



PROPOSED ANNUAL BUDGET FY2014



2013: July • August • September • October • November • December

2014: January • February • March • April • May • June



JANUARY 29, 2013

TOWN OF NEEDHAM

OFFICE OF THE TOWN MANAGER



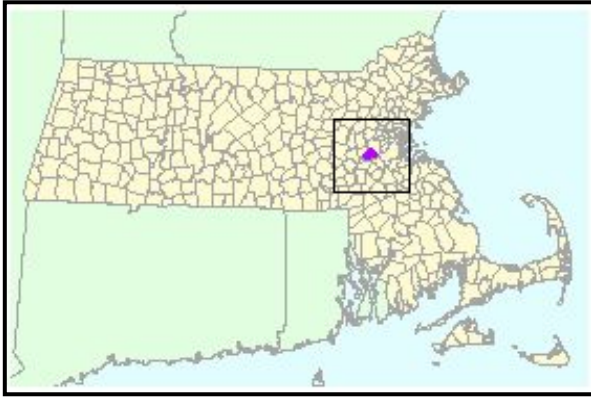
Reader's Guide to the Fiscal Year 2014 Budget

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

- ✚ The **Town Manager's Budget Message** is found in **Section 1** and contains the overall philosophy upon which the budget was developed, and provides an explanation of the budget process, and any significant changes to the budget as compared to previous years. This section also covers the budget highlights and provides a summary of the balanced budget proposal.
- ✚ The **Revenue Summary** is found in **Section 2**. This section identifies the sources of revenue to meet the proposed operational, miscellaneous, and capital expenses for the coming year. The section also provides the reader with an overview of historical and proposed revenue, including the assumptions used to develop the estimates.
- ✚ **Section 3** contains the **Department Descriptions for the General Fund, Enterprise Funds, and Community Preservation Fund**. These are descriptions identifying the general purpose of each department and include a history of past year expenditures, the current year budget, and the recommended balanced budget.
- ✚ **Section 4** contains actual **Departmental Budget Submissions** for General Fund, Enterprise Funds, and the Community Preservation Fund.
- ✚ **Section 5** contains the **Executive Summary of the FY2014 – 2018 Capital Improvement Plan**, published as a separate document on January 8, 2013.
- ✚ A **Glossary of Terms** that may prove useful in reviewing this budget is included in **Section 6**.

~ Community Profile ~

The Town of Needham is located on rocky uplands within a loop of the Charles River in Eastern Massachusetts. The town is bordered by Wellesley on the west and northwest, Newton on the north and northeast, the West Roxbury section of Boston on the east, Dedham on the southeast and south, and Westwood and Dover on the south. Needham is ten miles southwest of Boston, twenty-nine miles east of Worcester, and about 208 miles from New York City. The town has a total area of 12.70 square miles and a total land area of 12.61 square miles.



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

Transportation Authority (MBTA), which provides fixed bus route service between Needham Junction and Watertown Square.

Figure 1: Needham, Massachusetts

Needham was incorporated in 1711 and has experienced numerous changes over its history. Early settlers relied primarily on agriculture and grazing plus some winter lumbering with orchards and tanneries as supplements in the 1700s. Saw and gristmills were opened along the Charles through the 18th century. Extension of the rail and land speculation encouraged settlement, and the town saw the growth of industrial employment and production at the same time during the mid-19th century. Needham manufacturers made knit goods, underwear, hats, shoes and silk, although attempts to cultivate silk worms were short-lived.

Land speculation, housing development and knitted underwear continued to be the foundation of Needham's economy into the 20th century, with the famous William Carter Corporation prominent in the children's knitwear industry. The construction of Route 128 in 1931 opened portions of the town to development as part of the high-tech highway in the post-World War II electronic industrial boom. The creation of one of the nation's first industrial parks in 1950, the later addition of high technology firms, the improvement of access to Route 128 and Boston, and Needham's fine schools and public services have contributed to the Town's emergence as one of the more desirable suburbs of Boston.

While Needham has developed over the years, population figures have remained relatively stable since the 1970s, ranging from 29,748 in 1970 to 27,901 in 1980 to 27,557 in 1990 to 28,911 in 2000, and 28,886 in 2010 (source: U.S. Census).

Adaptation: The Financial Environment

“Adaptation: Modification of an organism or its parts that makes it more fit for existence under the conditions of its environment” – Merriam Webster

Over the past seven years, when the only budget certainty has been uncertainty, the language of the budget has borrowed more and more from the language of the environment. With the fiscal year 2008 budget, we began the conversation about sustainability – meeting the needs of the present without compromising the ability of future generations to meet their needs – that continues today. The fiscal year 2009 budget emphasized the importance of stewardship – the careful management of this community that has been entrusted in our care, and the fiscal year 2012 budget introduced resilience – the ability to withstand adversity and adjust to a changing environment.

In this transmittal of the seventh budget under the Town Manager form of government, we once again turn to the natural world for guidance. In order to preserve the community of Needham and the programs, services and sense of place that our citizens have come to expect, we must be positioned to adapt to changing conditions.

One of the best ways to meet changing conditions is to have adequate reserves. Even given the competing needs for program and service delivery improvements, the community has prioritized the reservation of funds to meet not just emergencies, but the now normal, and often wide swings in revenue sources such as Free Cash. As will be discussed in Section 2, the amount of Free Cash available for appropriation in fiscal year 2014 is significantly lower than originally projected. Maintaining reserves for the express purpose of continuity of operations allows the Town to adapt to changing circumstances. Most importantly, the Town’s practice has been to limit the use of Free Cash to fund operations. The wide swing in Free Cash certification as we are experiencing in fiscal year 2014 would be devastating if a larger portion of Free Cash were used to fund recurring expenses. In order to ensure that we continue to be able to adapt to unforeseen circumstances in the future, we recommend that the Town develop a plan to eliminate the reliance on Free Cash for operations over a set period of time, and, in the meantime, that the use of Free Cash as a funding source for all appropriations be made more transparent.

Budget in Brief

The FY2014 General Fund operating budget totals **\$123,611,594**, or **\$5,513,171** more than FY2013, representing a change of 4.7%. The combined total of the General Fund operating budget, cash capital, and other financial requirements for FY2014 is \$128,804,441 or \$1,363,188 more than FY2013 or 1.1% higher.

Department spending requests were submitted to the Finance Committee on December 12, 2012. Department spending requests represented an increase of 5.5% over FY2013, with the School Superintendent's initial request consisting of a 6.5% increase over FY2013, and General Government departments representing an increase of 4.4%. Submitted spending plans for Townwide expenses increased 5.2% over FY2013. A comparison of the FY2013 budget to the FY2014 recommended budget is shown in Table 1.1 below:

Table 1.1
General Fund Spending Plan

Description	FY2013 Current	FY2014 Recommended	\$ Change	% Change
Townwide Expenses (excludes CPS)	\$33,285,831	\$34,983,069	\$1,697,238	5.1%
General Departments (includes CPS)	\$25,147,411	\$25,880,192	\$732,781	2.9%
Department of Public Facilities	\$7,772,462	\$8,053,190	\$280,728	3.6%
Needham Public Schools	\$51,112,681	\$53,955,587	\$2,842,906	5.6%
Minuteman Assessment	\$780,038	\$739,556	(\$40,482)	-5.2%
Total Operating Budget	\$118,098,423	\$123,611,594	\$5,513,171	4.7%
Cash Capital funded by Free Cash	\$3,421,633	\$534,584	(\$2,887,049)	-84.4%
Cash Capital funded by Other Sources	\$365,000	\$500,000	\$135,000	37.0%
Financial Warrant Articles	\$372,699	\$218,095	(\$154,604)	-41.5%
Other	\$5,183,498	\$3,940,168	(\$1,243,330)	-24.0%
General Fund Grand Total	\$127,441,253	\$128,804,441	\$1,363,188	1.1 %

Budget Process

Budgeting Best Practices

In developing the FY2014 budget, we continue to use the following best practices in order to produce a budget that preserves the Town's fiscal sustainability: current revenues must be sufficient to support current expenditures; debt must not be used to fund on-going operating expenses; the use of Free Cash to fund operations should be minimized; adequate contingency funds should be maintained; and sufficient maintenance and replacement funds should be allocated to ensure that capital facilities and equipment are properly maintained.

Core Budget Priorities

The Board of Selectmen has adopted the following core budget priorities for general government operations. These priorities served as a key guideline in our evaluation of departmental spending requests. As in recent years, the primary goal of the Board of Selectmen in consideration of the FY2014 operating budget is the maintenance and optimization of existing Town services. In addition, mindful of the availability of revenue for appropriation, the Board has set the following priorities for FY2014:

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

Budget Process

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

2.2.1 Operating Budget The Town Manager shall issue budget guidelines and instructions for all Town departments to submit their spending requests for the ensuing fiscal year. The Town Manager shall consult with the Finance Committee prior to the

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

The FY2014 budget calendar is shown in Table 1.2.

Table 1.2
Key Dates for the FY2014 Budget Process

<u>Date</u>			<u>Activity</u>
July	1	2012	Fiscal Year 2013 Begins
August	1	2012	Capital Guidelines and Submission Information Released
August	14	2012	Town Manager Budget Consultation with the Board of Selectmen
September	5	2012	Town Manager Budget Consultation with the Finance Committee
September	11	2012	Town Manager Budget Consultation with the Board of Selectmen
September	18	2012	Budget Guidelines and Submission Information Released
October	26	2012	Department Spending and Capital Requests Due to Town Manager
October	29	2012	Special Town Meeting
November	27	2012	Preliminary Capital Recommendations to Board of Selectmen

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<u>Date</u>			<u>Activity</u>
December	4	2012	Preliminary Five-Year Capital Recommendations to Board of Selectmen
December	12	2012	FY2014 Department Spending Requests Due to Finance Committee
December	18	2012	Town Manager Budget Consultation with the Board of Selectmen
December	18	2012	Board of Selectmen Votes CIP Recommendation
January	8	2013	Open the May 6, 2013 Annual Town Meeting Warrant
January	8	2013	FY2014 – FY2018 Capital Improvement Plan Released
January	15	2013	Town Manager Consultation with the School Committee
January	31	2013	Town Manager's Balanced Budget Due
February	4	2013	Warrant Articles for the 2013 Annual Town Meeting Due to the Board of Selectmen
February	22	2013	Finance Committee's FY2014 Draft Budget Due to the Town Manager
March	15	2013	Finance Committee's FY2014 Budget Recommendations for Publication Due
April	9	2013	Annual Town Election
May	6	2013	Annual Town Meeting Begins
July	1	2013	Start of Fiscal Year 2014

Budget guidelines were distributed to departments, boards, and committees on September 21, 2012, with spending requests due on October 26, 2012. The senior management team held budget review meetings with all departments during the month of November. Finance Committee and Community Preservation Committee liaisons were invited to attend these meetings in order to prepare for their own deliberations. Discussions with the Board of Selectmen, Finance Committee, and School Committee continued during the fall and winter, and the School Committee held a public hearing on the budget for the Needham Public Schools on January 15, 2013. At the time of the distribution of this proposed budget, the School Committee had not yet voted its FY2014 budget recommendation.

