Recreation	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	575,332	19,000	594,332
b) Expenses	84,600	0	84,600
c) Capital	0	0	0
d) Other	0	0	0
e) Other	0	0	0
f) Other	0	0	0
g) Total DSR2 & DSR4 Request (a through f)	659,932	19,000	678,932
V2019			

Department Expenditure Detail DSR2									
Department				Park and Recreation					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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			85
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							278,822	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							6,306	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4,500	
i.	PRD1 Budget Adjustments							1,114	
PRD1 Sub Total							290,742		
J	DSR3 Other Compensation								
Sub Total 1							290,742		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Playground Maintenance Specialist: 12-15 hours/week/45 weeks							11,000	
b.	Summer Programs: eight week session; training; pre-season Rec Spec 5: (1); Rec Spec 2 (5); Rec Spec 1 (20)							93,590	
c.	Rosemary Pool: Rec Spec 5: (1); Rec Spec 4: (4); Rec Spec 3: (4); Rec Spec 2: 22; Rec Spec 1: 3							175,000	
d.	Building Monitor 1: Rosemary Recreation Complex							1,000	
e.	DSR3 Total								
Sub Total 2							280,590		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Overtime: Administrative Specialist, Recreation Supervisor, DPW							4,000	
d.	DSR3 Total								
Sub Total 3							4,000		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	DSR3 Other Compensation								
Sub Total 4							0		
5. Total Salary and Wages (1+2+3+4)							575,332		

Department Expenditure Detail DSR2		
Department	Park and Recreation	
DSR2B		
Object	Description	Amount
Energy (521x)		0
Repairs & Maintenance Services (524x – 525x)	Pump Specialist: (8,000) Spring 2019 Playground Repairs: (7,000) Park Building Repairs: (1,000)	16,000
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning: (12,000) Playground Surfacing Install: (4,000)	16,000
Professional & Technical Services (530x – 531x)	Water Testing: (450) Training: CPR/First Aid, Lifeguard, Staff (1,500)	1,950
Communications (534x)	Phones: land & cell (2,000) Printing: forms, information, badges (1,600) Postage: (1,600) Legal Notices: (150)	5,350
Recreational & Cultural Services (535x)	Special Events: (2,000)	2,000
Other Purchased Services (538x)	Bus Rentals: (3,000) Miscellaneous: pest control, pond treatment, permits (500)	3,500
Office Supplies (542x)	Supplies: office and programs (2,000)	2,000
Building & Equipment Supplies (543x)	Chlorine: (6,500) Filter Medium: (1,200) Pool Supplies: (1,500) Miscellaneous Repair Supplies: (300)	9,500
Custodial Supplies (545x)	Park Restrooms: (500)	500
Grounds Keeping Supplies (546x)	Playground Surfacing: (10,000) Playground Replacement Supplies: (5,000)	15,000
Vehicular Supplies (548x)		0
Gasoline and Diesel Fuel (5481)		0
Food and Service Supplies (549x)	Snacks, Program Supplies: (2,100)	2,100
Medical Supplies (550x)	First Aid: (600)	600
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts*: (2,000) Lifeguard Uniforms*+: (500) Safety Equipment*: (400) Red Cross Certificates: (800) Arts & Crafts Materials: (1,000) Program Equipment: (1,000) Training Materials: (100) * State Requirement for Pools + Staff Reimbursement	5,800
Governmental Charges (569x)		0
Travel & Mileage (571x – 572x)	Mileage Reimbursement: (2,000) Conferences: (1,600)	3,600
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700

Department Expenditure Detail DSR2				
Department	Park and Recreation			
Other Expenses (574 X – 579x)				
6. Total Expenses				84,600
DSR2C				
Capital Equipment Replacement (587X)				0
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				659,932
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2019				

Performance Improvement Funding Request DSR4									
Department	Park and Recreation								
Title	Increase Hourly Wage – Recreation Specialists				Priority	1			
DSR4									
Expenditure Classification	FTE	Frequency Recurring Amount (A)				One Time Only Amount (B)		Total Amount (A + B)	
1. Salary and Wage		19,000						19,000	
2. Expense									
3. Operating Capital									
4. Department Total (1+2+3)		19,000						19,000	
5. Other Costs									
6. Grand Total (4+5)		19,000						19,000	
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?								X	
If yes, which Board or Committee?		Park and Recreation Commission							
Has this request been submitted in the last three fiscal years and not funded?									X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
Does the request support activities which produce revenue for the Town?								X	
If the request is not approved, will current Town revenues be negatively impacted?								X	
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
Except for some adjustments due to minimum wage, there has not been a major review of the hourly rates paid to the recreation specialist category under Schedule C, in many years. These positions are primarily funded through the operating budget for Rosemary Pool and major summer programs. Hiring qualified staff is a challenge, particularly when other opportunities are available that pay higher hourly rates in Needham or for similar positions at nearby public or private organizations. Some of the positions, particularly at Rosemary Pool, require certifications. Nationally, it has become a challenge to hire enough certified lifeguards and swim instructors. When short-staffed, the correct decision is to reduce pool availability, to avoid not having the appropriate number of lifeguards for the number of swimmers and locations needing guards, but it is the least popular with the public. Reducing hours or pool availability handles the safety issue that occurs from being short-staffed. Current state regulations require 1 lifeguard per 25 swimmers, as a minimum. Each facility must also post lifeguards in specific areas, so in Rosemary's case, both pools need to have a minimum number of lifeguards stationed no									

Performance Improvement Funding Request DSR4			
Department	Park and Recreation		
Title	Increase Hourly Wage – Recreation Specialists	Priority	1
matter how many swimmers are in each pool. The new facility will have two slides which each require a slide monitor and a dedicated lifeguard. Through all their discussions about the new pool complex, the Park and Recreation Commission has asked for consideration for higher hourly rates to insure that quality staff can choose to work for the department. Having a full staff insures that all scheduled hours can be provided, which meets the requests from the public, and also maximizes the revenue collected. A formal request to the Human Resources Department is being finalized. If supported, the request would go to the Personnel Board for review. At Rosemary Pool, additional staff has been added to the operating budget to cover the new hours and extended season. Though most are existing positions, with expanded number of staff hired for the position, one position would be newly added – slide monitor. Human Resources would be asked to add that position to Recreation Specialist 1. An additional position, tentatively termed Recreation Specialist 2B, would separate the certified lifeguards from the other positions in that title. Recreation Specialist 1: summer program counselors; <i>new</i> slide monitors Recreation Specialist 2: pool maintenance, pool booth attendant, summer program directors Recreation Specialist 2B: <i>new</i> lifeguards (formerly in Recreation Specialist 2) Recreation Specialist 3: swim instructors Recreation Specialist 4: assistant pool supervisors Recreation Specialist 5: Pool Supervisor, Summer Recreation Supervisor The estimated increase for Rosemary Pool is \$15,000. The estimated increase for Summer Programs is \$4,000.			
V2019			

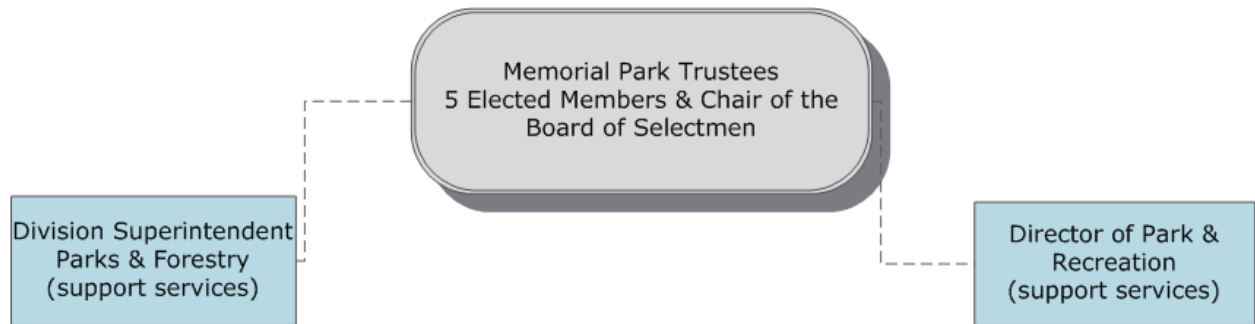
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
Park and Recreation Department	Expenditures	Expenditures	Expenditures	Budget 12/31/2017	Department Request	\$ Change	% Change
Park and Recreation Department							
Salary & Wage Regular	209,264.06	236,202.61	236,844.93	279,358	286,242	6,884	
Salary & Wage Temporary	201,273.90	214,893.39	185,615.20	104,614	299,590	194,976	
Salary & Wage Overtime	14,718.21	20,847.65	22,747.30	3,500	4,000	500	
Salary & Wage Other	2,999.88	3,000.00	4,674.14	4,500	4,500	-	
Salary and Wage Total	428,256.05	474,943.65	449,881.57	391,972	594,332	202,360	51.6%
				-		-	
Energy	8,504.38	10,948.79		-		-	
Non Energy Utilities				-		-	
Repairs and Maintenance	14,456.16	3,600.00	6,955.32	15,000	16,000	1,000	
Rental and Leases			4,000.00	-		-	
Other Property Related	12,974.28	20,893.12	23,089.06	20,000	16,000	(4,000)	
Professional & Technical	3,179.00	2,173.00	8,900.00	2,450	1,950	(500)	
Communications	5,391.08	4,154.94	3,670.36	5,150	5,350	200	
Recreation			2,660.00	1,000	2,000	1,000	
Other Purchased Services	1,940.60	3,224.81	6,378.00	4,500	3,500	(1,000)	
Energy Supplies				-		-	
Office Supplies	1,700.00	1,292.48	1,299.83	2,000	2,000	-	
Building & Equipment Rprs/€	28,182.26	32,115.92	18,462.94	13,417	9,500	(3,917)	
Custodial Supplies	1,262.84	1,197.43		-	500	500	
Grounds Keeping Supplies	8,493.31	915.90		20,000	15,000	(5,000)	
Vehicular Supplies				-		-	
Food & Service Supplies	2,896.37	2,656.59	4,219.18	3,000	2,100	(900)	
Medical Supplies	325.12	898.68	399.27	600	600	-	
Educational Supplies				-		-	
Public Works Supplies				-		-	
Other Supplies & Equipment	10,098.00	11,722.68	19,835.95	5,400	5,800	400	
Governmental Charges				-		-	
Travel & Mileage	2,956.26	1,821.82	1,087.75	3,600	3,600	-	
Dues & Subscriptions	450.00	520.00	360.00	700	700	-	
Other				-		-	
Expense Total	102,809.66	98,136.16	101,317.66	96,817	84,600	(12,217)	-12.6%
				-		-	
Capital Equipment				-		-	
Capital Equipment Total				-		-	
				-		-	
TOTAL	531,065.71	573,079.81	551,199.23	488,789	678,932	190,143	38.9%