Budget Drivers: Personnel-Related Costs & Enrollment

Because the primary product of local government is services, the operating budget is heavily weighted to salaries and other personnel-related costs. In Needham, continued and sustained enrollment growth has placed a significant demand on available resources. The First Proposed Annual Budget released under the Town Manager form of government was for fiscal year 2007. Since that time, School enrollment in the Town of Needham has continued to climb – 8.3% or 411 students – approximately the size of the Hillside School. Needham remains a highly desirable community for families with children, which continues to drive the pressure on the operating and capital budgets. Table 1.3 details the School enrollment growth from 2006/2007 to 2012/2013.

Table 1.3
Needham Public Schools Enrollment
2006/2007 - 2012/2013

	Enrollment	Increase in Students	Percentage Change
2006/2007	4,979		
2007/2008	5,003	24	0.5%
2008/2009	5,059	56	1.1%
2009/2010	5,238	179	3.5%
2010/2011	5,301	63	1.2%
2011/2012	5,360	59	1.1%
2012/2013	5,390	30	0.6%
Total Increase		411	8.3 %

Source: Future School Needs Committee Annual Reports

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Table 1.4 details the number of General Fund and Enterprise Fund benefit-eligible employees by department.

Table 1.4
General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions
FY2009 to FY2013

	Funded FY09	Funded FY10	Funded FY11	Funded FY12	Funded FY13	FY09- 13 % Change
Town Manager/Selectmen	7.9	8.0	8.0	8.0	8.0	1.3%
Town Clerk	4.0	4.0	4.0	4.0	4.0	0.0%
Finance	21.0	21.0	21.0	21.0	23.0	9.5%
Police	58.0	58.0	58.0	57.0	57.0	-1.7%
Fire	74.0	74.0	74.0	72.0	72.0	-2.7%
Building	7.0	7.0	7.0	7.0	7.0	0.0%
DPW	88.0	89.0	89.0	86.0	86.0	-2.3%
Public Facilities	53.2	53.8	53.8	54.8	55.0	3.4%
Health	4.6	4.6	4.6	4.6	4.6	0.0%
Human Services	8.3	8.3	8.3	7.8	7.8	-6.4%
Planning & Community Development	4.9	4.9	5.6	5.8	5.8	18.4%
Library	14.0	14.0	14.0	13.0	13.0	-7.1%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	0.0%
Total	348.9	350.6	351.3	345.0	347.2	-0.5 %
Needham Public Schools	607.6	621.4	618.5	624.4	648.5	6.7 %

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The number of General Government benefit-eligible full-time equivalent employees remained relatively constant from FY2009 to FY2013, decreasing by 0.5%. The number of School Department FTEs has grown by 6.7% over that same period.

Health insurance costs for employees and retirees continue to grow faster than the rate of revenue growth. This is a systemic problem on the national level. The Town has adapted to the continued pressure on health insurance costs by working with employee groups to transition to a new paradigm. The budget for employee benefits and assessments shows only a modest increase due to the conversion of all of the Town's active employees to Rate Saver health insurance plans. Initial projections assume an increase of 5% for health insurance rates in FY2014, yet due to the change in plan design, the health insurance portion of the budget is projected to increase just 3.1% (after including 17 additional FTEs in the School budget). The West Suburban Health Group – a consortium of regional towns and districts joining together to purchase health insurance – has not yet released the rate structure for FY2014, so this budget is still preliminary. Employee participation in the Town's group health insurance program continues to fluctuate. As evidenced in Table 1.5, health insurance enrollment for active employees grew just under 1% from FY2012 to FY2013, and is up 5.36% in the last five years.

Table 1.5
Health Insurance Enrollment
FY2009 - FY2013

Fiscal Year	Town	School	Total Actives	Retirees	Survivors	Total Active & Retired
FY09	293	491	784	804		1,588
FY10	286	541	827	796		1,623
FY11	290	515	805	799		1,604
FY12	288	530	818	806		1,624
FY13	284	542	826	812		1,638
Total Change FY09-FY13	-3.07 %	10.39 %	5.36 %	1.00 %		3.15 %
Total Change FY12-FY13	-1.39 %	2.26 %	0.98 %	0.74 %		0.86 %

Note: Retiree enrollment is expressed in covered lives. In FY13, 476 individuals who retired from the Town of Needham are receiving health insurance benefits.

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Table 1.6
Changes in Salary Line Items FY2009 – FY2013

	FY2009	FY2010	FY2011	FY2012	FY2013 Current	Average % Change
Board of Selectmen	586,099	630,398	644,644	649,992	669,819	3.4%
Town Clerk	276,327	263,081	282,308	281,663	296,301	1.9%
Town Counsel	66,989	68,664	68,664	68,664	70,039	1.1%
Personnel Board	1,641	1,128	600	600	600	-19.5%
Finance Department	1,296,242	1,326,597	1,342,043	1,399,514	1,600,620	5.5%
Finance Committee	29,261	29,993	27,493	28,524	30,289	1.0%
Total Municipal Administration	2,256,559	2,319,861	2,365,752	2,428,957	2,667,668	4.3 %
Police Department	4,529,149	4,771,895	4,884,190	4,863,916	4,959,157	2.3%
Fire Department	5,616,784	5,722,539	5,812,408	6,100,123	6,249,767	2.7%
Building Department	422,358	444,020	445,919	443,281	460,619	2.2%
Total Public Safety	10,568,291	10,938,454	11,142,517	11,407,320	11,669,543	2.5 %
Education	37,287,966	39,247,086	40,264,790	40,908,300	44,478,354	4.5 %
Public Works *	3,137,945	3,258,049	3,393,323	3,049,989	3,109,481	0.0 %
Public Facilities	2,608,373	2,875,501	2,870,212	3,087,351	3,227,402	5.5 %
Planning	196,791	207,833	218,028	235,022	238,982	5.0%
Community Development	92,366	97,829	102,588	112,305	118,626	6.5%
Total Land Use & Development	289,157	305,662	320,616	347,327	357,608	5.5 %
Health Department	364,066	377,408	383,012	388,665	401,658	2.5%
Human Services	501,839	525,393	488,996	498,717	510,811	0.5%
Public Library	1,033,541	1,075,014	1,076,094	1,077,213	1,071,967	0.9%
Park & Recreation Department	430,134	441,142	443,185	443,118	453,499	1.3%
Total Community Services	2,329,580	2,418,957	2,391,287	2,407,713	2,437,935	1.2 %
Total	58,477,871	61,363,570	62,748,497	63,636,957	67,947,991	3.8%
Total General Government	21,189,905	22,116,484	22,483,707	22,728,657	23,469,637	2.6%

* Effective FY2012 the drains program and related expenses were moved from Public Works to the Sewer Enterprise budget; the average percentage change in the salary line with the drains program in the Public Works budget would be 2.2% and the Total General Government would be 2.9%

As noted on Table 1.6, annual increases in salary line items from FY2009 to FY2013 are consistent with the Town's sustainability guideline by mirroring the historical annual increase in revenue (3.8% overall, 4.5% for the Needham Public Schools, and 2.6% for General Government departments).

Balanced Budget Highlights

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

Townwide Expenses

Casualty, Liability and Self-Insurance This budget is level funded for FY2014.

General Fund Debt Service This budget increased 7.3% in FY2014. The change reflects an increase in excluded debt service for the Newman School HVAC project, and an increase in the CPA supported debt service for the Town Hall. FY2014 is the peak debt service year for the Town Hall project. FY2014 is also the peak year for the excluded debt service for the projects that have already been approved. The balance of the change for this line item is a reflection of the general debt service that is equal to 3% of general revenues.

Employee Benefits and Employer Assessments As noted previously, the health insurance portion of this budget increased by 3.1% from FY2013 to FY2014 assuming an increase of 17 FTEs in the School budget (2% without the additional headcount.) The submitted unemployment budget has been decreased by \$100,000 to reflect actual projected expenses in FY2014. The overall budget for employee benefits and Employer Assessment has increased 1.7% from fiscal year 2013 to 2014.

The **Retirement Assessments** budget increased by 8.4% in FY2014 over FY2013 based on an actuarial analysis effective January 1, 2012. The increase is attributable primarily to lower than expected returns in calendar year 2011 and the implementation of a new mortality table.

Retiree Insurance and Insurance Liability Fund This budget increased by 4.5%, consistent with the actuarial funding schedule. The Board of Selectmen recently voted to require all retirees enrolled in traditional HMO plans to convert to Rate Saver plans effective July 1, 2013. This will have a positive impact on the Town's OPEB liability.

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Classification, Performance and Settlements This line provides a reserve for funding General Government personnel-related items as they occur during the year. All of the Town's collective bargaining agreements are settled for FY2014, and the Classification, Performance and Settlements line includes a reserve for performance increases, merit pay, and reclassification for non-represented personnel. The submitted request was reduced by \$28,000.

The purpose of the **Reserve Fund** is to provide an annual budgetary reserve for unforeseen or extraordinary expenses. The FY2014 Reserve Fund request presented by the Finance Committee is calculated at 1.4% of the projected operating budget.

General Government

Board of Selectmen/Town Manager The Board of Selectmen/Town Manager's budget decreased by 3.9% from FY2013 to FY2014 due primarily to the reallocation of local and long distance telephone charges to the Public Facilities Department.

Town Clerk/Board of Registrars The Town Clerk/Board of Registrars budget decreased by 5.8% from FY2013 to FY2014 due to the number of scheduled elections.

Town Counsel The legal budget increased by 1.9% due to projected salary increases for existing staff. The budget request was reduced by \$10,000, recognizing that the Reserve Fund has been set at a level to accommodate legal fee overruns.

Personnel Board The Personnel Board budget increased by 34.5% based on the reallocation of \$4,000 from the Town Manager/Board of Selectmen budget to reflect historical support of the Personnel Board's classification and classification studies by the Town Manager/Board of Selectmen budget. The \$4,000 increase is identified as a performance increase, even though the amount is a transfer from another budget. The requested amount was \$7,000.

Finance Department The Finance Department budget increased by 1.7% from FY2013 to FY2014 attributable to projected salary increases for existing staff and the number and cost of software license agreements.

Finance Committee This budget increased by 4.9% from FY2013 to FY2014 due primarily to projected salary increases for existing staff.

Planning and Community Development

The consolidated Planning and Community Development Department was created in 2010 by combining the existing Conservation and Zoning Board of Appeals budgets. The fiscal year 2014 Community Development budget has increased by 8.6%, attributable to projected salary increases for existing staff, and elimination of wetlands funds to support the Director of Conservation, in keeping with the original consolidation plan. The Planning budget increased by 5.5% from FY2013 to FY2014 due to projected salary increases for existing staff. The budget request was reduced by \$35,000 for a community housing specialist, which is proposed for funding through Community Preservation Funds.

Public Safety

The Police Department budget increased 2.9% from FY2013 to FY2014, primarily due to the implementation of new collective bargaining agreements with the Police Union and the Police Superior Officers Association. The submitted budget was reduced by \$25,618 to reflect the deferral of the replacement of one police vehicle.

Fire Department The recommended Fire Department budget is 5.4% higher in FY2014 than FY2013 due primarily to the implementation of a new collective bargaining agreement with the Needham Fire Union. The budget was reduced by \$89,804. The Department's submitted request included \$119,804 to fund of the structural budget gap in the Department's overtime line, of which \$30,000 was recommended for funding. The overtime line reduction is deemed appropriate given that the Reserve Fund is set at a level to accommodate an emergency overtime shortfall. The budget also includes an increase of \$11,711 for the installation of a radio remote satellite receiver at the Charles River Water Treatment Facility due to poor radio coverage in the area.

Building Department The recommended budget for the Building Department is 3.6% higher than FY2012 due to projected salary increases for existing staff, and an increase of \$13,500 for additional substitute inspectors and overtime. The Department continues to experience a high level of permit activity. Use of substitute inspectors and overtime provides an increase in our ability to meet the demand without increasing headcount and incurring legacy costs.

Education

Minuteman School The Town has received a preliminary assessment from the Minuteman School which is \$40,482 or 5.2% lower than the FY2013 budget, based primarily on the number and mix of students attending the school from Needham. Needham's October 1, 2012 enrollment was seven fewer than the prior year. This estimate is not final and is subject to change.

Needham Public Schools Based on the demands on the School Department budget over the past several years, we recommend an increase of \$2,842,906 from fiscal year 2013 to 2014. While this is an unsustainable level of growth based on the historical availability of revenue, it will serve to adjust the base of the School Department budget for the succeeding year. The Town Manager's recommended budget for the School Department is **\$53,955,587**, representing an increase of 5.6%. By way of comparison, the FY2014 increase in General Government Departments (exclusive of Public Facilities) is 2.9%. If the Public Facilities budget is included, the increase is 3.1%.

Public Works

The Department of Public Works General Fund operating budget is recommended to increase by 0.5%. (The FY2013 budget included a one-time transfer of \$120,000. But for that transfer, the FY2013 to FY2014 increase would be 2.9%). The Town Manager's recommended budget reduces the DPW request by a total of \$120,268. A pending classification change in the Administration Division provides for a reduction of \$17,238. The Parks and Forestry budget was reduced by \$46,000 for field maintenance. The Town Manager will recommend to the Board of Selectmen and the Park and Recreation Commission that the field maintenance fee be increased by \$5 per participant. This fee is expected to generate \$46,000 to support the Department's efforts to maintain newly renovated fields in excellent condition. The Parks and Forestry request of \$25,000 for the renovation of the infield at Warner Field is proposed for funding through reallocation of a prior capital article and will be recommended as a financial warrant article. The Highway Division request to complete the conversion of traffic signals to LED lighting in the amount of \$28,070 is also proposed for funding through reallocation of a prior capital article and will be recommended as a financial warrant article. A request of \$3,960 for a portable tablet pilot program has been deferred.

Municipal Parking The Municipal Parking budget is 27.7% higher in FY2014, attributable to the renegotiation of the license agreement for the Dedham Avenue parking lot.

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Municipal Streetlight Program The Municipal Streetlight Program budget is 2.2% less than FY2013. Energy cost reductions have allowed the reallocation of funding to provide for additional streetlight maintenance.

Public Facilities

The recommended budget for Department of Public Facilities is 3.6% higher than FY2013. In FY2014, the funding for telephone service for Town buildings was transferred to the Public Facilities budget from the Town Manager/Board of Selectmen budget. The Department of Public Facilities budget already funded telephone service for School buildings, and it makes sense from an accounting standpoint to fund all local and long distance service from one budget. In addition, the Department of Public Facilities budget includes the addition of one custodian and other expense categories to support the new Senior Center planned to open in FY2014. Energy prices have moderated resulting in a reduction in the energy line.

Human Services

Health Department The Health Department budget is recommended to increase by 3.4%. This increase is attributable to projected salary increases for existing staff. The submitted budget has been reduced by \$16,118 in performance improvements. However, an increase of \$11,400 for contracted mental health and CPR/AED training services is recommended in the performance budget if funds become available.

Human Services The Human Services budget is recommended to increase by 14%. This increase is primarily attributable to changes in the Council on Aging and Veterans' Services programs. With respect to the Council on Aging, this budget includes a performance increase of \$26,606 for van drivers for the transportation program. The drivers have historically been funded through a grant from the MBTA that has been eliminated, and through private fundraising, which has slowed in recent years. Funding of this performance request, even as other budgets have been reduced, is seen as critical given the integral role transportation plays in the Senior Center's mission, and the planned opening of our new Senior Center in calendar year 2013. With respect to Veterans' services, the budget increase is attributable to an increase in the projected level of benefits paid to Needham veterans. The Town is reimbursed for 75% of these expenditures by the Commonwealth. In addition, the budget request assumes an increase in the Town's assessment from the West Suburban Veterans' District due to increased staffing required by the Commonwealth in recognition of the number of cases served by the Director and Deputy Director. FY2013 represented the first year that the District was expanded to include the Town of Wayland.

Fiscal Year 2014 Proposed Budget

Commission on Disabilities No change is recommended for the Commission on Disabilities budget in FY2014.

Historical Commission No change is recommended for the Historic Commission budget in FY2014.

Public Library The recommended Library budget is 2.7% higher than FY2013 due to projected salary increases for existing staff. Over the past few years, the Library has used its dedicated State Aid account to meet a growing service demand, but such funding is unsustainable. Although we are not able to recommend the transfer of additional services to the operating budget in FY2014, we continue to recommend that these services be converted to Town funding over a period of several years. The submitted budget was reduced by a total of \$44,708 for a part-time Children's Programming Librarian, additional circulation hours, network transfer staffing, and museum pass software. However, the amount of \$20,207 for the Children's Programming Librarian is recommended in the performance budget if funding becomes available.

Park and Recreation The Park and Recreation budget increased by 2.3% from FY2013 to FY2014 due to projected salary increases for existing staff. A performance request for \$10,000 to support playground and facility maintenance is proposed for funding through the field maintenance revolving fund/special programs.

Memorial Park No change is proposed for the Memorial Park budget for FY2014.

The following tables highlight the changes discussed above.

Table 1.7
FY2014 Changes to General Fund Operating Budget Requests

Item	Department	Budget Changes
Employee Benefits/Unemployment	Townwide	(\$100,000)
Employee Benefits/Health Insurance	Townwide	\$92,887
Employee Benefits/Classification & Settlements	Townwide	(\$28,000)
Classification & Compensation Studies	Personnel Board	(\$3,000)
Legal Fees	Legal	(\$10,000)
Community Housing Specialist	Planning & Economic Development	(\$35,000)

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Item	Department	Budget Changes
SUV Replacement	Police	(\$25,618)
Overtime	Fire	(\$89,804)
Additional Administrative Staff (FT)	Building	(\$32,743)
Additional Local Building Inspector (PT)	Building	(\$33,320)
Minuteman Assessment	Education	(\$40,482)
Operating Budget	Needham Public Schools	(\$468,380)
Classification Change Administrative Support	Public Works	(\$17,238)
Field Maintenance	Public Works	(\$46,000)
LED Conversion Program	Public Works	(\$28,070)
Portable Table Pilot Program	Public Works	(\$3,960)
Infield Renovation - Warner Field	Public Works	(\$25,000)
Increase Riverside Care Contract	Public Health	(\$10,000)
Increase Administrative Support	Public Health	(\$3,218)
AED/CPR Course Instructor	Public Health	(\$1,400)
Professional Development	Public Health	(\$1,500)
Children's Programming Librarian	Public Library	(\$20,207)
Circulation Desk Hours	Public Library	(\$14,776)
Network Transfer Hours	Public Library	(\$9,000)
Museum Pass Software	Public Library	(\$725)
Playground Maintenance Overtime	Park & Recreation	(\$10,000)
Total		(\$964,554)

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Table 1.8
Town Manager
Performance Budget Recommendation if Funding Becomes Available

Item	Department	Amount
Riverside Community Care	Public Health	\$10,000
Children's Programming Librarian	Public Library	\$20,207
AED/CPR Course Instructor	Public Health	\$1,400
Total		\$31,607

Beyond the General Fund Operating Budgets

Capital Budget Summary

The focus of this document is the FY2014 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2014 – FY2018 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2014 - FY2018 CIP. An integral part of the balanced budget proposal contained herein, however, is the funding of capital and other non-operating budget items.

The general fund cash capital recommendation is broken into two components – Tier 1 (\$1,838,672) and Tier 2 (\$902,993). Based on the unusually low amount of certified Free Cash (as explained in Section 2) the Town Manager's recommended cash capital budget consists of \$1,034,584. Under this proposal, the \$500,000 transfer from Overlay Surplus originally intended to support the Hillside School feasibility study is reallocated to other School-related capital. The feasibility study will not be

Fiscal Year 2014 Proposed Budget

presented for funding until November at the earliest. At that time, the feasibility study will be proposed for funding through newly certified Free Cash. Table 1.9 details the capital currently recommended for funding in fiscal year 2014, and Table 1.10 includes a list of additional capital recommended if funds become available/or deferred until the fall 2013 Special Town Meeting.