Intentionally Blank

Department Organizational Chart

Memorial Park



Department Information DSR1	
Department	Trustees of Memorial Park
Department Mission	
The Trustees of Memorial Park are authorized by Massachusetts law and are elected to oversee the entire Park, and schedule the meeting/storage space in the building, as well as the two community sign-boards. In 1920, shortly after the end of World War I, Needham's Town Meeting voted unanimously to appropriate \$17,500 to purchase ten acres of land from Nellie Richwagen, to be used as a Memorial Park, commemorating Needham's men and women who served their country in the Great War. Memorial Park is comprised of the land from the top of Admiral Gracey Drive (adjacent to the High School), down to Highland Avenue, and over to Rosemary Street. The year following the 1920 land purchase, hundreds of citizen volunteers from Needham and Needham Heights came together to create the Park's broad, flat plain (the current playing fields and parking lot). The original one-story brick fieldhouse was built in the 1950's, and in 1985 a 2nd floor was added, once again, by incredibly generous citizen volunteers. The Park includes the memorial garden, site of annual ceremonies on Memorial Day and Veterans' Day, with an adjacent gazebo providing shade to those visiting the memorials, but also a location for musical performances. The Park also includes a natural grass 90' baseball diamond, a synthetic turf multi-purpose field (with lights), a synthetic turf 60' diamond, and a pedestrian path circling the Park. Further, the Park includes the Gateway Garden at the corner of Highland Avenue and Rosemary Street, with signboards announcing community and park events. Memorial Park and its fieldhouse are the cultural center for many High School and community activities, such as the following: • Needham High School sports, including football, baseball, soccer, lacrosse, and softball • Memorial and Veteran's Day Ceremonies • Needham Exchange Club's annual July 3rd and 4th festivities • Needham Little League/Softball, Junior Football/Cheerleading; Legion Baseball, Touchdown Club, Boys and Girls Youth Lacrosse (also including use of the fieldhouse for meetings, sign-ups, and to store equipment in the off-season) • Department of Public Works (storing equipment and materials to maintain the Park) The fieldhouse has public restrooms and a concession stand, and the parking lot is used by Needham High School students.	
On the Horizon	
The fieldhouse, a 60+-year old building, is in extremely poor condition, is not handicap accessible or fully compliant with current building codes, and in general has outlived its expected lifespan. At the conclusion of a feasibility study which set goals for a new building, Town Meeting approved funding to design the new facility. As this is written, a capital improvement request for construction funds has been submitted, and if approved at May 2018 Town Meeting, construction would begin in Summer 2018.	
Budget Statement	
The primary operating costs for the Memorial Park fieldhouse and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation. The Building Maintenance Division has been working on small projects to upgrade the building.	

Department Information
DSR1

Department

Trustees of Memorial Park

The primary expenses related to the building include electricity and heat. The electrical costs are under the Energy Budget, and other expenses are covered by DPW, either through Building Maintenance or Parks & Forestry. 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. This contract will go out to bid. At this time, it is anticipated that funding for restroom cleaning will be moved to Building Maintenance in FY'19. If construction funds are approved, there will be no use of the building in FY'19. User groups are currently 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, at times 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.

In recent years, the Trustees of Memorial Park have voted to use their budget for the purchase of American and POW flags for the poles at the Park, but in some years use it for small projects that benefit the park. In FY'17, funds were used to rebuild the two sign boards.

The volunteer-led Fields of Dreams project, concluded in 2008, raised \$2 million to reconstruct all of the Park's playing fields and also added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the Park with backstop netting, installing new sod, and drainage improvements, and they handle all costs related to athletic field maintenance.

In 2015, a volunteer committee oversaw the design and fundraising for a new memorial, "The Fallen Brave", and in conjunction with DPW Parks and Forestry, the memorial area was rebuilt and plantings were done. "The Fallen Brave" lists the names of all Needham residents who died during all wars, from the Revolutionary War to the present. The names of these heroes are also memorialized on a plaque in the main lobby at the High School.

With Town Meeting's authorization, the corner Gateway Garden was reconstructed in 2016. The garden was originally created and maintained by citizen volunteers, but DPW Parks and Forestry now receives funding to maintain this beautiful area. Additional drainage work, for the athletic fields and a resurfacing of the parking lot, was also approved by Town Meeting, and this work was completed in August 2016.

The Park has two continuing issues. First, the condition of the fieldhouse was addressed earlier under "On the Horizon." Second, trash left at the Park remains a constant issue, about which the Trustees continue to seek resolutions. The Trustees approved the placement of a dumpster for the fall season, for use by NHS Touchdown Club and Needham Junior Football, so that trash from large weekend events can be handled. The Town Manager is leading a working group of Town and School staff to make further recommendations.

Department Information DSR1			
Department		Trustees of Memorial Park	
Accomplishments and Activities			
The Trustees have been working throughout the year with the PPBC and designer Winter Street Architects, making decision on Design and how the new fieldhouse will be utilized. A request for construction funding is anticipated to be made at the May 2018 Town Meeting.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	750		750
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	750		750
V2019			

Department Expenditure Detail DSR2									
Department				Trustees of Memorial Park					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	0	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		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
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								
PRD1 Sub Total								0	
J	DSR3 Other Compensation								
Sub Total 1								0	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2								0	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3								0	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								0	

Department Expenditure Detail DSR2				
Department	Trustees of Memorial Park			
DSR2B				
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)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	American flags, POW flags (750)			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)				0
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				750
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES			NO	X
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES			NO	X
V2019				

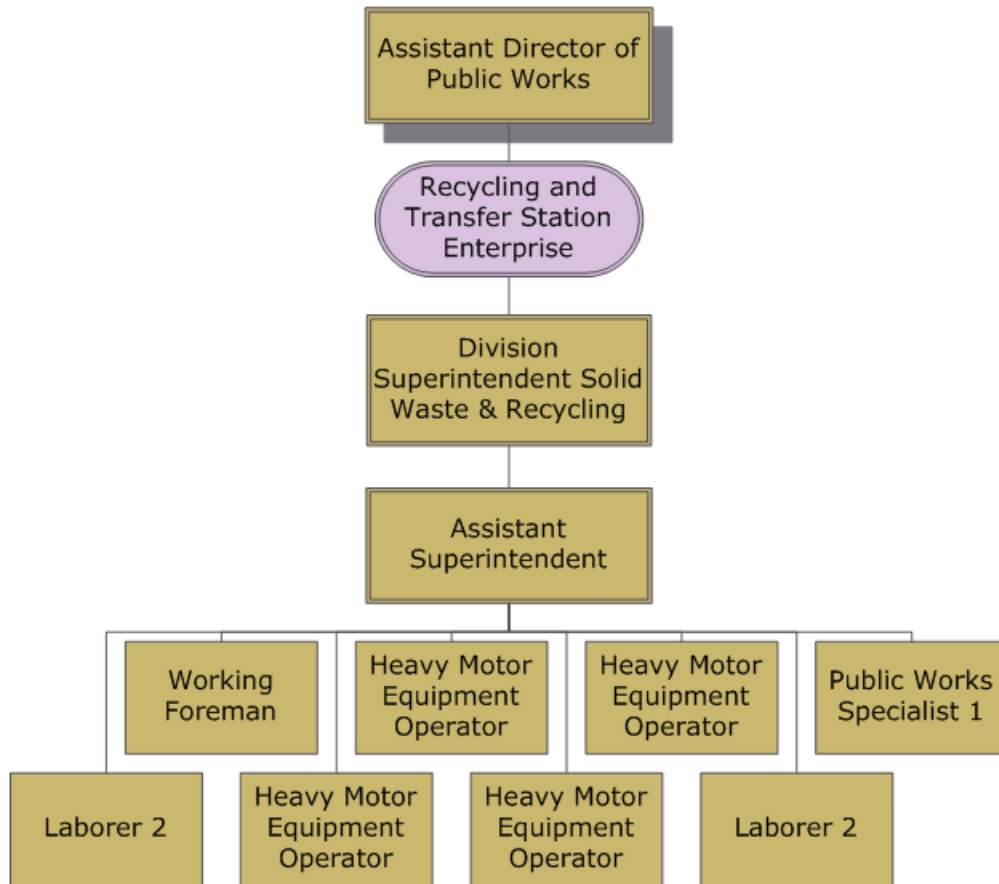
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Memorial Park	Expenditures	Expenditures	Expenditures				
Memorial Park							
Salary & Wage Regular						-	
Salary & Wage Temporary						-	
Salary & Wage Overtime						-	
Salary & Wage Other						-	
Personnel				-		-	
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance		250.00				-	
Rental and Leases						-	
Other Property Related						-	
Professional & Technical						-	
Communications						-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies						-	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment	748.74	499.80	561.89	750	750	-	
Govermental Charges						-	
Travel & Mileage						-	
Dues & Subscriptions						-	
Other - Expenses						-	
Expenses	748.74	749.80	561.89	750	750	-	
Operating Capital				-		-	
Operating Capital				-		-	
TOTAL	748.74	749.80	561.89	750	750	-	

Intentionally Blank

Department Organizational Chart

Recycling and Transfer Station Enterprise



Department Information DSR1	
Department	Recycling & Transfer Station Enterprise Fund
Department Mission	
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 Town in which approximately 75% of Needham households directly utilize this facility. All Needham residents have access to the RTS services. The RTS offers disposal and recycling services for all residents and Town Departments along with the Materials Processing Area, Composting Facility and Snow Dump services for the Department of Public Works. The RTS also provides a variety of other specialty recycling options for the Town such as books, clothing, mattresses and many other reusable items for residents to utilize as needed.	
On the Horizon	
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year. The Recycling and Transfer Station (RTS) will complete Phase III of the Signage Improvement Plan and Installation project, which includes updated aluminum directional signage and signage to assist residents in reducing contamination in the recycling streams. The RTS will work with the Conservation Commission on reconfiguring the compost area, which includes construction of a sedimentation settling basin, re-grading of the site, and installation of asphalt millings to control stormwater runoff. More than 100 linear feet of granite curbing shall be installed in front of the fencing at the entrance of the RTS and new asphalt aprons shall be installed in the organics drop off area to control mud and runoff while making the operation more efficient and cleaner. The Food Waste Agreement shall be revised to reflect a higher tip fee. The High School will pilot a food waste recycling program.	
Budget Statement	
Salaries & Wages Increased by \$19,081, 2.44% Expenses & Services Increased by \$127,367, 7.81% Operating Capital Same as Prior Year Total Budget Submission Increase by \$146,448, 6.53% Salaries There is presently no contract for the NIPEA employees that are under this budget and no cost of living increases for any staff have been established for FY 19. The only changes in regular salaries are based off of employees who qualify for step increases, which results in an increase of 1.10%. The Salary and Wage Overtime line item service hours are the same as the FY 18 request with two exemptions. (1) Four weekly hours of custodial cleaning at the RTS, to provide hygienic conditions for RTS staff and patrons. (2) 4 additional weekly sweepings to address the increased open season at the RTS with no snow. There is an increase of 8.32% in the overtime line item. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 18 request and are the same as the prior year. The Other Salary and Wage Expenses are the same as the prior year.	