Table 1.9
Town Manager
Priority Order - General Fund Cash Capital Budget

Item	Department	Amount
Needham High School Radio	Public Schools	\$37,275
DPW/PSAB Radio Upgrade	Public Works	\$47,700
Pollard Telephone System	Public Facilities	\$53,000
Heart Monitor/Defibrillator	Fire	\$27,500
Technology Infrastructure & 1:1 Pilot	Public Schools	\$145,000
Public Facility Maintenance Program	Public Facilities	\$430,560
Police/Fire Station Gas Tank Removal	Public Facilities	\$28,500
School Technology & Equipment - Other	Public Schools	\$265,049
Total		\$1,034,584

Table 1.10
Town Manager
Additional Capital Recommended if funds become Available/Deferred to Fall 2013

Item	Department	Amount
Brush Truck/C-6 Tier 1	Fire	\$49,200
Core Fleet Replacement Tier 1	Building	\$45,042
Core Fleet Replacement Tier 1	Public Works	\$387,000

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Table 1.10
Town Manager

Additional Capital Recommended if funds become Available/Deferred to Fall 2013

Item	Department	Amount
Core Fleet Replacement Tier 2	Public Facilities	\$33,600
Election Equipment Tier 1	Town Clerk	\$85,000
Energy Efficiency Upgrade Program Tier 1	Public Facilities	\$113,078
Network Hardware, Servers & Switches Tier 1	Finance	\$30,000
Portable Generator Tier 2	Public Facilities	\$61,250
Public Facility Maintenance Program Tier 2	Public Facilities	\$35,190
School Technology & Equipment Tier 1	Public Schools	\$94,768
School Technology & Equipment Tier 2	Public Schools	\$267,853
Small Specialty Equipment Tier 2	Public Works	\$130,800
Snow & Ice Equipment Tier 2	Public Works	\$210,300
Wireless Radio Master Fire Box System Tier 2	Fire	\$164,000
Total		\$1,707,081

Enterprise Fund Summary

RTS The RTS budget is 1.8% higher in FY2014 than in fiscal year 2013. The submitted budget has been reduced by a total of \$26,200. This includes a reduction of \$7,200 for education/information mailing costs, and \$19,000 for purchase of an additional roll-off container which is proposed for funding by way of reallocation of a prior capital article.

Sewer The Sewer Enterprise Fund budget is 0.8% higher than in fiscal year 2013. The submitted budget has been reduced by a total of \$22,240. This represents a reduction of \$19,120 to reflect refined fuel consumption estimates, and deferral of increases in the temporary help line. The MWRA Assessment line has been level-funded as the Town's 2014 assessment is not yet available.

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Water The recommended Water Enterprise Fund budget is 0.6% higher than the FY2013 budget. The submitted budget has been reduced by a total of \$17,460. This represents deferral of increases in the temporary help line in the amount of \$3,120 and a reduction of \$14,340 to reflect refined fuel consumption estimates. The MWRA Assessment line has been level-funded as the Town's 2014 assessment is not yet available.

Community Preservation

The administrative budget of the Community Preservation Fund is unchanged from FY2013.

Table 1.11
Town Manager
FY2014 Changes to Base Operating Budget Requests/Enterprise Funds

Item	Department	Amount
Mailing Costs	RTS Enterprise	(\$7,200)
Operating Capital (Alternative Funding Source)	RTS Enterprise	(\$19,000)
Level Fund Temporary Help	Sewer Enterprise	(\$3,120)
Fuel	Sewer Enterprise	(\$19,120)
Level Fund Temporary Help	Water Enterprise	(\$3,120)
Fuel	Water Enterprise	(\$14,340)
Total		(\$65,900)

Other Financial Warrant Articles

Compensated Absences Fund Upon retirement, certain employees are compensated for a portion of their unused sick leave. All employees are entitled to payment of unused vacation leave upon termination of Town service. As in fiscal year 2013, given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year.

Fiscal Year 2014 Proposed Budget

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

Property Tax Relief Fund The balanced budget includes \$15,025 in funding for the Property Tax Relief Fund. The 2009 Annual Town Meeting voted to establish a Property Tax Assistance Program. The goal of the Board of Selectmen is to set a target annual appropriation for the fund equal to the amount of private contributions to the Town's statutory voluntary tax relief program during the preceding fiscal year, up to a maximum appropriation of \$25,000 (2008 dollars). The voluntary fund received \$15,025 in fiscal year 2012 – an increase of 12.5% over the prior year.

Facility Master Plan This article will fund a feasibility study in the amount of \$150,000 as a follow-up to the plan released in 2007. The DiNisco study included an action plan for years 2008 – 2012 and a tentative plan for years 2013 – 2022. Since the release of the plan, the Town has renovated and re-opened the High Rock School, renovated and re-opened the Town Hall, constructed and opened a new Public Services Administration Building, renovated and re-opened the Newman School, and begun construction on a new Senior Center. Funding for the relocation of the Salt Shed has been secured, and funding for DPW garage bay storage is proposed for funding at the May, 2013 Town Meeting. A study of options for location of the School Administration staff and the suitability of the Emery Grover Facility is underway, and a request for proposals for evaluation of Rosemary Pool will be issued shortly. Condition Assessments of the Hillside, Mitchell, and Pollard School have been conducted, and Energy Audits of 10 facilities were completed in 2011. A pre-feasibility study for the options for renovation or reconstruction of the Hillside and Mitchell Schools is complete, and the Town is in the process of preparing a Statement of Interest to submit to the Massachusetts School Building Authority for reconstruction of the Hillside School. Evaluation and planning for existing municipal facilities, including Police and Fire Stations, Public Works Operations, RTS, Ridge Hill/Nike, and School buildings, as well as future possibilities such as a community center, is needed to update the Facility Master Plan for the next five year period and beyond.

LED Replacement This article will fund the conversion of the balance of the existing traffic signals to LED lights. The Town has undertaken a concerted effort to convert traffic signal light bulbs from incandescent to LEDs and has completed approximately 55%. The LED lighting is more energy efficient. The project is estimated at \$28,070 and is proposed for funding through reallocation of a prior capital article.

Infield Renovation / Warner Field This article will fund the renovation of areas in and around the infield at Warner Field. These areas have been treated repeatedly without success due to the amount of weeds that have taken over the area. If the infield area is not renovated properly, it is likely that weeds from the infield will migrate into the newly sodded outfield. The project is estimated at \$25,000 and proposed for funding through reallocation of a prior capital article.

Fiscal Year 2014 Proposed Budget

GF/RTS Contribution The balanced budget includes an estimated contribution to the RTS Enterprise Fund of \$780,000. It is the policy of the Town to annually support the RTS Enterprise Fund by means of a transfer from the General Fund in an amount equal to the average of the "avoided cost" for the most recent three complete fiscal years. Avoided cost is the value of the services provided to Town Departments by the Recycling and Transfer Station. Included in these services are: receiving, processing and recycling DPW construction debris; disposal of trash from public trash receptacles; composting of leaves and yard waste which is then used by the Town; collecting and processing recyclables from Town departments, including schools; and disposal of snow and other normal trash from Town property. The expense of Recycling and Transfer Station labor, vehicles, and equipment used to provide these services and repairs and maintenance are factored into the calculation of the avoided cost. The Board of Selectmen has appointed an ad hoc committee to evaluate the funding model for RTS operations. It is expected that this citizen committee will present a recommendation for a revision to the General Fund contribution formula, which, if approved, will result in a change in this budget.

Drains/Sewer Contribution The balanced budget includes a \$508,936 contribution to the Sewer Enterprise Fund to offset the cost of the Drains program. The Drains program, which is a General Fund expense, is appropriated to the Sewer Enterprise Fund as it is more efficient to account for the program in that manner.

Athletic Facility Stabilization Fund The 2012 Annual Town Meeting approved the creation of an athletic facility stabilization fund to set aside capital funds for renovation and reconstruction of the Town's athletic facilities, particularly Memorial and DeFazio, which were renovated as part of a remarkable public/private partnership at a cost of more than \$7 million. Replacement of the synthetic turf fields is expected to be in the \$1.6 to \$1.8 million range in the coming years. The Town Manager's recommendation for funding the Athletic Facility Stabilization Fund in FY2014 is at least \$50,450, an amount equal to the Park and Recreation administrative fee receipts.

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

In Conclusion

The Town Manager's recommendations contained herein, while balanced, are not without difficult choices to be faced by department managers and the School Committee and Superintendent. As a community, we have demonstrated a capacity to adapt to new and changing circumstances, and I remain confident in our ability to continue to meet the challenges ahead. After all, "it is not the strongest of the species that survives, nor the most intelligent, but rather the one most adaptable to change." (Leon C. Megginson)

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

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

Kate Fitzpatrick

Town Manager

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Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Townwide Expense								
Casualty, Liability and Self Insurance Program	525,000	525,000		525,000		525,000		
Debt Service	11,288,276	12,108,851	820,575	12,108,851		12,108,851	820,575	7.3%
Employee Benefits and Employer Assessments	10,608,775	10,801,072	192,297	10,793,959		10,793,959	185,184	1.7%
Retirement Assessments	5,030,821	5,454,554	423,733	5,454,554		5,454,554	423,733	8.4%
Retiree Insurance Program & Insurance Liability Fund	4,523,887	4,727,462	203,575	4,727,462		4,727,462	203,575	4.5%
Classification, Performance and Settlements*	25,000	53,000	28,000	25,000		25,000		
Reserve Fund	1,309,072	1,373,243	64,171	1,373,243		1,373,243	64,171	4.9%
Group Total	33,310,831	35,043,182	1,732,351	35,008,069		35,008,069	1,697,238	5.1%
*Adjusted to reflects CBA voted by Town Meeting								
Board of Selectmen & Town Manager								
Personnel	669,819	687,407	17,588	687,407		687,407	17,588	
Expenses	156,433	106,941	(49,492)	106,941		106,941	(49,492)	
Operating Capital								
Total	826,252	794,348	(31,904)	794,348		794,348	(31,904)	-3.9%
Town Clerk and Board of Registrars								
Personnel	296,301	282,647	(13,654)	282,647		282,647	(13,654)	
Expenses	45,552	39,265	(6,287)	39,265		39,265	(6,287)	
Operating Capital								
Total	341,853	321,912	(19,941)	321,912		321,912	(19,941)	-5.8%
Town Counsel								
Personnel	70,039	71,790	1,751	71,790		71,790	1,751	
Expenses	230,000	244,000	14,000	234,000		234,000	4,000	
Operating Capital								
Total	300,039	315,790	15,751	305,790		305,790	5,751	1.9%

Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Personnel Board								
Personnel	600	600		600		600		
Expenses	11,000	18,000	7,000	11,000	4,000	15,000	4,000	
Operating Capital								
Total	11,600	18,600	7,000	11,600	4,000	15,600	4,000	34.5 %
Finance Department								
Personnel	1,600,620	1,637,963	37,343	1,637,963		1,637,963	37,343	
Expenses	793,865	797,005	3,140	797,005		797,005	3,140	
Operating Capital	37,500	37,500		37,500		37,500		
Total	2,431,985	2,472,468	40,483	2,472,468		2,472,468	40,483	1.7 %
Finance Committee								
Personnel	30,289	31,668	1,379	31,668		31,668	1,379	
Expenses	1,075	1,225	150	1,225		1,225	150	
Operating Capital								
Total	31,364	32,893	1,529	32,893		32,893	1,529	4.9 %
General Government Group	3,943,093	3,956,011	12,918	3,939,011	4,000	3,943,011	(82)	0.0 %
Planning								
Personnel	238,982	287,939	48,957	252,939		252,939	13,957	
Expenses	16,460	16,460		16,460		16,460		
Operating Capital								
Total	255,442	304,399	48,957	269,399		269,399	13,957	5.5 %
Community Development								
Personnel	118,626	129,899	11,273	129,899		129,899	11,273	
Expenses	11,858	11,858		11,858		11,858		
Operating Capital								
Total	130,484	141,757	11,273	141,757		141,757	11,273	8.6 %
Land Use & Development Group	385,926	446,156	60,230	411,156		411,156	25,230	6.5 %

Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Police Department								
Personnel	4,959,157	5,175,845	216,688	5,175,845		5,175,845	216,688	
Expenses	280,835	292,426	11,591	292,426		292,426	11,591	
Operating Capital	228,018	181,370	(46,648)	155,752		155,752	(72,266)	
Total	5,468,010	5,649,641	181,631	5,624,023		5,624,023	156,013	2.9 %
Fire Department								
Personnel	6,249,767	6,671,597	421,830	6,581,793		6,581,793	332,026	
Expenses	253,965	262,987	9,022	262,016	971	262,987	9,022	
Operating Capital		10,740	10,740		10,740	10,740	10,740	
Total	6,503,732	6,945,324	441,592	6,843,809	11,711	6,855,520	351,788	5.4 %
Building Department								
Personnel	460,619	542,115	81,496	464,652	13,500	478,152	17,533	
Expenses	28,940	31,040	2,100	28,940		28,940		
Operating Capital								
Total	489,559	573,155	83,596	493,592	13,500	507,092	17,533	3.6 %
Public Safety Group	12,461,301	13,168,120	706,819	12,961,424	25,211	12,986,635	525,334	4.2 %
Minuteman	780,038	780,038		739,556		739,556	(40,482)	-5.2 %
Needham Public Schools	51,112,681	54,423,967	3,311,286	53,955,587		53,955,587	2,842,906	5.6 %
Department of Public Works								
Personnel	3,109,481	3,224,416	114,935	3,207,178		3,207,178	97,697	
Expenses	1,384,915	1,532,184	147,269	1,429,154		1,429,154	44,239	
Operating Capital	126,500	7,750	(118,750)	7,750		7,750	(118,750)	
Snow and Ice Budget	400,000	400,000		400,000		400,000		
Total	5,020,896	5,164,350	143,454	5,044,082		5,044,082	23,186	0.5 %
Municipal Parking								
Program Total	55,000	70,250	15,250	70,250		70,250	15,250	27.7 %
Municipal Street Light Program								
Program Total	233,000	227,804	(5,196)	227,804		227,804	(5,196)	-2.2 %
Public Works Group	5,308,896	5,462,404	153,508	5,342,136		5,342,136	33,240	0.6 %

Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Department of Public Facilities								
Personnel	3,227,402	3,407,208	179,806	3,407,208		3,407,208	179,806	
Expenses	4,545,060	4,645,982	100,922	4,645,982		4,645,982	100,922	
Operating Capital								
Total	7,772,462	8,053,190	280,728	8,053,190		8,053,190	280,728	3.6 %
Public Facilities Group	7,772,462	8,053,190	280,728	8,053,190		8,053,190	280,728	3.6 %
Health Department								
Personnel	401,658	421,513	19,855	418,295		418,295	16,637	
Expenses	87,054	100,154	13,100	87,254		87,254	200	
Operating Capital								
Total	488,712	521,667	32,955	505,549		505,549	16,837	3.4 %
Human Services								
Personnel	510,811	555,478	44,667	528,872	26,606	555,478	44,667	
Expenses	77,205	114,870	37,665	114,870		114,870	37,665	
Operating Capital								
Total	588,016	670,348	82,332	643,742	26,606	670,348	82,332	14.0 %
Commission on Disabilities								
Expenses	550	550		550		550		
Total	550	550		550		550		
Historical Commission								
Expenses	1,050	1,050		1,050		1,050		
Total	1,050	1,050		1,050		1,050		
Public Library								
Personnel	1,071,967	1,147,786	75,819	1,103,803		1,103,803	31,836	
Expenses	310,776	316,473	5,697	315,748		315,748	4,972	
Operating Capital								
Total	1,382,743	1,464,259	81,516	1,419,551		1,419,551	36,808	2.7 %

Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Park and Recreation Department								
Personnel	453,499	478,456	24,957	468,456		468,456	14,957	
Expenses	107,875	106,000	(1,875)	106,000		106,000	(1,875)	
Operating Capital								
Total	561,374	584,456	23,082	574,456		574,456	13,082	2.3 %
Memorial Park								
Expenses	750	750		750		750		
Total	750	750		750		750		
Community Services Group	3,023,195	3,243,080	219,885	3,145,648	26,606	3,172,254	149,059	4.9 %
Department Budgets	84,787,592	89,532,966	4,745,374	88,547,708	55,817	88,603,525	3,815,933	4.5 %
Townwide Expense Group	33,310,831	35,043,182	1,732,351	35,008,069		35,008,069	1,697,238	5.1 %
Total General Fund Operating Budget	118,098,423	124,576,148	6,477,725	123,555,777	55,817	123,611,594	5,513,171	4.7 %

Fiscal Year 2014 Proposed Budget

Town of Needham Appropriation Lines Budget	Current	Submission		Town Manager Recommendation				
	FY2013	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014	FY2014
	Dec-12	DSR2 & DSR4	\$ change from FY2013	DSR2	DSR4	Balance Budget	\$ change from FY2013	% Change
Solid Waste and Recycling Enterprise								
Personnel	653,290	666,915	13,625	666,915		666,915	13,625	2.1%
Expenses	1,214,293	1,248,016	33,723	1,221,816		1,221,816	7,523	0.6%
Operating Capital	43,000	60,000	17,000	60,000		60,000	17,000	39.5%
Debt Service	150,000	150,000		150,000		150,000		
Reserve Fund	25,000	25,000		25,000		25,000		
TOTAL	2,085,583	2,149,931	64,348	2,123,731		2,123,731	38,148	1.8%
Sewer Enterprise								
Personnel	902,938	934,261	31,323	931,141		931,141	28,203	3.1%
Expenses	475,056	389,065	(85,991)	369,945		369,945	(105,111)	-22.1%
Operating Capital	25,000	65,000	40,000	65,000		65,000	40,000	160.0%
MWRA	5,440,127	5,440,127		5,440,127		5,440,127		
Debt Service	1,400,000	1,500,000	100,000	1,500,000		1,500,000	100,000	7.1%
Reserve Fund	35,000	35,000		35,000		35,000		
TOTAL	8,278,121	8,363,453	85,332	8,341,213		8,341,213	63,092	0.8%
Water Enterprise								
Personnel	1,028,088	1,041,273	13,185	1,044,393	4,200	1,048,593	20,505	2.0%
Expenses	1,026,906	1,030,620	3,714	1,047,350		1,047,350	20,444	2.0%
Operating Capital	20,000	31,500	11,500	31,500		31,500	11,500	57.5%
MWRA	965,737	965,737		965,737		965,737		
Debt Service	1,550,000	1,550,000		1,550,000		1,550,000		
Reserve Fund	75,000	75,000		75,000		75,000		
TOTAL	4,665,731	4,694,130	28,399	4,713,980	4,200	4,718,180	52,449	1.1%
Community Preservation Committee								
Total	82,000	82,000		82,000		82,000		

Fiscal Year 2014 Proposed Budget

Revenue Summary

Town of Needham
Revenue Summary
Table 2.1

Description*	FY2012 Recap	FY2013 Recap	FY2014 Estimate	\$ Change
General Fund	117,323,963	125,282,714	126,523,441	1,240,726
Enterprise Funds	17,203,266	16,806,244	17,756,758	950,514
CPA	2,179,771	2,902,000	2,190,000	(712,000)
Total Revenues	136,706,999	144,990,958	146,470,199	1,479,240

* Revenue before adjustments, reimbursements, and subsidies

GENERAL FUND

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

Total revenue available for General Fund appropriations is projected at **\$126,203,659** (Table 2.2) **or approximately \$1.95 million more than FY2013**. Revenue from property tax is estimated to grow by approximately \$4.0 million; state aid to increase by \$443,367, and the local receipts estimate will be increased by \$538,818. The amount from of Other Available Funds is lower by \$543,769. Free Cash has been certified by the Department of Revenue at \$2,153,808 which is \$3.2 million lower than the current year. It is important to note that these are preliminary revenue projections. They are subject to change and should be viewed in this context for reasons discussed later.

Fiscal Year 2014 Proposed Budget

Summary of General Fund Resources
Table 2.2

Description	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Recap	FY2014 Estimate	\$ Change
Property Taxes	87,311,147	92,977,737	95,712,032	100,442,271	104,457,493	4,015,222
State Aid	8,374,544	9,078,042	9,287,432	10,059,745	10,503,112	443,367
Local Receipts	8,945,903	9,867,827	10,679,567	7,654,632	8,193,450	538,818
Other Available Funds	1,376,871	1,823,779	788,442	1,759,346	1,215,577	(543,769)
Free Cash	3,145,416	3,568,037	3,380,269	5,366,720	2,153,808	(3,212,912)
Total General Fund Revenue	109,153,881	117,315,422	119,847,743	125,282,714	126,523,441	1,240,726
<u>Adjustments to General Fund Revenue</u>						
Other Amounts Required to be Provided	(78,278)	(82,096)	(74,054)	(74,736)	(74,736)	0
State & County Assessments	(1,068,405)	(1,080,311)	(1,198,244)	(1,238,429)	(1,269,390)	(30,961)
Provisions for Abatements & Exemptions	(960,626)	(1,584,557)	(2,135,466)	(1,876,905)	(1,256,656)	620,249
Adjustments, Reimbursements & Subsidies	1,760,595	1,659,715	1,615,715	1,608,539	1,570,000	(38,539)
CPA Share of Debt Service			300,000	550,000	711,000	161,000
Total	(346,714)	(1,087,249)	(1,492,049)	(1,031,531)	(319,782)	711,749
Available for GF Appropriation	108,807,167	116,228,173	118,355,694	124,251,183	126,203,659	1,952,475

Property Taxes

Under Massachusetts General Laws, property taxes overall are restricted to increases of 2.5% plus tax revenues derived from new growth. This is referred to as the annual levy limit. An additional taxing limitation under Proposition 2½ is the levy ceiling. The levy ceiling is equal to 2.5% of the Town's valuation. The total taxable value as of January 1, 2012 is \$7,923,989,930. This puts the tax levy ceiling at \$198,099,748. The current tax levy including debt exclusions for FY2013 is \$100,442,271, so the Town is well below its legal ceiling.