**Department Information
DSR1**

Department	Recycling & Transfer Station Enterprise Fund
-------------------	--

Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	120,126	\$0.22*	\$534	\$26,962	\$1,369

*same as prior year budgetary figure, increase is in consumption

MSW Disposal & Hauling

3 Year Average Tons	Additional Tons From New Customers	FY 19 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,083	500	\$68.15*	\$653,045	\$5,062

*increase from prior year's tipping fee of \$66.87

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$351*	383	\$134,545	-\$1,769

*decrease from prior year's budgetary cost of \$355 per load

Recycling

Material	3 Year Average Tons	Est. Cost Per Ton	Estimated Value	Difference from Prior Year Submission
Corrugated Cardboard	380	-\$50*	-\$19,017	\$3,343
Mixed Paper	1,573	\$20**	\$31,460	\$90,645
Commingle Containers	893	\$50***	\$44,633	\$14,475
Single Stream Recycling	249	\$35****	\$8,703	\$2,548
Rigid Plastics	0			
Total	3,095		\$65,780	\$111,011

*decrease in revenue from prior years revenue value of \$65 per ton

**change from prior years revenue value of \$35 per ton to a cost for disposal

***increase from prior years cost of \$34 per ton

****increase from prior years cost of \$27 per ton

Cost per Load	3 Year Average # of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
\$375	310	\$116,250	-\$375

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	19,997	\$2.92*	\$58,391	\$8,286
Gasoline	599	\$2.47**	\$1,480	\$223

*increase from last year's budgetary figure of \$2.57

**Department Information
DSR1**

Department | Recycling & Transfer Station Enterprise Fund |

**increase from last year's budgetary figure of \$2.24

Highlighted Changes

There are concerns about the recycling market based on the recent fluctuation of the commodities and future changes in China's importation of recycled materials from the US which leads the Division to believe that there will be significant increases in the cost to process recycling. We have budgeted based on our best projections of how these changes will impact the recycling market for the Town.

Net Increase: \$110,636

This is partially offset by a reduction in the budget for Pay-Per-Throw supplies. The Town began utilizing WasteZero to distribute bags for the Town to local businesses, and now has two years experience with this program and was able to adjust the budget to reflect the actual costs associated with that program.

Net Decrease: \$16,000

Line Item	Description	Change from FY 18	Comments	Net Change
Energy	Electricity	\$1,369	Based on 3 Year Average	\$1,369
Repairs & Maint Services	Replacement of Overhead Door	\$9,000	Replace 1 door annually	\$12,100
	Scale Calibration	\$100	Based on Fairbanks price increase	
	Trommel Repair	\$3,000	Maintaining 2 trommel screeners	
Other Property Related Services	Landfill Mowing	\$500	Maintaining Fence Line for Solar Array	\$114,429
	MSW Hauling	(\$1,769)	Based on Current Contract Pricing	
	MSW Disposal	\$5,062	Based on Current Contract Pricing	
	Recycling & Hauling	\$110,636	Based on Current Contract Pricing	
Professional & Technical Services	Landfill Groundwater Monitoring & Testing	\$800	Based on Weston & Sampson pricing for service	\$800

**Department Information
DSR1**

Department	Recycling & Transfer Station Enterprise Fund
-------------------	--

Line Item	Description	Change from FY 18	Comments	Net Change
Other Purchased Services	Septic Tank Pumping	\$500	Additional pumping for new trailer	\$3,000
	Tailings Disposal	\$2,500	Increased compost production produces additional tailing	
Office Supplies	Standard Office Supplies & Computer Paper	\$200	Expenses related to office trailer	\$200
Vehicular Supplies	Additives & Fluids	\$1,000	New loader requires more	\$3,000
	Waste Handling Dozer Parts	\$2,000	Warranty expiring	
Gasoline & Diesel Fuel	Diesel Fuel	\$8,286	Based on 3 Year Average	\$8,509
	Gasoline	\$223	Based on 3 Year Average	
Food & Service Supplies	Water	\$100	Based on Actual Spending in FY 17	\$100
Public Works Supplies	Pay-Per-Throw Supplies	(\$16,000)	Reduced based on actual spending with WasteZero distributing bags	(\$16,000)
Governmental Charges	Hoisting & CDL Licensing	(\$140)	Based on Actual Spending in FY 17	(\$140)

Operating Capital

Open Top Trailer

Replacement of an existing open-top trailer, on a seven year replacement schedule. These trailers are used to haul trash around the RTS site and to the recycling plant or incinerator for processing. The new trailer may have an automatic tarping feature that should allow our tarps to last longer.

Roll-Off Containers

Replacement of two existing roll-off containers that are in poor condition. These are the containers that residents use to drop off their trash and recycling.

Department Information DSR1	
Department	Recycling & Transfer Station Enterprise Fund
DSR4s <u>RTS HMEQ</u> The division is requesting funding for one additional HMEQ to address needs at the RTS. This staff member would assist in the compost operation and in materials processing. The RTS anticipates an increase in services offered, thus the responsibilities of the HMEQs will expand. <u>RTS Laborer 2</u> The division is requesting funding for one additional Laborer 2 to address needs at the RTS. This staff member would assist in monitoring the three walls and ensure that residents are complying with proper procedures for recycling and trash disposal. Grants <u>DEP Technical Assistance Grant</u> A Technical Assistance Grant from the DEP was awarded to the Town to assist the Health Department staff write bundled service regulations for private waste haulers doing business in Needham. <u>Mattress Recycling Grant</u> This grant was a competitive three-year grant provided to the Town to offset the costs of collecting, storing, transporting and recycling residential mattresses. The program has allowed the RTS to reduce the cost to residents for mattress recycling from \$15.00 to \$5.00 per mattress.	
Accomplishments and Activities	
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town's online reporting tool, See-Click-Fix. Three times a week, the RTS receives food waste from the Hillside Elementary School and residential curbside food waste from the Town of Natick. The clean-up and reorganization of the composting operation has been completed. A contract has been executed for log and brush grinding services approximately four times a year. Phase II of the Signage Improvement Plan and Installation project has been completed. Forty Arborvitae were planted along the entire run of new fencing behind the Swap Shop to provide a visually pleasing screen to the RTS from Central Avenue. Security lighting was installed at the swing gate entrance behind the Swap Shop. At no cost to the Town, a contractor crushed asphalt, brick, and concrete piles in the materials processing area. Now, RTS staff will be able to reconfigure this space and construct storage bays for various types of materials.	

Department Information DSR1			
Department		Recycling & Transfer Station Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	801,914	101,519	903,433
b) Expenses	1,496,979	2,000	1,498,979
c) Capital	91,500	0	91,500
d) Other - Debt	150,000	0	150,000
e) Other – Reserve Fund	25,000	0	25,000
f) Other	0	0	0
g) Total DSR2 & DSR4 Request (a through f)	2,565,393	103,519	2,668,912
V2019			

Department Expenditure Detail DSR2									
Department				Recycling & Transfer Station Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	10	0	10	10	0	10	10	0	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		
Are all union positions covered by a contract for FY2019?						Yes	No	NA	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							596,562	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							0	
c.	PRD1 Education							0	
d.	PRD1 Extra Holiday							14,959	
e.	PRD1 Longevity							7,532	
f.	PRD1 Snow Program							12,000	
g.	PRD1 Uniform							0	
h.	PRD1 Other Compensation							0	
i.	PRD1 Budget Adjustments							2,427	
PRD1 Sub Total								633,480	
J	DSR3 Other Compensation							0	
Sub Total 1								633,480	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help (1 person for 12 weeks)							6,553	
b.								0	
c.								0	
d.								0	
e.	DSR3 Total							0	
Sub Total 2								6,553	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							48,803	
b.	Training and Development							0	
c.									
d.									
e.	DSR3 Total							109,878	
Sub Total 3								158,681	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs							3,200	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								3,200	
5. Total Salary and Wages (1+2+3+4)								801,914	

Department Expenditure Detail DSR2		
Department	Recycling & Transfer Station Enterprise Fund	
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (26,962)	26,962
Repairs & Maintenance Services (524x – 525x)	Facility Services (9,500) Replacement of Overhead Door (20,000) Building Repairs (8,000) Scale Calibration (1,600) Scale Repair (700) Trailer Tarp Repair (5,000) Trailer Inspections (1,500) Trommel Repair (10,000) Power Washer Repair (1,000) Other Equipment Repair (3,000) Tire Repair (7,000) Loader Repair (6,000) Packer Repair (3,000) Other Vehicle Repair (5,000)	81,300
Rental & Leases (527X)	Misc. Equipment Rentals (15,000) Water Cooler Rental (500) Oxygen & Acetylene Tank Rental (250)	15,750
Other Property Related Services (529x)	Landfill Mowing (2,500) MSW Hauling (134,545) MSW Disposal (653,045) Recycling & Hauling (182,030)	972,120
Professional & Technical Services (530x – 531x)	Seminars & Training (3,200) PC Scale Annual Contract (825) Soil & Compost Testing (600) Landfill Groundwater Monitoring & Testing (35,000)	39,625
Communications (534x)	Postage (150) Fax Line (2,500) Cell Phones (2,500) Mail Brochure (1,500) Business Cards (100) Other Printed Material (1,000) Disposal Stickers (1,000) Legal Notices (535)	9,285
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Tire Disposal (2,300) Refrigerant Disposal (5,000) E-Waste (15,000) Mattress Recycling (0) Styrofoam (0) Welding Services (4,000) Pest Control Services (1,820) Septic Tank Pumping (4,000) Paint Disposal (Oil) (5,000) Universal Waste Disposal (5,000) Log & Brush Grinding (25,000)	116,820

Department Expenditure Detail DSR2		
Department	Recycling & Transfer Station Enterprise Fund	
	Tailings Disposal (12,000) Rock Crushing/Material Processing (25,000) Medical Waste Disposal (2,700) HH Hazardous Waste (10,000)	
Office Supplies (542x)	Standard Office Supplies & Computer Paper (3,000)	3,000
Building & Equipment Supplies (543x)	Misc. Supplies (5,000) Gates & Signs (9,500)	14,500
Custodial Supplies (545x)	Paper Products, Cleaners, Soap, Brooms, Mops etc. (1,000)	1,000
Grounds Keeping Supplies (546x)		0
Vehicular Supplies (548x)	Additives & Fluids (5,500) Rubber Edges (0) Cutting Edges (0) Cutting & Rubber Edges (3,000) Tires (20,000) Trommel Parts (4,000) Waste Handling Dozer Parts (5,000)	37,500
Gasoline and Diesel Fuel (5481)	Diesel Fuel (58,391) Gasoline (1,480)	59,871
Food and Service Supplies (549x)	Water (500)	500
Medical Supplies (550x)	Medical Supplies (500)	500
Public Works Supplies (553x)	Paint (500) Carpentry Supplies (2,000) Calcium Chloride, Speedy Dry, etc. (1,000) Tarps & Bungee Cords (5,000) Public Space Recycling Containers (2,000) Gaylord Boxes for Paint (1,000) Replacement Dumpsters & Lids (5,000) Replacement Flares (8,200) Landfill Flare Parts (1,000) Pay-Per-Throw Supplies (84,000)	109,700
Other Supplies & Equipment (558x)	Employee PPE Gear & Clothing (3,300)	3,300
Governmental Charges (569x)	Hoisting & CDL Licensing (200)	200
Travel & Mileage (571x - 572x)	Out of State Conferences (2,500)	2,500
Dues & Subscriptions (573X)	Yellow Page Subscription (1,545) Professional Association Memberships (1,001)	2,546
Other Expenses (574 X - 579x)		0
6. Total Expenses		1,496,979
DSR2C		
Capital Equipment Replacement (587X)	Replacement Open Top Trailer (75,000) Replacement Roll-Off Container (16,500)	91,500
7. Total Operating Budget Capital		91,500