The new growth tax revenue is derived from improvements to property by its use, reconstruction, or new construction, and is added to the tax base. The annual levy limit may also be increased by the amount of any general override (usually operating), and capital exclusion override. The annual levy limit is also increased by the amount of debt service that is payable during the year for debt which has been approved by the voters as a debt exclusion override. The increase in the FY2014 tax levy attributable to new growth is estimated based upon consultation with the Assessing and Building Department staff.

Fiscal Year 2014 Proposed Budget

State Aid

Most state aid, especially Cherry Sheet aid, is a function of the state budget. The FY2014 State Aid estimate is \$443,367 higher than the current year, or approximately 4.4% more. The Governor's budget was released on Wednesday, January 23, 2013; however the actual detail lines were not available until Friday, January 25, 2013. The Governor's budget provides more local aid than our budget estimate provides. The Governor's budget plan is based on approval of his entire budget package which calls for broad-based tax increases. Planning on funds that are tied to a significant change in the state income tax structure would not be prudent, as much debate is to follow, and based on history, it would be unlikely that the Legislature will approve the budget plan as is. During the winter and spring months, the Legislature will review the Governor's budget proposal, and will release its own budget proposal. In past years, such changes to local aid have altered both the amount of aid and the method of distribution.

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

The Town is also expecting the eighth annual contract assistance payment for the Broadmeadow School project. The payment has decreased from \$745,381 to \$695,148 a change of \$50,233. The decrease reflects the amendment to the total grant amount by the Massachusetts School Building Authority (MSBA) to capture its share of the lower debt costs the Town realized by refunding the outstanding bonds for the project with a lower interest rate bond. The Town's total debt service expense dropped as well. The Town also issued refunding bonds for the Library project. The effect of the two refunding bonds was a decrease in the overall interest expense, and the annual interest expense. Because both projects were funded by debt exclusion votes, this means the amount that is paid by the taxpayers of Needham is also less. The MSBA will continue making payments for its share of the school project at \$695,148 annually through FY2023, the last year of the bond. The payment is applied as a credit against the annual debt service for the Broadmeadow School and hence reduces the amount that is paid on the property tax bill.

Local Receipts

Our time-honored approach of conservatively estimating local receipts is a target range approach. Our goal is to have a local estimate, by the time the tax rate is sent to the Department of Revenue (DOR) for review, that is less than 80 percent of the prior year's actual receipts excluding non-recurring revenue. This estimate, excluding nonrecurring revenue, is now projected at 85% of the 2012 amount. Local receipts in FY2012 showed improvement over FY2011, but not as well as FY2011 showed over the previous several years. There are exceptions; the Town's actual receipts through December are again lower now than they were at this same time last year. Economic reports still suggest that the economy is recovering, but still at a slow pace. This was said last year, and the year before, at this time.

Fiscal Year 2014 Proposed Budget

The FY2010 local receipts were sluggish and ran behind FY2009 revenues. FY2010 actual receipts were more than \$379,000 less than FY2009 actual receipts. However, FY2011 receipts recovered and increased by more than \$921,000, most notably from meals and room excises, permits, and premiums received on the sale of bonds. FY2012 actual receipts were \$811 thousand more than FY2011. The FY2014 estimate of \$8,193,450 is \$538,818 more than FY2013, or 7.0% higher. The FY2013 local receipts estimate was decreased from the original estimate at the time the FY2013 budget plan was released but within the target range for estimating. Therefore the higher percentage increase in the FY2014 local receipts estimate over the FY2013 budget figure is not too aggressive.

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

We prepare the projections of local receipts by comparing FY2012 estimated receipts to actual receipts; FY2012 actual receipts to FY2011 actual receipts, and FY2013 estimated receipts to the FY2012 actual and FY2013 year-to-date numbers. The Department of Revenue will only allow a community to forecast local revenue up to the level of collection in the previous fiscal year. Under certain circumstances and with appropriate documentation, the DOR will allow a community to exceed its prior year actual revenue, e.g., for establishing a new fee or significantly increasing an existing fee or charge. During this analysis, the FY2013 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2013 activity demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments that generate or manage the collection of receipts, the estimate may need to be revisited.

Other Available Funds and Free Cash

Projections of reserves follow past budget methodology. Free Cash has been certified at \$2,153,808, which is much lower than it has been in a long while. Overlay surplus is assumed at \$1,000,000 but must be approved by the Board of Assessors. The use of the funds is based on historical uses of these funds. Other reserves are correlated to expenses. The overlay estimate at this point is lower for FY2014 than it is for FY2013.

FY2014 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

PROPERTY TAX LEVY

The property tax levy (Table 2.3) represents approximately 83% of all general fund revenues before adjustments. The FY2014 property tax limit is estimated to increase approximately 4.0% over the FY2013 actual tax levy, or approximately \$4.0 million. The limit is calculated by increasing the FY2013 levy limit, exclusive of debt exclusions, by 2.5% and then adding a component for new growth. New growth is a function of the additional value generated by construction during the preceding year. The additional tax dollar amount for new growth is determined by the value on the January 1 assessment date and is then multiplied by the applicable FY2013 tax rate. There is no operating override proposed for FY2014; therefore the increase in the

Fiscal Year 2014 Proposed Budget

levy limit above the allowable annual limit and new growth is limited to the amount to be raised to pay the debt that has been excluded from the levy limit by the voters of Needham. The base tax levy, before accounting for debt exclusions, is expected to increase by \$3.6 million over the FY2013 base levy. The amount of debt that is to be paid by property taxes is expected to be 6% higher or \$404,545 for FY2014. The increase is due to the issuance of series four Newman School project bonds, but was mitigated by the approximate \$100 thousand in debt service savings (after netting out the MSBA share) that resulted from the refunding of the Broadmeadow and Library project bonds last year. The tax revenue to support operations within the level limit is increasing by an estimate of 4% over FY2013.

The real estate market, especially residential, remains solid in Needham compared to many areas in the state and the nation. New Growth in FY2013 had improved over FY2012 and reversed a three year decline in New Growth revenue. There are several projects planned in the commercial districts in Town which should keep property tax revenue stable, and therefore at this point in the budget process, we have estimated tax revenue from new growth at a higher amount than we would had otherwise. The actual New Growth figure will not be finalized until the fall, and cannot be incorporated in the tax recap until certified by the Massachusetts Department of Revenue. Any additional property tax revenue that may be realized above the estimate for this budget plan would be used to lower the percentage of the estimated local receipts compared to the prior fiscal year actual, and to increase the overlay reserve for FY2014 as an added hedge should the economy slow or stop in its tepid recovery, and to mitigate the loss of State Aid assumed in this plan.

Fiscal Year Tax Levy
Table 2.3

Description	FY2010 Recap	FY2011 Recap	FY2012 Recap	FY2013 Recap	FY2014 Estimate	\$ Change
Prior Year Base	76,202,247	82,052,951	85,840,586	89,636,531	93,756,886	
2-1/2 Allowance	1,905,056	2,051,324	2,146,015	2,240,913	2,343,922	
New Growth	1,870,805	1,731,827	1,649,930	1,879,442	1,246,700	
General Override	1,887,929					
Excess Levy (Taxes Not Raised)	(38,375)	(20,250)	(16,314)	(20,055)		
General Tax Levy Limit	81,827,662	85,815,852	89,620,217	93,736,831	97,347,508	3,610,677
Total Excluded Debt	7,196,912	8,438,590	7,461,721	7,507,149	7,927,640	
Less Excluded Debt Offsets	(1,192,448)	(1,182,696)	(835,487)	(801,709)	(817,655)	
Excluded Debt to be Raised on Tax Levy	6,004,464	7,255,894	6,626,234	6,705,440	7,109,985	404,545
Property Tax Levy	87,832,127	93,071,745	96,246,451	100,442,271	104,457,493	4,015,222
Collections by Year End	87,311,147	92,977,737	95,712,032			

Fiscal Year 2014 Proposed Budget

STATE AID

The Governor released his budget on January 23, 2013. The budget proposes that Needham receive more than a 15% increase in Chapter 70 (education) and level dollar in Unrestricted General Government Aid (UGGA). However, as mentioned previously, the Governor's plan depends on an increase in taxes with major changes to the structure and tax rates on income and sales. Therefore we have not incorporated the Governor's budget figures, but rather relied upon our estimation which is based on recent history and assumption that demands on the State (by Federal cutbacks) may put some aid at jeopardy. We estimate Chapter 70 will be increased at 8.4% which is the average over four years. We have assumed a 10% reduction in UGGA from FY2013, and that all other aid programs that the Town receives through the Cherry Sheet will be level dollar. Reimbursement programs are a factor of both the amount the program is funded by the state and the Town's actual expense.

Cherry Sheet Aid
Table 2.4

Description	FY2010 Recap	FY2011 Recap	FY2012 Recap	FY2013 Recap	FY2014 Estimate	\$ Change
Chapter 70	5,996,469	6,590,957	6,991,720	7,633,990	8,275,245	641,255
School Transportation						
Charter School Tuition Reimbursement	5,865	4,479	61,276	42,269	42,269	
School Lunch	29,573	27,019	31,899	32,448	32,448	
State Aid for Education	6,031,907	6,622,455	7,084,895	7,708,707	8,349,962	641,255
Unrestricted General Government Aid	1,538,073	1,476,550	1,369,789	1,476,550	1,328,895	(147,655)
Police Career Incentive	22,071	12,624				
Veterans Benefits	5,875	9,724	16,077	17,735	17,735	
Exemption Reimbursements	85,661	76,620	77,398	81,584	81,584	
Public Library Aid	27,163	29,040	30,114	29,788	29,788	
State Aid for General Government	1,678,843	1,604,558	1,493,378	1,605,657	1,458,002	(147,655)
Total Cherry Sheet Aid	7,710,750	8,227,013	8,578,273	9,314,364	9,807,964	493,600
MSBA Payments	745,381	745,381	745,381	745,381	695,148	(50,233)
Total State Aid	8,456,131	8,972,394	9,323,654	10,059,745	10,503,112	443,367

Fiscal Year 2014 Proposed Budget

State aid (Table 2.4) represents approximately 8.3% of the total general fund before adjustments and offsets. Total state aid for FY2014 is projected to increase by \$443,367. As noted earlier, the Governor's budget plan is subject to review and amendment, and assumes certain actions to be approved by the Legislature. The final figures are not expected until late spring.