Department Expenditure Detail DSR2				
Department	Recycling & Transfer Station Enterprise Fund			
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,390,393
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES	☐	NO	☒
V2019				

Department Personnel Supplement DSR3									
Department			Recycling & Transfer Station Enterprise Fund						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Additional Staff Support on Saturdays	32,535			X				
2	Additional Staff for Paint Collection Days	4,908			X				
3	Staffing for Household Hazardous Waste Day	701			X				
4	Absence Staff Support – Saturdays Only	13,713			X				
5	Leaf Collection – Sundays	7,479			X				
6	Monday Equipment Maintenance	32,535			X				
7	Landfill Flare Inspections & Maintenance	1,870			X				
8	Unscheduled Overtime	2,493			X				
9	Weekly Sweeping	6,077			X				
10	Monday Custodial Staff	7,567							
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	109,878							
Sections			X						
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	109,878							
	Amount Reported Under DSR2A Section 4								
II	Total	109,878							

V2019

Performance Improvement Funding Request DSR4					
Department	Recycling & Transfer Station Enterprise Fund				
Title	Heavy Motor Equipment Operator (HMEO)		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	56,126	0	56,126	
2. Expense		1,000	0	1,000	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		57,126	0	57,126	
5. Other Costs	0	26,116	0	26,116	
6. Grand Total (4+5)		83,242	0	83,242	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
The present Heavy Motor Equipment Operator (HMEO) staffing level at the Recycling & Transfer Station (RTS) is not sufficient to keep up with the varied responsibilities the staff is currently required to perform. The four HMEOs perform a variety of functions, including but not limited to the following: - One HMEO oversees the operations in role as Working Foreman – not consistently available to operate equipment in support of the many operations that are constantly ongoing; - One HMEO is dedicated primarily to operating the Packer truck that collects trash and recyclables from schools, municipal buildings, street barrels, and municipal parks (on an expanded schedule beginning FY18). The Packer operator will now be responsible for collecting, transporting to the RTS, and washing out dumpsters on a rotational basis. This new program will result in more time away from providing support for other RTS operations; - Two HMEO's and one laborer manage the collection, processing, and loading of trash and recyclables at the RTS – operating roll-off trucks, hooking and tipping material from 40-yard containers into transfer station for processing, operating waste handling dozer,					

**Performance Improvement Funding Request
DSR4**

Department	Recycling & Transfer Station Enterprise Fund		
Title	Heavy Motor Equipment Operator (HMEO)	Priority	1

loading trailers, operating Grizzly Crane, and driving tractor to move full 100-yard trailers. Volumes of materials are increasing, placing additional burdens on staff and equipment;

- One HMEO manages the various aspects of the compost operation (site cleanliness, processing food waste, windrow turning, screening compost and loam, maintaining residential compost and loam bins, loading trucks, and managing tailings). At present, this operation does not require an HMEO all day, every day, but during spring, summer, and fall, an HMEO is assigned to the operation for 8 hours at least 3 days per week;
- HMEOs work in the materials processing area – processing asphalt, brick, concrete, and clean rock, run materials through screening unit and undertake the annual rock crushing event;

In addition to the core functions described above, the HMEOs at the RTS support leaf collection events on Sundays in November and Town-wide snow plowing and snow dump operations. The HMEOs also transport scrap metals out of town for recycling (primarily on Mondays) and provide support to a variety of Needham events requiring transport and collection of dumpsters. HMEOs are responsible for the maintenance of ornamental barrels in the Downtown and mow the grass at the RTS (two new programs that were previously completed by other divisions).

As the compost operation gains in efficiency and produces more compost, there may be a need to bring leaves in from other towns, as well as additional food waste. The expansion of this operation will require more time be spent handling, organizing, monitoring, and processing these materials to make as much compost as possible. In FY16, HMEOs transported off-site 1,875 cubic yards of waste materials ("tailings") that are a by-product of composting. Furthermore, the materials processing area is undergoing a large-scale cleanup effort that will allow this node to accept, process, and store various types of aggregates. When this operation is fully operational it will once again provide significant cost savings to the Town, as monies will no longer be spent to dispose of concrete, asphalt, and brick from municipal projects. This operation, while not as intensive as the composting operation, will require more staff time to manage incoming materials and process those materials on an annual or semi-annual basis.

With anticipated increases in services and anticipated expansions to the HMEOs core responsibilities, it is vital to have adequate staff to undertake these responsibilities in a safe environment.

Annual Traffic Count Results for Two Week Period*	
October 2015	October 2016
6,769	7,291

*based on traffic counts conducted semi-annually by the Engineering Division

Tons of MSW dropped off at the RTS**	
FY15	FY16
8,314	9,582

**Tonnage reported from Wheelabrator scale

Performance Improvement Funding Request DSR4															
Department	Recycling & Transfer Station Enterprise Fund														
Title	Heavy Motor Equipment Operator (HMEO)	Priority	1												
<table border="1"> <thead> <tr> <th colspan="2">Tentative Weekly Schedule for HMEO</th> </tr> <tr> <th></th> <th>Hours Per Week</th> </tr> </thead> <tbody> <tr> <td>Processing MSW & Recycling</td> <td>15</td> </tr> <tr> <td>Compost Operations</td> <td>15</td> </tr> <tr> <td>Materials Processing Operation</td> <td>6</td> </tr> <tr> <td>Scrap Metal Hauling</td> <td>4</td> </tr> </tbody> </table>				Tentative Weekly Schedule for HMEO			Hours Per Week	Processing MSW & Recycling	15	Compost Operations	15	Materials Processing Operation	6	Scrap Metal Hauling	4
Tentative Weekly Schedule for HMEO															
	Hours Per Week														
Processing MSW & Recycling	15														
Compost Operations	15														
Materials Processing Operation	6														
Scrap Metal Hauling	4														
V2019															

Performance Improvement Funding Request DSR4						
Department	Recycling & Transfer Station Enterprise Fund					
Title	Laborer 2			Priority	2	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	1	45,393	0		45,393	
2. Expense		1,000	0		1,000	
3. Operating Capital		0	0		0	
4. Department Total (1+2+3)		46,393	0		46,393	
5. Other Costs	0	25,263	0		25,263	
6. Grand Total (4+5)		71,656	0		71,656	
Budgetary Considerations					Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?						X
If yes, which Board or Committee?						
Has this request been submitted in the last three fiscal years and not funded?						X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?						X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
Does the request support activities which produce revenue for the Town?						X
If the request is not approved, will current Town revenues be negatively impacted?						X
Is there an increased exposure for the Town if the request is not approved?						X
Is specialized training or licensing required (beyond the initial purchase)?						X
Does this request address a documented health or safety issue?						X
All "YES" responses above must be explained in the narrative below						
Description and Explanation						
The present Laborer 2 staffing level at the Recycling & Transfer Station Enterprise Fund (RTS) is not sufficient to keep up with the many varied responsibilities the staff is currently required to perform. The two current Laborer 2s perform a variety of functions, including but not limited to the following: - Monitoring the three trash and recycling disposal walls to ensure residents are complying with all procedures for recycling and trash disposal; - Working with residents to reduce the amount of contamination in the recycling stream; - Maintaining overall cleanliness of the RTS – litter picking, sweeping, and Goodwill trailer; - Packing TVs in cardboard "Gaylord's" for recycling; - Keeping litter out of the adjacent wetlands and Claxton Field; - Mowing grass and controlling weed growth; - Interacting with residents to answer questions and checking vehicle stickers; - Working with the Heavy Motor Equipment Operators (HMEOs) to load and unload 40-yard recycling containers;						

**Performance Improvement Funding Request
DSR4**

Department	Recycling & Transfer Station Enterprise Fund		
Title	Laborer 2	Priority	2

In addition to the core functions described above, the RTS Laborer 2s also support Town-wide snow plowing and snow dump operations.

The RTS has seen an increase in MSW and recycling tonnages, as well as the number of residents utilizing the facility, and is anticipating an expansion in services in the materials processing and composting areas, which will require additional staff hours to support. The Laborer 2 position has the most direct interaction with residents and having only two Laborer 2s to support three drop-off areas is insufficient.

With anticipated increases in services and anticipated expansion to the Laborer 2s core responsibilities, it is vital to have adequate staff to undertake these responsibilities in a safe environment.

Annual Traffic Count Results for Two Week Period *	
October 2015	October 2016
6,769	7,291

*based on traffic counts conducted semi-annually by the Engineering Division

Tons of MSW dropped off at the RTS **	
FY15	FY16
8,314	9,582

**Tonnage reported from Wheelabrator scale

Tentative Weekly Schedule for Laborer 2	
	Hours Per Week
Assisting with loading/unloading of trash and recycling containers	10
Sweeping, shoveling and snow	7.5
Cleaning and picking up trash	10
Monitoring to assure proper disposal practices being used	7.5
Interacting with the public	5