Key State Aid Programs:

Chapter 70 aid is commonly referred to as general school aid. The Town of Needham saw an increase in Chapter 70 funding each fiscal year since Education Reform was enacted, until FY2003, when it was level funded at \$4,054,497, then reduced during the year. Beginning again in FY2006, Chapter 70 funding increased: in FY2006 the Town received \$234,950 more, in FY2007 \$527,325 additional, and the increase was \$757,934 in FY2008. It is important to note that the Town's budget for FY2009 was approved based on the final Cherry Sheet (which is released after the State Budget is signed into law by the Governor) which set the Chapter 70 amount for Needham at \$6,118,846. This amount was cut by the Governor during the year as the State's revenues deteriorated. The loss was \$643,484. The State made other Cherry Sheet cuts in aid which totaled over \$900,000. Federal ARRA funds were distributed by the State at the end of FY2009 to backfill the loss of Chapter 70 funds. The Town received \$5,996,469 in FY2010, a reduction of \$122,377 from that which was originally proposed by the State in FY2009. The Town received \$6,590,957 in FY2011 or \$594,488 more than FY2010 and \$6,991,720 in FY2012, an increase of \$400,763. The FY2013 State Budget allocation is \$7,633,990 for the Town.

Based on the funding stream to the Town over the past four years and the fact that the State still has not yet met its foundation payment obligation (minimum state share per the Education Reform law) to the Town of Needham, we are estimating an 8.4% increase for FY2014 or \$8,275,245 (the Governor's figure is \$8,798,677). Although state aid may be and probably will be reduced from the Governor's plan, the belief is that the Legislature intends to keep to its prior funding promise of bringing all school districts to at least their foundation budget.

The Additional Assistance Cherry Sheet program was level funded by the Legislature for more than ten years before being reduced in FY2003 to \$219,686. This was a 15.3% reduction from the prior year. It is important to note that the Town's budget for FY2003 was approved based on the final Cherry Sheet (which is released after the State Budget is signed into law by the Governor) which set the figure for Needham at \$242,345 but the amount was further reduced by the Governor to \$219,686. This reduction had to be offset by other revenues. Additional Assistance was further reduced in FY2004 to \$205,993, a reduction of another 6.2%. The Town was budgeted to receive \$205,993 for FY2009, the same as FY2008, but this too was cut \$20,073 by the Governor. Lottery distribution aid program was cut in FY2009 from that which was scheduled to be paid to the Town. This reduction was \$191,645. The Additional Assistance and the Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The combination of these two programs resulted in a net loss of \$422,882 from what the Town actually received in FY2009, and \$634,600 from what the State had budgeted for the Town. The Town received \$1,476,550 in FY2011, a loss of \$61,523 from FY2010. The FY2012 UGGA aid was \$1,369,789 or \$106,761 less than FY2011. The Town is scheduled to receive \$1,476,550 in FY2013. The FY2014 UGGA estimate is \$147,655 less than FY2013, or 10%.

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The Quinn program (police career incentive) has been cut significantly from \$121,907 for FY2007 to \$22,071 for FY2010, a \$99,836 reduction or a loss of nearly 82%. The Town is scheduled to receive \$12,624 in FY2011, but received \$13,368. There was no funding for FY2012 or FY2013. The Governor's plan shows no funding line for Quinn in FY2014 and we have estimated no revenue.

We have a assumed level dollar funding for all other Cherry Sheet programs that the Town is budgeted to receive during FY2013.

LOCAL RECEIPTS

Local Receipts
Table 2.5

Description	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Recap	FY2014 Estimate	\$ Change
Motor Vehicle Excise	3,879,790	4,256,790	4,357,996	3,670,000	3,850,000	180,000
Other Excise	389,215	802,840	858,786	690,000	706,000	16,000
Penalties & Interest	310,910	336,773	285,450	265,000	265,000	
Payment in Lieu of Tax	82,040	47,109	65,687	45,000	48,000	3,000
Charges for Services	1,045,245	901,013	620,195	555,000	620,000	65,000
Fees	92,046	104,778	110,196	90,000	90,000	
Rents	172,796	176,478	199,772	150,000	160,000	10,000
Library Department Income	61,491	57,901	56,770	50,000	50,000	
Recreation Department Income	278,220	274,830	285,697	250,000	254,450	4,450
Other Department Income	371,067	371,291	407,870	334,000	335,000	1,000
Licenses & Permits	1,150,532	1,441,264	1,950,768	1,115,000	1,440,000	325,000
Special Assessments	4,854	1,594	1,594			
Fines & Forfeits	189,098	201,391	177,315	156,000	160,000	4,000
Investment Income	497,129	222,981	103,130	80,000	80,000	
Miscellaneous Income	85,863	228,690	159,796	135,000	135,000	
Nonrecurring Income	335,606	442,104	1,038,545	69,632		(69,632)
Total	8,945,903	9,867,827	10,679,567	7,654,632	8,193,450	538,818

Local receipts represent approximately 6.5% of the total general fund before adjustments and offsets. Local receipts consist of items such as other taxes and excises, licenses, permits, and penalties, fines and forfeitures, investment income, and income from departmental activities and services. The estimate for FY2014 of **\$8,193,450** (Table 2.5) is an increase of \$538,818 from the revised FY2013 budget. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2013 receipts based on FY2012 results. Building permit and license revenue were very strong last year and local economic activity still looks promising. Other key local receipts categories through the first six months of FY2013 (excise, interest, services) are running behind the same period last year. Local receipts in FY2012 were \$ 811,740 higher than FY2011

Fiscal Year 2014 Proposed Budget

an increase of more than 8%; however, backing out the nonrecurring revenue of \$1,038,545 received in FY2012 and the \$442,104 posted in FY2011, the growth in actual over actual was only 2.3%. The FY2011 actual receipts were \$921,924 more than FY2010; recurring receipts were \$815,426 more than FY2010 recurring receipts. FY2010 receipts were \$379,746 lower than the FY2009 actual receipts.

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

All vehicle owners who have their vehicles registered in the Commonwealth of Massachusetts pay an annual **Motor Vehicle Excise** tax to the community in which the vehicle is principally garaged. The Registry of Motor Vehicle provides listings several times during the year with the vehicles that are registered in Needham, along with the value for each. The Town relies on this information to calculate and issue excise bills. The motor vehicle excise tax rate is set by State law at \$25 per \$1,000 valuation. The rate is uniform through the Commonwealth. Motor vehicle excise receipts for FY2013 are projected at approximately **\$3.7 million**, or 16% below the FY2012 actual. This is a revenue source that we continue to monitor closely. We have assumed approximately a 5% increase or \$180,000 over the FY2013 figure. We do not anticipate increasing this revenue estimate any higher because a negative swing with this revenue item can have a notable impact on Free Cash.

In 1986, the Town of Needham adopted a local option room excise tax at 4%; the Town increased the rate to 6% effective January 1, 2010. This change was approved by Town Meeting on November 2, 2009. Hotels, motels, and certain other establishments collect this excise on the taxable portion of rents they collect. The businesses remit the funds to the State. The State sends payments to the Town twice a year, which payment is accounted for as **Other Excise** under the local receipts group. From FY2005 to FY2008 the actual room excise revenue increased, but declined in FY2009, a reflection of the economy. The Town of Needham also accepted the local option meals tax at the November 2, 2009 Special Town Meeting. The Department of Revenue notified local establishments to begin collecting the additional 0.75% meals tax effective January 1, 2010. The local establishments report and remit the sales tax to the Department of Revenue (DOR). The Town received its first distribution of meals tax revenue from DOR in the spring of 2010. Collections from both the room excise and the meals excise have been positive and growing, but should slow in its growth as now we have a full year activity and the Department of Revenue has successfully notified all establishments of the need to collect and turnover the proceeds to the state for distribution to the Town. The total receipts in FY2010 were \$389,215 and in FY2011 \$802,840. FY2012 actual receipts was \$858,786. The budget estimate for FY2013 is \$690,000. The estimate for FY2014 is **\$706,000** which is 82% of the FY2012 actual.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. The fluctuations in actual collections reflect the

Fiscal Year 2014 Proposed Budget

unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The estimate for FY2014 is level at **\$265,000**.

Payment In Lieu of Tax is a voluntary payment made by certain tax-exempt entities. Based on the actual collection and agreements in place, the FY2014 estimate is \$3,000 more than the FY2013 budget of \$45,000.

The category of **Charges for Services** includes charges for ambulance services, fire alarm connections, parking permits and charges by the DPW. The significant drop in this revenue from FY2010 is related to the MBTA take back of the control and management of the commuter lots and hence the revenue. The FY2014 estimate is \$65,000 more than the current year based on the higher collection rates seen through the first six months of the year. The amount for FY2014 is **\$620,000**.

The category of **Licenses and Permits** includes licenses issued by the Selectmen and Town Clerk, and permits issued by the Building, Fire, and Health Departments. The Town has increased many of its fees in this category, some due to added demands on the departments, which provide the related services and others, because they had not been adjusted for a number of years. The changes were made after analysis of the costs, comparable rates in other communities, and market demands. Some of the changes were effective immediately, while others were phased in over a two or three year period. As expected, total receipts are up; the actual FY2008 revenue was due to both higher fees and some extraordinary permits issued. The FY2009 revenue dropped significantly by nearly \$900,000 (\$2,086,461 to \$1,192,088) as few new large building projects have been permitted. FY2010 revenues declined further by \$41,556, but did show strong improvement in FY2011 growing by \$290,732. FY2012 actual was \$1,950,768 or \$509,504 more than FY2011. Building permit activity still remains strong, with some increase in commercial activity. The estimate for FY2014 is **\$1,440,000** or \$325,000 more than FY2013, a 29% increase.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, and Registry of Motor Vehicle license and registration non-renewal releases. The total collected in FY2010 was \$92,046, \$104,778 was collected in FY2011, and \$110,196 was collected in FY2012. The estimate for FY2013 is **\$90,000** and the same is estimated for FY2014.

The category of **Fines and Forfeits** includes parking ticket and court fines. Revenue in this category has fluctuated due to staff resources over the years, FY2010 showed a decrease of \$17,855 from FY2009 to \$189,098. FY2011 revenue increased to \$201,391 but only to decline in FY2012 to \$177,315. The Police Department began using temporary help to provide greater enforcement coverage in the downtown areas during the business day. This has been successful in ensuring business district customer parking spots are not tied up by all-day parking. The estimate for FY2013 is \$156,000 and the estimate for FY2014 is **\$160,000**.