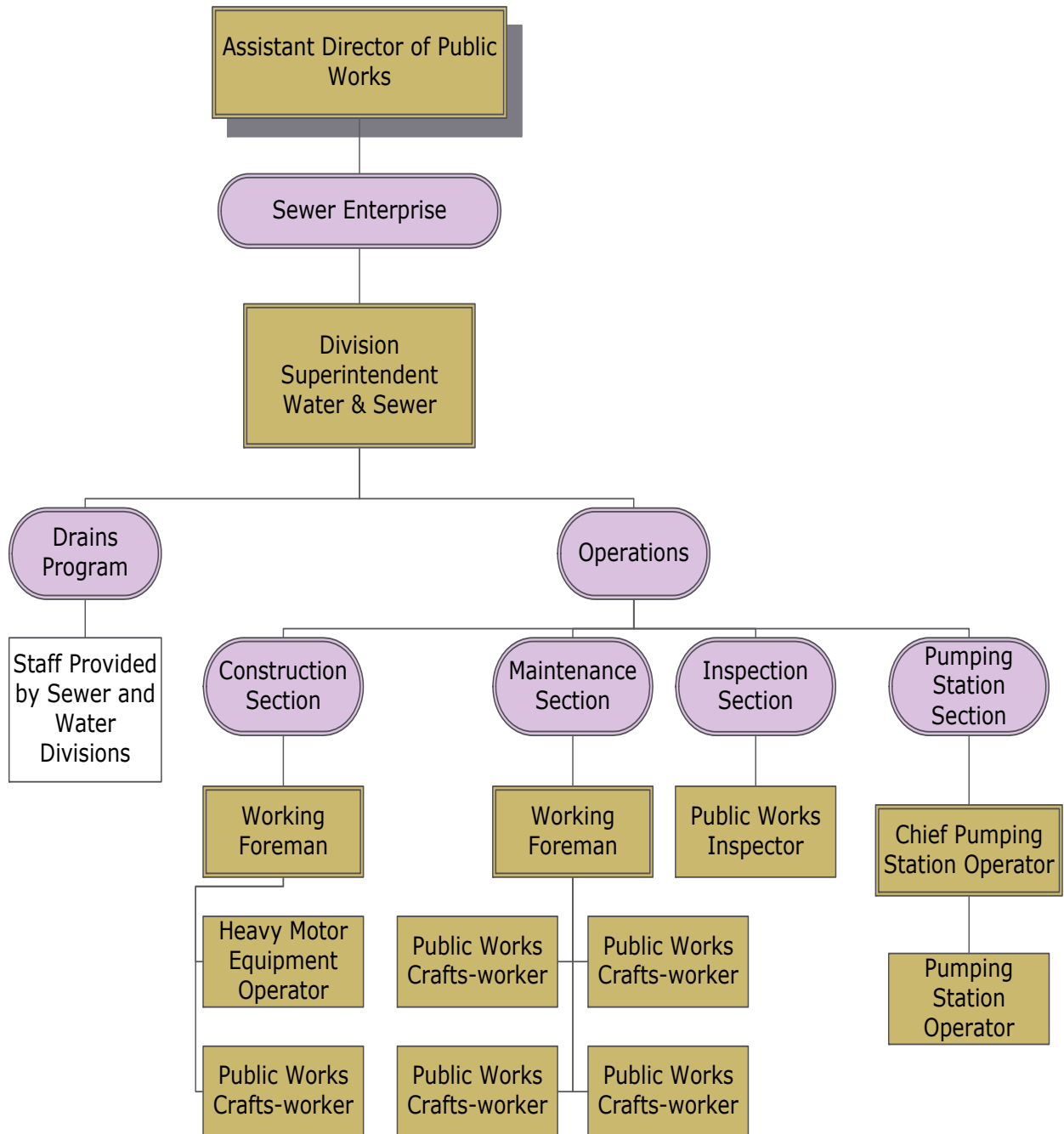
V2019

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
RTS Enterprise	Expenditures	Expenditures	Expenditures				
RTS Enterprise							
Salary & Wage Regular	480,303.61	545,499.04	564,256.20	637,902	734,199	96,297	
Salary & Wage Temporary	15,604.79	4,032.71	9,005.03	6,553	6,553	-	
Salary & Wage Overtime	156,785.18	155,891.21	173,400.38	149,001	158,681	9,680	
Salary & Wage Other	12,851.90	10,500.00	11,334.71	3,200	4,000	800	
Salary and Wage Total	665,545.48	715,922.96	757,996.32	796,656	903,433	106,777	13.4%
						-	
Energy	31,156.00	26,026.00	26,714.04	25,593	26,962	1,369	
Non Energy Utilities				-		-	
Repairs and Maintenance	85,898.75	77,713.43	91,400.51	69,200	81,300	12,100	
Rental and Leases	13,658.00	11,652.86	3,280.71	15,750	15,750	-	
Other Property Related	782,811.90	755,280.25	763,987.31	857,691	972,120	114,429	
Professional & Technical	44,061.99	39,202.75	53,424.17	38,825	40,125	1,300	
Communications	5,387.29	5,482.50	9,199.98	9,285	9,285	-	
Recreation				-		-	
Other Purchased Services	38,991.20	94,213.55	123,043.45	113,820	116,820	3,000	
Energy Supplies				-		-	
Office Supplies	2,000.00	1,500.00	3,603.88	2,800	3,000	200	
Building & Equipment Repair	5,852.86	1,545.17	2,800.00	14,500	14,500	-	
Custodial Supplies	1,468.91	1,500.00	1,000.00	1,000	1,000	-	
Grounds Keeping Supplies		1,000.00	997.00	-		-	
Vehicular Supplies	81,978.74	57,568.42	61,215.73	85,862	97,371	11,509	
Food & Service Supplies	500.00	625.00	550.00	400	500	100	
Medical Supplies				500	500	-	
Educational Supplies				-		-	
Public Works Supplies	104,475.98	62,481.39	104,588.49	125,700	109,700	(16,000)	
Other Supplies & Equipment	3,842.84	7,555.77	16,036.99	3,300	4,300	1,000	
Governmental Charges	120.00	150.00	120.00	340	700	360	
Travel & Mileage	1,771.63	1,687.30	2,769.64	2,500	2,500	-	
Dues & Subscriptions	200.00	618.00	1,721.50	2,546	2,546	-	
Other		200.00	400.00	-		-	
Expense Total	1,204,176.09	1,146,002.39	1,266,853.40	1,369,612	1,498,979	129,367	9.4%
						-	
Capital Equipment	79,318.00	83,216.00	96,250.00	91,500	91,500	-	
Capital Equipment Total	79,318.00	83,216.00	96,250.00	91,500	91,500	-	
						-	
Debt Service	117,108.35	147,012.25	149,783.40	150,000	150,000	-	
Reserve Fund	Transfers only	Transfers only	Transfers only	25,000	25,000	-	
						-	
TOTAL	2,066,147.92	2,092,153.60	2,270,883.12	2,432,768	2,668,912	236,144	9.7%

Department Organizational Chart

Sewer Enterprise



**Department Information
DSR1**

Department

Sewer Enterprise Fund

Department Mission

The Sewer Division of the Department of Public Works is responsible for maintaining the Sanitary Sewer System (Sewer) and the Storm Sewer System (Drains) and all related programs and infrastructure.

On the Horizon

Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year.

In order to prepare for the new MS4 permit, the Sewer Division will focus on accomplishing as many Storm Water Requirements as possible within the next year.

The division will continue to perform flushing programs, investigate sewer and drain lines with the camera truck, clean all sewer stations twice a year and clean and repair catch basins.

Budget Statement

Salaries & Wages Increased by \$2,351, 0.25%
 Expenses & Services Increased \$8,667, 2.01%
 Operating Capital No Change
 Total Budget Submission Increased by \$11,017, 0.76%

Salary

There is presently no contract for the NIPEA employees that are under this budget and no cost of living increases for any staff have been established for FY 19. The only changes in regular salaries are based off of employees who qualify for step increases, which results in an increase of 0.30%

The Salary and Wage Overtime line item service hours are the same as the FY 18 request. There is an increase of 0.1% in the overtime line item. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 18 request and are the same as the prior year. The Other Salary and Wage Expenses are the same as the prior year.

Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	485,727	\$0.19*	\$1,311	\$93,599	-\$860
Natural Gas	5,233	\$1.32*	\$684	\$7,592	-\$833

*same as prior year budgetary figure, decrease is in consumption

**prior years budgetary figure was \$1.60

**Department Information
DSR1**

Department

Sewer Enterprise Fund

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	4,129	\$2.92*	\$12,057	\$1,523
Gasoline	2,844	\$2.47**	\$7,025	\$1,510
Drains Diesel	822***	\$2.92*	\$2,400	-\$1,046

*increase from last year's budgetary figure of \$2.57

**increase from last year's budgetary figure of \$2.24

***new fueling system more accurately tracking Sewer and Drains usage

Highlighted Changes

The main additions to the FY 19 submission is the added costs for PeopleGIS software that will assist the drains division in tracking work items associated with the Municipal Separate Storm System (MS4) permit that was revised in 2016. This product will track all Town actions, provide a more detailed and accurate inventory of town drainage, and provide the required maps for the annual report.

Net Increase: \$7,000

Additional items that are required to maintain the Sewer and Drain infrastructure, that had not previously been budgeted in the Enterprise fund including maintenance of Alarm Systems, Generators, and Overhead Doors.

Net Increase: \$5,175

Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Energy	Sewer	Electricity	-\$860	Based on 3 Year Average	-\$1,693
	Sewer	Natural Gas	-\$833	Based on 3 Year Average	
Repairs & Maint Services	Sewer	Alarm & Sprinkler Maintenance	\$1,000	Now including in Enterprise Fund budget	\$2,175
	Sewer	Electrical On-Call Services	(\$3,000)	Based on actual spending in FY 17	
	Sewer	Generator Maintenance	\$4,000	Now including in Enterprise Fund budget	
	Sewer	Overhead Door Maintenance	\$175	Now including in Enterprise Fund budget	

Department Information DSR1					
Department		Sewer Enterprise Fund			
Line Item	Div.	Description	Change from FY 18	Comments	Net Change
Other Property Related Services	Drains	Debris Disposal - Catch Basin	\$948	Based on current contract pricing	\$1,710
	Drains	Debris Disposal - Sweeping	\$762	Based on current contract pricing	
Professional & Technical Services	Drains	PeopleGIS - PeopleForms	\$7,000	This covers new stormwater management software that will be needed for new MS4 permit	\$7,000
Other Purchased Services	Drains	Street Sweeping	\$1,288	Based on current contract pricing	\$1,288
Building & Equipment Supplies	Sewer	Paint Supplies	(\$250)	Moved to Public Works Supplies	(\$250)
Vactor Truck Parts	Sewer	Vehicular Supplies	(\$1,500)	Reduced due to majority of repairs being outsourced	(\$3,000)
	Drains	Vehicular Supplies	(\$1,500)	Reduced due to majority of repairs being outsourced	
Gasoline & Diesel Fuel	Sewer	Diesel	\$1,523	Based on 3 Year Average	\$1,987
	Sewer	Gasoline	\$1,510	Based on 3 Year Average	
	Drains	Diesel	(\$1,046)	Based on 3 Year Average	
Public Works Supplies	Sewer	Manhole Frames & Covers	\$3,000	Based on current contract pricing & FY 17 Spending	(\$750)
	Sewer	Hardware Supplies, Paint, etc.	\$250	Moved from Building & Equipment Supplies	
	Drains	Precast Manholes	(\$4,000)	Based on actual spending in FY 17	
Governmental Charges	Sewer	Certification & Licenses	\$200	Based on actual spending in FY 17	\$200

Department Information DSR1			
Department		Sewer Enterprise Fund	
Operating Capital			
<u>Pump Replacement Program</u> This funding will replace one pump at Great Plain Avenue Pump Station. The purpose of this program is to have a scheduled rotation of replacement pumps. Pumps move waste form different elevations and ensure that the sewer system works properly.			
<u>Grinder Replacement Program</u> This funding will replace one grinder at Kendrick Street Pump Station. The purpose of this program is to have a scheduled rotation of replacement grinders. Grinders grind up waste and other items put down the toilet and drains so that they can move through the sewer system.			
Accomplishments and Activities			
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town’s online reporting tool, SeeClickFix.			
As part of the Downtown Improvement Project, the Sewer Division completed drainage system upgrades that redirected flow from the downtown area and alleviated downstream flooding. The division also completed investigation on sewer and drain lines prior to paving and for future phases of the Downtown Improvement Project. The Reservoir A Sewage Pump Station replacement project has been completed and is now online. This past year, Sewer Division replaced 14 catch basins, repaired 16 catch basins, repaired 6 drain manholes, and made 10 spot repairs on main lines.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	961,327	0	961,327
b) Expenses	439,727	0	439,727
c) Capital	50,000	0	50,000
d) Other - MWRA	5,889,796	0	5,889,796
e) Other - Debt	1,500,000	0	1,500,000
f) Other – Reserve Fund	35,000	0	35,000
g) Total DSR2 & DSR4 Request (a through f)	8,875,850	0	8,875,850
V2019			

Department Expenditure Detail DSR2										
Department				Sewer Enterprise Fund						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)			
	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	0	12	11	0	11	11	0	11	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							652,122		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							0		
c.	PRD1 Education							0		
d.	PRD1 Extra Holiday							0		
e.	PRD1 Longevity							21,455		
f.	PRD1 Snow Program							16,500		
g.	PRD1 Uniform							0		
h.	PRD1 Other Compensation							0		
i.	PRD1 Budget Adjustments							2,992		
PRD1 Sub Total								693,069		
J	DSR3 Other Compensation							87,823		
Sub Total 1								780,892		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Summer Help – (2 people for 15 weeks)							16,384		
b.								0		
c.								0		
d.								0		
e.	DSR3 Total							0		
Sub Total 2								16,384		
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)							23,052		
b.	Training and Development							0		
c.								0		
d.								0		
e.	DSR3 Total							136,119		
Sub Total 3								159,171		
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs							4,880		
b.	Pay In Lieu of Accrued Leave							0		
c.	Program Stipend							0		
d.	Tuition Reimbursement							0		
e.	Working Out of Grade							0		
f.	DSR3 Other Compensation							0		
Sub Total 4								4,880		
5. Total Salary and Wages (1+2+3+4)								961,327		

Department Expenditure Detail DSR2		
Department	Sewer Enterprise Fund	
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer - Electricity (93,599) - Natural Gas (7,592)	101,191
Repairs & Maintenance Services (524x – 525x)	Sewer - Vehicle Repairs (10,000) - Electrical On-Call Services (7,000) - Overhead Door Maintenance (175) - Alarm & Sprinkler Maintenance (1,000) - Generator Maintenance (4,000) - Mechanical On-Call Services (10,000) - Wet Well Cleaning (20,000) Drains - Trench Restoration (10,000) - Contracting Special Services (15,000) - Vehicle Repairs (10,000)	87,175
Rental & Leases (527X)	Sewer - Pump Rentals (3,000) Drains - Pump Rentals (3,000)	6,000
Other Property Related Services (529x)	Drains - Debris Disposal - Catch Basin (32,544) - Debris Disposal – Sweeping (26,176)	58,720
Professional & Technical Services (530x – 531x)	Sewer - Seminars and Training (1,500) - MWRA/Mandated Sulfide Testing (3,000) Drains - Seminars and Training (1,500) - PeopleGIS – PeopleForms (7,000)	13,000
Communications (534x)	Sewer - Postage (500) - Cell Phones (7,200) - Printing (200) - Legal Notices (215) - Telemetry Emergency Dialers (1,500)	9,615
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Sewer - Police Details (5,000) - Sewer Flow Meter Annual Maintenance (25,000)	57,044

Department Expenditure Detail DSR2		
Department	Sewer Enterprise Fund	
	Drains	
	• Street Sweeping (27,044)	
Office Supplies (542x)	Sewer (700)	700
Building & Equipment Supplies (543x)	Sewer	2,600
	• Pump Station Supplies (2,500)	
	• Paint Supplies (0)	
	• Window Repairs & Vandalism (100)	
Custodial Supplies (545x)	Sewer	1,000
	• Rags for Spills, Cleaning Supplies, & Disinfecting Supplies (1,000)	
Grounds Keeping Supplies (546x)	Sewer	150
	• Grass Seed & Fertilizer (150)	
Vehicular Supplies (548x)	Sewer	10,000
	• Vactor Truck Parts (1,000)	
	• CCTV Truck Supplies (4,000)	
	Drains	
	• Vactor Truck Parts (1,000)	
	• CCTV Truck Supplies (4,000)	
Gasoline and Diesel Fuel (5481)	Sewer	21,482
	• Diesel (12,057)	
	• Unleaded Gasoline (7,025)	
	Drains	
	• Diesel (2,400)	
Food and Service Supplies (549x)		0
Medical Supplies (550x)	Sewer (150)	150
Public Works Supplies (553x)	Sewer	62,750
	• Tools (4,500)	
	• Testing Equipment (2,000)	
	• Mainline Sewer Pipe (2,000)	
	• Pipe for Services – PVC (1,000)	
	• Special Flushing & Roding Tools (3,000)	
	• Manhole Frames & Covers (6,000)	
	• Crushed Stone (2,000)	
	• Asphalt (10,000)	
	• Pump Replacement Parts (8,000)	
	• Hardware Supplies, Paint, etc. (3,250)	
	Drains	
	• Special Flushing & Roding Tools (2,500)	
	• Manhole Frames & Covers (6,000)	
	• Precast Manholes (6,000)	
	• Crushed Stone (2,000)	
	• Sand & Bagged Cement (500)	
	• Concrete Blocks (4,000)	
Other Supplies & Equipment (558x)	Sewer	6,550

Department Expenditure Detail DSR2				
Department	Sewer Enterprise Fund			
	- Safety Clothing (2,500) - Health/Safety Equipment (1,300) - Clothing (2,000)			
	Drains			
	Misc. Items (750)			
Governmental Charges (569x)	Sewer			400
	Certification & Licenses (400)			
Travel & Mileage (571x – 572x)	Sewer			200
	Conferences (200)			
Dues & Subscriptions (573X)	Sewer			1,000
	Professional Association Memberships (1,000)			
Other Expenses (574 X – 579x)				0
6. Total Expenses				439,727
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)				1,451,054
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES	☐	NO	☒
V2019				

Department Personnel Supplement DSR3									
Department		Sewer Enterprise Fund							
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Sewer: Unscheduled/Investigations of Blockages & Equip. Failures	3,709			X				
2	Sewer: Night Sewer Cleaning/TV Camera Inspection	26,496			X				
3	Drains: Unscheduled/Investigations of Blockages & Equip. Failures	2,120			X				
4	Drains: NPDES Night Investigations	56,525			X				
5	Sewer: Pumping Stations (Weekends & Holidays)	47,269			X				
6	Portion of Water Enterprise Salaries that support Drains Operations	87,823	X						
7	Portion of Sewer Salaries that Support the Drains Operations	194,908	X						
8	Sewer Salaries Assigned to Drains Operations	-194,908	X						
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	223,942							
Sections									
	Amount Reported Under DSR2A Section 1	87,823							
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	136,119							
	Amount Reported Under DSR2A Section 4								
II	Total	223,942							

V2019

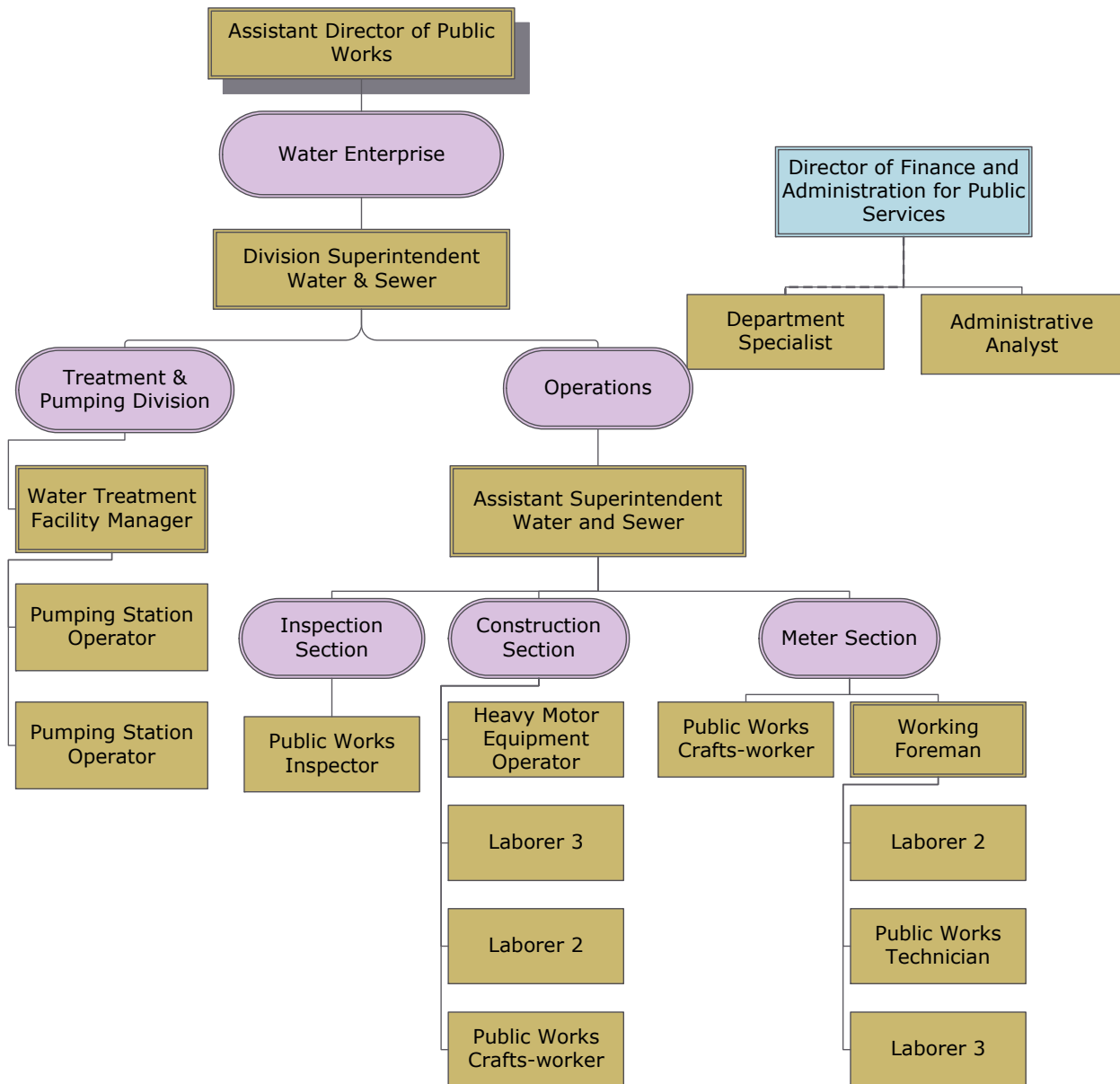
Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Sewer Enterprise	Expenditures	Expenditures	Expenditures				
Sewer Enterprise							
Salary & Wage Regular	748,345.00	757,173.33	818,705.52	778,552	780,892	2,340	
Salary & Wage Temporary	10,870.00	11,084.42	11,626.00	16,384	16,384	-	
Salary & Wage Overtime	156,678.51	136,924.49	154,979.17	159,160	159,171	11	
Salary & Wage Other	14,280.00	14,400.00	12,557.32	4,880	4,880	-	
Salary and Wage Total	930,173.51	919,582.24	997,868.01	958,976	961,327	2,351	0.2%
				-		-	
Energy	91,512.00	92,168.00	92,863.81	102,884	101,191	(1,693)	
Non Energy Utilities				-		-	
Repairs and Maintenance	31,911.00	83,938.27	56,406.06	85,000	87,175	2,175	
Rental and Leases	1,390.00	300.00		6,000	6,000	-	
Other Property Related	84,153.32	71,219.03	54,189.30	57,010	58,720	1,710	
Professional & Technical	26,530.00	1,935.00	24,597.19	6,000	13,000	7,000	
Communications	5,531.67	6,302.16	6,484.80	9,615	9,615	-	
Recreation				-		-	
Other Purchased Services	6,428.50	29,021.75	48,867.40	55,756	57,044	1,288	
Energy Supplies				-		-	
Office Supplies	500.00	500.00		700	700	-	
Building & Equipment Repair	993.20		2,800.00	2,850	2,600	(250)	
Custodial Supplies	881.10	291.04	21.98	1,000	1,000	-	
Grounds Keeping Supplies	3,528.65			150	150	-	
Vehicular Supplies	34,602.75	17,281.34	20,649.58	32,495	31,482	(1,013)	
Food & Service Supplies				-		-	
Medical Supplies				150	150	-	
Educational Supplies				-		-	
Public Works Supplies	46,376.28	35,887.31	39,196.89	63,500	62,750	(750)	
Other Supplies & Equipment	2,874.07	2,426.87	3,246.59	6,550	6,550	-	
Governmental Charges	300.00	289.00	360.00	200	400	200	
Travel & Mileage			170.50	200	200	-	
Dues & Subscriptions	904.50	175.50	193.75	1,000	1,000	-	
Other		250.00	200.00	-		-	
Expense Total	338,417.04	341,985.27	350,247.85	431,060	439,727	8,667	2.0%
						-	
Capital Equipment	24,442.00	46,556.90	40,985.99	50,000	50,000	-	
Capital Equipment Total	24,442.00	46,556.90	40,985.99	50,000	50,000	-	
				-		-	
MWRA	5,466,144.00	5,408,445.00	5,683,915.00	5,889,796	5,889,796		
						-	
Debt Service	1,338,092.28	1,054,039.22	1,044,704.37	1,500,000	1,500,000		
Reserve Fund	Transfers only	Transfers only	Transfers only	35,000	35,000		
						-	
TOTAL	8,097,268.83	7,770,608.63	8,117,721.22	8,864,832	8,875,850	11,018	0.1%

Intentionally Blank

Department Organizational Chart

Water Enterprise



Department Information
DSR1

Department | Water Enterprise Fund |

Department Mission

The Water Division of the Department of Public Works is responsible for maintaining the infrastructure associated with the water delivery system and the development and production of the water supply in the Charles River Well Field and supplemental water from the Massachusetts Resources Authority (MWRA).

On the Horizon

Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year.

In FY19, the Water Division plans to complete the SCADA project at the Charles River Water Treatment Plant (CRWTP). This project includes upgrades to the infrastructure within the water treatment plant as well as improvements throughout the system. The division will also be working to eliminate any septic systems within Zones 1 and 2 which are near the Town's well fields. A comprehensive plan for testing school buildings for lead should be drafted by the Water Division.

Budget Statement

Salaries & Wages Increased by \$4,577, 0.37%
Expenses & Services Increased by \$29,675, 2.68%
Operating Capital Increased by \$20,000, 100%
Total Budget Submission Increase by \$54,252, 0.37%

Salaries

There is presently no contract for the NIPEA employees that are under this budget and no cost of living increases for any staff have been established for FY 19. The only changes in regular salaries are based off of employees who qualify for step increases, which results in an increase of 0.37%.

The Salary and Wage Overtime line item service hours are the same as the FY 18 request. There is an increase of 0.38% in the overtime line item. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 18 request and are the same as the prior year. The Other Salary and Wage Expenses are the same as the prior year.

Expenses & Services

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	1,924,429	\$0.19*	\$2,165	\$367,807	\$5,576
Natural Gas	19,963	\$1.32**	\$878	\$27,230	-\$9,155

*same as prior year budgetary figure, increase is in consumption due to St Mary's being fully operational

**prior years budgetary figure was \$1.60

**Department Information
DSR1**

Department | Water Enterprise Fund |

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	4,758	\$2.92*	\$13,893	\$1,313
Gasoline	7,616	\$2.47**	\$18,812	\$825

*increase from last year's budgetary figure of \$2.57

**increase from last year's budgetary figure of \$2.24

Highlighted Changes

Contractual items that have increased under Public Works Supplies are based on current contracts established for FY19 include Sodium Hydroxide, Phosphate, and Sodium Hypochlorite. There is no bid for FY19 for Hydroflousilic Acid so a 3.5% increase in price was assumed.

Net Increase:\$14,716

An inspection and increased annual cleaning to the Dunster and Birds Hill water tanks that is more involved than the typically budgeted annual cleaning was also added to FY19. This will occur every five years.

Net Increase \$7,200

Line Item	Description	Change from FY 18	Comments	Net Change
Energy	Electricity	\$5,576	Based on 3 year average	(\$3,579)
	Natural Gas	(\$9,155)	Based on 3 year average	
Professional & Technical Services	Tank Inspections at Dunster and Bird Hill	\$7,200	Based on more intense cleaning required every 5 years	\$6,700
	Filter Media Testing	(\$500)	Based on FY 17 actual spending	
Gasoline & Diesel Fuel	Gasoline	\$825	Based on 3 year average	\$2,138
	Diesel	\$1,313	Based on 3 year average	

Department Information
DSR1

Department

Water Enterprise Fund

Line Item	Description	Change from FY 18	Comments	Net Change
Public Works Supplies	Water Meters- Various Sizes	\$10,000	Based on FY 17 actual spending	\$24,716
	Treatment Process Chemicals: Sodium Hydroxide	\$18,072	Based on current contract pricing	
	Treatment Process Chemicals: Hydroflousilicic Acid	(\$3,756)	Based on current contract pricing	
	Treatment Process Chemicals: Phosphate	(\$980)	Based on current contract pricing	
	Treatment Process Chemicals: Sodium Hypochlorite	\$1,380	Based on current contract pricing	
Other Supplies & Equipment	Paint & Supplies	(\$700)	Already included under Public Works Supplies for Tools	(\$700)
Dues & Subscriptions	Professional Association Memberships	\$400	Added Memberships to Water Environmental Federation	\$400

Operating CapitalFilter Influent Valves

Replace two filter influent valves at the Water Treatment Plant that are original and are recommended to be replaced every 15 years. The same request will occur in FY20.

Department Information DSR1			
Department		Water Enterprise Fund	
<u>Utility Trailer</u> New trailer for moving landscaping equipment at the Water Treatment Plant and the water storage tanks to ensure appropriate leaf removal at each location.			
Accomplishments and Activities			
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town’s online reporting tool, SeeClickFix.			
This past year, the Water Division completed the Well #3 replacement project which increased the yield from Town well fields. Due to a pipe failure at the CRWTP, the division replaced two pipes in the raw water system. The division installed 230’ of 8” water main as part of a Water Main Looping project on Donna Road. Due to drought conditions, the division was unable to complete its’ regular flushing program but was able to conduct a more extensive valve exercising program.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,252,990	0	1,252,990
b) Expenses	1,137,563	0	1,137,563
c) Capital	20,000	0	20,000
d) Other - MWRA	1,109,794	0	1,109,794
e) Other - Debt	1,550,000	0	1,550,000
f) Other – Reserve Fund	75,000	0	75,000
g) Total DSR2 & DSR4 Request (a through f)	5,145,347	0	5,145,347
V2019			

Department Expenditure Detail DSR2									
Department				Water Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	16	17	0	17	17	0	17
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,036,788	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							0	
c.	PRD1 Education							0	
d.	PRD1 Extra Holiday							0	
e.	PRD1 Longevity							16,117	
f.	PRD1 Snow Program							18,000	
g.	PRD1 Uniform							0	
h.	PRD1 Other Compensation							11,148	
i.	PRD1 Budget Adjustments							3,824	
PRD1 Sub Total								1,085,877	
J	DSR3 Other Compensation							-87,823	
Sub Total 1								998,054	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help – (2 people for 15 weeks)							16,384	
b.								0	
c.								0	
d.								0	
e.	DSR3 Total							0	
Sub Total 2								16,384	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							41,781	
b.	Training and Development							0	
c.								0	
d.								0	
e.	DSR3 Total							192,451	
Sub Total 3								234,232	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs							4,320	
b.	Pay In Lieu of Accrued Leave							0	
c.	Program Stipend							0	
d.	Tuition Reimbursement							0	
e.	Working Out of Grade							0	
f.	DSR3 Other Compensation							0	
Sub Total 4								4,320	
5. Total Salary and Wages (1+2+3+4)								1,252,990	

Department Expenditure Detail DSR2		
Department	Water Enterprise Fund	
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (367,807) Natural Gas (27,230)	395,037
Repairs & Maintenance Services (524x – 525x)	Well Redevelopment (35,000) SCADA Maintenance & On-Call Services (12,500) Maintenance of Altitude/Actuator Valves (10,000) Electrical, Mechanical On-Call Services (9,000) Vehicle Repairs (5,000) Fire/Security Monitoring, Generator Maintenance (4,775)	76,275
Rental & Leases (527X)		0
Other Property Related Services (529x)		0
Professional & Technical Services (530x – 531x)	Engineering Services (15,000) Leak Detection (25,000) Water Quality Sampling (10,000) Water Meter Testing Program (10,000) Tank Inspections at Dunster & Birds Hill (9,000) CRWTF Sewer Residuals – MWRA (7,000) Seminars & Training (8,000) Well/Pump Performance Testing (2,200) Filter Media Testing (500) Mandated Wetlands Delineation (500)	87,200
Communications (534x)	Water Conservation Program (15,600) Telemetry/Emergency Dialers (9,500) Telephone, Cellphones & Radios (6,945) Printing - CCR & Misc. (6,600) Postage - CCR & Misc. (5,000) Telephone, Cellphones & Radios (2,795) Legal Notices (300)	46,740
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Trench Restoration (20,000) Police Details (13,680) Plumbing Services (1,000)	34,680
Office Supplies (542x)		1,000
Building & Equipment Supplies (543x)		0
Custodial Supplies (545x)	Dedham Avenue Pump Station (1,500) CRWTF (900) St. Mary's Pump Station (150)	2,550
Grounds Keeping Supplies (546x)	Grass Seed & Fertilizer (1,000)	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries etc. (10,000)	10,000
Gasoline and Diesel Fuel (5481)	Gasoline (18,812) Diesel (13,893)	32,705

Department Expenditure Detail DSR2		
Department	Water Enterprise Fund	
Food and Service Supplies (549x)		0
Medical Supplies (550x)		300
Public Works Supplies (553x)	Water Meters - Various Sizes (132,500) Treatment Process Chemicals: Sodium Hydroxide (135,072) Water Services: Brass Fittings - Service Connections (30,000) Treatment Process Chemicals: Hydroflousilic Acid (16,244) Treatment Process Chemicals: Phosphate (14,520) Water Mains: Hydrant Parts/Boxes (13,910) Treatment Process Chemicals: Sodium Hypochlorite (13,380) Asphalt (10,000) Water Mains: Gate Valves (10,000) Water Mains: Repair Sleeves (8,000) Gravel Fill (6,000) Tools, Hardware & Paint Supplies (7,500) Meter Couplings (5,200) Laboratory Chemicals: Reagents (5,000) Meter Parts - Various Sizes (5,000) Laboratory Equipment (4,600) Water Services: Copper Tubing (3,000) Water Services: Service Valves/Boxes (3,000) Chemical Feed Pump Kits (2,000) Process Analyzers (1,100) CPVC Pipe & Valves (900) Water Services: Repair Sleeves (300)	427,226
Other Supplies & Equipment (558x)	Work Clothing (3,300) Safety Clothing/Vest, Gloves & Hard Hats (800) Health & Safety Equipment, Prescription Safety Glasses (450) Educational Supplies (200) CRWTF Supplies (0) Paint & Supplies (0)	4,750
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certification & Licenses (1,600)	13,600
Travel & Mileage (571x - 572x)	Seminars (1,100)	1,100
Dues & Subscriptions (573X)	Professional Association Memberships (3,400)	3,400
Other Expenses (574 X - 579x)		
6. Total Expenses		1,137,563
DSR2C		
Capital Equipment Replacement (587X)	Filter Influent Valves (15,000)	20,000

Department Expenditure Detail DSR2				
Department	Water Enterprise Fund			
	Utility Trailer (5,000)			
7. Total Operating Budget Capital				20,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,410,553
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 FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?		YES	☐	NO ☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?		YES	☐	NO ☒
V2019				

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018 Budget 12/31/2017	FY2019 Department Request	FY2019 \$ Change	FY2019 % Change
Water Enterprise Expenditures	Expenditures	Expenditures	Expenditures				
Water Enterprise							
Salary & Wage Regular	791,204.02	773,076.75	830,680.02	994,360	998,054	3,694	
Salary & Wage Temporary	44,744.60	45,576.08	41,445.23	16,384	16,384	-	
Salary & Wage Overtime	199,716.57	229,642.14	218,668.57	233,349	234,232	883	
Salary & Wage Other	13,820.00	10,800.00	11,770.36	4,320	4,320	-	
Salary and Wage Total	1,049,485.19	1,059,094.97	1,102,564.18	1,248,413	1,252,990	4,577	0.4%
				-		-	
Energy	313,482.95	370,305.00	362,120.62	398,616	395,037	(3,579)	
Non Energy Utilities				-		-	
Repairs and Maintenance	97,088.51	37,570.59	76,313.99	76,275	76,275	-	
Rental and Leases	1,542.09	500.00	472.26	-		-	
Other Property Related	41,813.25	1,121.50	61,405.40	-		-	
Professional & Technical	120,385.50	69,421.51	52,950.99	80,500	87,200	6,700	
Communications	21,308.18	34,964.69	33,832.33	46,740	46,740	-	
Recreation				-		-	
Other Purchased Services	22,244.10	13,219.34	9,300.06	34,680	34,680	-	
Energy Supplies				-		-	
Office Supplies	3,800.00	741.26	899.22	1,000	1,000	-	
Building & Equipment Repair	3,251.27	15,900.00	8,250.00	-		-	
Custodial Supplies	2,492.67	1,500.00	2,184.12	2,550	2,550	-	
Grounds Keeping Supplies	17,208.75	1,151.31	2,312.98	1,000	1,000	-	
Vehicular Supplies	33,158.74	31,199.67	21,044.47	40,567	42,705	2,138	
Food & Service Supplies				-		-	
Medical Supplies				300	300	-	
Educational Supplies				-		-	
Public Works Supplies	356,222.81	412,732.48	438,190.62	402,510	427,226	24,716	
Other Supplies & Equipment	3,447.36	18,984.34	5,628.29	5,450	4,750	(700)	
Governmental Charges	13,641.73	11,106.55	10,740.52	13,600	13,600	-	
Travel & Mileage	2,099.51		241.96	1,100	1,100	-	
Dues & Subscriptions	2,068.50	2,218.50	1,950.50	3,000	3,400	400	
Other		250.00		-		-	
Expense Total	1,055,255.92	1,022,886.74	1,087,838.33	1,107,888	1,137,563	29,675	2.7%
						-	
Capital Equipment	19,197.19	30,500.00	2,875.00	-	20,000	20,000	
Capital Equipment Total	19,197.19	30,500.00	2,875.00	-	20,000	20,000	
				-		-	
TOTAL	2,123,938.30	2,112,481.71	2,193,277.51	2,356,301	2,410,553	54,252	2.3%
MWRA	\$1,193,697.00	1,012,962.00	\$1,039,372.00	1,109,794	1,109,794		
Debt Service	\$1,545,746.19	1,543,595.95	\$1,549,049.11	1,550,000	1,550,000		
Reserve Fund	Transfers only	Transfers only	Transfers only	75,000	75,000		
TOTAL	\$4,863,381.49	4,669,039.66	\$4,781,698.62	5,091,095	5,145,347	54,252	1.1%

Department Information DSR1	
Department	Community Preservation Committee
Department Mission	
The Community Preservation Act (CPA) M.G.L. c. 44B, allows Massachusetts cities and towns to raise monies through a surcharge of up to 3% of the real estate tax levy on real property. These funds may then be used to acquire, create, rehabilitate and preserve open space; acquire and preserve historic resources; create, preserve and support community housing; and acquire, create, rehabilitate and preserve land for recreational use. Community housing may be rehabilitated or restored if purchased with Community Preservation funds. The legislation was updated in July, 2012. Needham voted to accept the legislation in November 2004, with a 2% surcharge. The Community Preservation Committee (CPC) is appointed to make recommendations for use of the Community Preservation Fund.	
On the Horizon	
The two largest projects to be funded under CPA have been the renovation of Town Hall, and the renovation of the Rosemary Recreation Complex. Both have been funded through a combination of cash and debt, and both received additional funding for portions of the projects not eligible under the CPA. The CPC develops an annual five-year look-out on projects, with assistance from the Town Manager and staff.	
Budget Statement	
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. Though typically not using the full amount each year, the CPC 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 typically pays for staff support of the CPC. In 2017-2018, a transition will be underway as the duties of the staff liaison are passed to a different Town employee. 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.	
Accomplishments and Activities	
The CPC responds to funding requests, determining first whether a project is eligible under the Community Preservation Act, and secondly whether to recommend funding based on criteria related to the project's value to the community.	

Department Information DSR1			
Department		Community Preservation Committee	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	12,000	0	12,000
b) Expenses	70,000	0	70,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	82,000	0	82,000
V2019			

Department Expenditure Detail DSR2									
Department				Community Preservation Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)		
	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	0	0	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		
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA
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								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Staff Support for CPC							12,000	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2								12,000	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3								0	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								0	
5. Total Salary and Wages (1+2+3+4)									
								12,000	

Department Expenditure Detail DSR2				
Department	Community Preservation Committee			
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)	Proposal support		58,000	
Professional & Technical Services (530x – 531x)				
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)				
Gasoline and Diesel Fuel (5481)				
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			0	
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	☒
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	☐	NO	☒
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES	☐	☐	NO	☒
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
YES	☐	☐	NO	☒
V2019				

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
Community Preservation Committee	Expenditures	Expenditures	Expenditures	Budget 12/31/2017	Department Request	\$ Change	% Change
Community Preservation Committee							
Salary & Wage Regular	8,490.23	8,344.05	285.60	12,000	12,000	-	
Salary & Wage Temporary						-	
Salary & Wage Overtime	238.69	484.34	793.23			-	
Salary & Wage Other			1,200.00			-	
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance						-	
Rental and Leases						-	
Other Property Related	4,000.00			58,000	58,000	-	
Professional & Technical	3,300.00					-	
Communications		39.52	39.52	2,500	2,500	-	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies	500.00	21.40	60.46	2,500	2,500	-	
Building & Equipment Rprs/£						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies						-	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment				2,000	2,000	-	
Governmental Charges						-	
Travel & Mileage						-	
Dues & Subscriptions	4,500.00	4,350.00	4,350.00	5,000	5,000	-	
Other - Expenses						-	
Capital				-		-	
Program Total	21,028.92	13,239.31	6,728.81	82,000	82,000	-	

Intentionally Blank

Department Information DSR1															
Department	Minuteman School Assessment														
Department Mission															
Minuteman School is a public regional vocational/technical high school. As of July 1, 2017, the District includes ten member towns: Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.															
On the Horizon															
The Minuteman School District is embarking on the construction of a new High School. The projected opening of the school is September, 2020.															
Budget Statement															
The Minuteman assessment is spread among the 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, as well as assumptions about Needham's share of the capital investment in the new High School. The final Assessment will be available in early 2018. Historical full-time student enrollments are shown below:															
Full-time HS Student Enrollment for FY2010 Assessment: (2008/2009 school year): 19 Full-time HS Student Enrollment for FY2011 Assessment: (2009/2010 school year): 17 Full-time HS Student Enrollment for FY2012 Assessment: (2010/2011 school year): 26 Full-time HS Student Enrollment for FY2013 Assessment: (2011/2012 school year): 34 Full-time HS Student Enrollment for FY2014 Assessment: (2012/2013 school year): 27 Full-time HS Student Enrollment for FY2015 Assessment: (2013/2014 school year): 34 Full-time HS Student Enrollment for FY2016 Assessment: (2014/2015 school year): 22 Full-time HS Student Enrollment for FY2017 Assessment: (2015/2016 school year): 24 Full-time HS Student Enrollment for FY2018 Assessment: (2016/2017 school year): 21 Full-time HS Student Enrollment for FY2018 Assessment: (2017/2018 school year): 20															
The ten year average enrollment is 24.4 and the five year average is 24.2.															
The preliminary budget estimate is based on the following components:															
<table> <tr> <td>Minimum Required Contribution:</td><td>\$323,520</td></tr> <tr> <td>Operating Assessment:</td><td>\$335,790</td></tr> <tr> <td>Transportation:</td><td>\$31,986</td></tr> <tr> <td>Debt & Capital Assessment:</td><td>\$66,545</td></tr> <tr> <td>Building Project Debt:</td><td>\$174,839</td></tr> <tr> <td>Post-Graduate Assessment:</td><td>\$3,375</td></tr> <tr> <td>Total</td><td>\$936,055</td></tr> </table>		Minimum Required Contribution:	\$323,520	Operating Assessment:	\$335,790	Transportation:	\$31,986	Debt & Capital Assessment:	\$66,545	Building Project Debt:	\$174,839	Post-Graduate Assessment:	\$3,375	Total	\$936,055
Minimum Required Contribution:	\$323,520														
Operating Assessment:	\$335,790														
Transportation:	\$31,986														
Debt & Capital Assessment:	\$66,545														
Building Project Debt:	\$174,839														
Post-Graduate Assessment:	\$3,375														
Total	\$936,055														
Accomplishments and Activities															
The Towns of Boxborough, Carlisle, Lincoln, Sudbury, Wayland, and Weston withdrew from the district effective July 1, 2017, and Belmont has voted to withdraw effective July 1, 2020.															

Department Information DSR1			
Department		Minuteman School Assessment	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Minuteman Assessment	936,055		936,055
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	936,055		936,055
V2019			

Fiscal Year 2019 Proposed Budget

Town of Needham Line Detail	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
	Expenditures	Expenditures	Expenditures	Budget 12/31/2017	Department Request	\$ Change	% Change
Minuteman							
Minuteman							
Minuteman Assessments	893,211.00	650,012.00	766,061.00	806,252	936,055	129,803	
TOTAL	893,211.00	650,012.00	766,061.00	806,252	936,055	129,803	16.1%

Intentionally Blank

School Department Budget under Separate Cover