Recreation fees are collected by the Park and Recreation Department for Rosemary Pool, summer programs, and rental of fields. Other Park and Recreation programs are accounted for separately in a revolving fund. The FY2014 projection is inclusive of a fee increase that was adopted last year to provide funding for the athletic facility stabilization fund established to set aside capital funds for renovation and reconstruction of the Town's athletic facilities. The estimate for FY2014 is \$254,450 or approximately 89% of the FY2012 actual.

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

The Town had enjoyed a period of increased **Investment Income** in FY2006 and FY2008 from \$1,041,352 earned during FY2006 to \$1,253,286 for FY2008. In FY2007 \$1,573,613 in interest income was generated, due to a number of significant one-time cash flow events during the year which resulted in the Town's average invested balance to be higher, earning greater amount of interest income than would normally be expected. The Town was in the middle phase of its \$62 million High School reconstruction project during FY2007. Between the notes issued during the year and the payments from the MSBA, the Town had a higher cash balance earning interest. This money is no longer available now that funds have been used to retire debt and pay the general contractor for the work that was performed. Interest rates have continued to remain low; therefore, the earnings on the Town's funds continue to decline. The Town's estimate for FY2010 was reduced from the \$650,000 estimate to \$545,000; the FY2010 estimate of \$545,000 was \$169,066 less than FY2009 actual. The total General Fund interest income received in FY2010 was \$497,129 or \$284,937 less than FY2009. The FY2011 estimate was further reduced to \$325,000, yet the actual revenue still came in under at \$222,981. The original estimate for FY2012 of \$325,000 had to be reduced to \$150,000, yet the total for the year came in at \$103,130. The FY2013 original estimate of \$150,000 was dropped to \$80,000 which we believe is at the bottom that it can drop. The estimate for FY2014 is also **\$80,000**.

Other Department Income includes revenue collected by the various Town departments, which are not properly accounted for in the other accounts. This would include amounts received by planning and conservation departments. The budget estimate for FY2013 is \$334,000 and is increased by \$1,000 to **\$335,000** for FY2014, which is 82% of FY2012 actual.

Library Income includes book fines and other fees charged by the Needham Free Public Library. The new and larger library opened in the spring of 2006, and as expected revenues increased. However since FY2010 revenues have declined for three consecutive years. FY2010 was \$61,491, FY2011 was \$57,901, and FY2012 was \$56,770. The estimate for FY2013 is \$50,000 and the same is estimated for FY2014.

Rental Income is collected on a lease with the Needham Golf Club. No income has been realized from the Ridge Hill facility since mid 2008 when use of the site ceased. The Town has a long term lease with the Needham Golf Club (NGC) which runs for twenty years. The land which the NGC leases is considered taxable. The rental income in FY2009 was \$151,887 and increased to \$172,796 in FY2010, and increased again to \$176,478 all attributable to the lease with the NGC. Rental income in FY2012 also increased to \$199,772 which is due to both the Golf Course and use of Powers Hall at Town Hall. The estimate for FY2013 is \$150,000 and FY2014 is increased to \$160,000 or 80% of FY2012 actual.

Miscellaneous Income represents various revenues that are not associated with one of the recognized local receipt categories. One major component of this category is Medicaid reimbursement, which often fluctuates from year to year. In FY2007 \$259,951 was collected, but only \$219,811 was received in FY2008. FY2009 saw even a greater drop to \$143,747. Total miscellaneous revenue (including Medicaid) was \$280,770 in FY2007 which declined in FY2008 to \$269,448 with a significant decrease in FY2009 to \$185,544 or a 34% drop in revenue. This revenue continued to decline in FY2010 with only

Fiscal Year 2014 Proposed Budget

\$85,863 being received. The FY2011 revenue reversed the trend with the Town receiving \$228,690, but declined again in FY2012 with only \$159,796 received. The estimate for FY2014 is the same as FY2013 at **\$135,000**.

Nonrecurring Income represents funds that may be received but are not expected to reoccur, e.g., one-time grants, financial assistance for an event, etc. The fiscal 2012 actual receipts of \$1,038,545 are revenues that are classified as nonrecurring which consisted of \$311,319 from a Medicare Part D reimbursement to the Town and \$35,122 in legal settlements that the Attorney General secured related to prescription drug overcharges. The Town received premiums on the sale of bonds/notes in the amount of \$137,238. The Town received reimbursements for expenses incurred in prior fiscal years from FEMA \$145,936, property and casualty premium credits of \$130,049; and prior year revenue recovery of \$104,777. The Town received \$10,618 in energy efficiency rebates, \$9,277 from the sale of surplus equipment, and various other low dollar payments, refunds, and recoveries that totaled approximately \$19,151. The balance of the nonrecurring revenue came from the Commonwealth which was \$106,761 identified by the State as one time and the other was a storm damage reimbursement distribution of \$28,297. At this time we are anticipating \$69,632 in nonrecurring receipts for FY2013 is \$20,920 from the sale or surplus equipment that the Town has received and \$46,224 of premiums received on debt issued this fiscal year. No other revenue meeting this criterion has been identified for FY2014.

OTHER AVAILABLE FUNDS AND FREE CASH

Other available funds represent 1.0% of the total general fund before adjustments and offsets, and Free Cash represents approximately 1.7%.

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

The Free Cash that will be available for FY2014 was certified at **\$2,153,808**, which as stated earlier is much lower than it has been in the past ten years (Table 2.6). This is a decrease of \$3,212,912 over the current year - nearly a 60% drop. This decrease is not attributable to the typical timing differences but from the scheduling of two major construction projects - the Newman School HVAC and Pollard School Roof. The reduction in Free Cash resulted from a combination of the timing of reimbursements from the MSBA, and the timing of the borrowing for those projects. The funds are not lost - but the

Free Cash History Table 2.6		
Certification Year	Budget Year Use	Certified Free Cash
FY2003	FY2004	\$3,473,452
FY2004	FY2005	\$3,270,834
FY2005	FY2006	\$3,260,346
FY2006	FY2007	\$3,895,235
FY2007	FY2008	\$3,266,326
FY2008	FY2009	\$5,810,170
FY2009	FY2010	\$3,145,416
FY2010	FY2011	\$3,568,037
FY2011	FY2012	\$3,380,269
FY2012	FY2013	\$5,366,720
Five Year Average (2008 - 2012)		\$4,254,122
Ten Year Average (2003 - 2012)		\$3,843,681
FY2013	FY2014	\$2,153,808

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Town may not legally use those funds until certified. The Town will recapture those funds with the next certification which will happen after the new fiscal year has started. The effect of this delay is that one, the amount that is available to appropriate in May 2013 is extraordinarily low, and two, the amount available for appropriation after July 2013 will be exceptionally high.

Given that the Town of Needham develops its annual operating and capital budgets in such a way that Free Cash can be counted upon each year, some amount of Free Cash can be expected to support operating expenses. Our practice now is that not more than 2% of the adjusted departmental operating budget of the prior fiscal year or the actual turn back, whichever is less be used for operating expenses in the next fiscal

year. The FY2012 final adjusted General Fund departmental operating budgets totaled \$80,961,180. Two percent of this amount equaled \$1,619,224; the actual FY2012 departmental budget turn back was \$1,767,497 (Table 2.7). Therefore the maximum amount of Free Cash that should be used to support the FY2014 operating budget is \$1,619,224. The budget plan has approximately \$1.6 million of the estimated Free Cash being used for operating expenses. The balance of the Free cash for FY2013 is proposed to be used to fund cash capital. The Town has been following the recommended practice of limiting the amount of Free Cash that supports the operating budget by using the funds to pay not only for needed cash capital, but also to put aside funds for future demands that may arise unexpectedly and for various one-time financial warrant articles (Table 2.8).

Operating Budget Maximum Table 2.7		
Fiscal Year Activity	Departmental Budgets Turn Back	Departmental Budgets Two Percent
FY2009	\$1,497,814	\$1,458,937
FY2010	\$1,642,570	\$1,543,308
FY2011	\$1,141,375	\$1,567,324
FY2012	\$1,767,497	\$1,619,224

Effective Use of Certified Free Cash Table 2.8							
Certification Year	Amount Certified	Operating Statement Maximum	Appropriated Reserves	Cash Capital	Financial Warrant Articles	Operating Budget (OB)	OB Allocation Variance
FY2010	\$3,568,037	\$1,458,937	\$82,761	\$1,500,564	\$182,715	\$1,801,997	\$343,060
FY2011	\$3,380,269	\$1,543,308	\$450,000	\$1,703,859	\$524,339	\$702,071	(\$841,237)
FY2012	\$5,366,720	\$1,141,375	\$473,098	\$3,421,633	\$168,353	\$1,303,636	\$162,261
FY2013	\$2,153,808	\$1,619,224		\$534,584		\$1,619,224	

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

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We anticipate that \$1,000,000 in residual overlay account balances will be available for declaration as overlay surplus to fund FY2014 appropriations. Per state statute, the Board of Assessors must formally vote this estimate before it is available for appropriation. As of the date of this projection, this vote has not yet occurred. The use of the funds would be \$500,000 for the operating budget; a similar amount has been appropriated for a number of years and the other \$500,000 to be used to fund cash capital for the Needham Public Schools.

The **Parking Meter Fund** is reserved for appropriation and the revenues are derived from parking meters, which under State Law must be used for parking-related purposes. \$40,000 is proposed for appropriation from the Parking Meter Fund to support parking enforcement and ticket processing, maintenance, and snow removal from affected parking lots. The Board of Selectmen approved a parking meter fee holiday during November and December of 2012 which lowered the amount of revenue that will be collected in FY2013.

FY2014 is the third operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be \$711,000 in FY2014. This is the peak year for debt service. The annual payment will decline thereafter for the Town Hall project. We reflect \$711,000 as another financing source for the CPA debt as the debt service is reflected under the general operating budget of the Town.

Revenue Group as a % of Total General Fund Revenue
Table 2.9

Description	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Recap	FY2014 Estimate
Property Taxes	80.0%	79.3%	79.9%	80.2%	82.6%
State Aid	7.7%	7.7%	7.7%	8.0%	8.3%
Local Receipts	8.2%	8.4%	8.9%	6.1%	6.5%
Other Available Funds	1.3%	1.6%	0.7%	1.4%	1.0%
Free Cash	2.9%	3.0%	2.8%	4.3%	1.7%
Total General Fund Revenue*	100%	100%	100%	100%	100%

*May not equal 100% due to rounding

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ADJUSTMENTS TO GENERAL FUND REVENUE

While the majority of solid waste and recycling center service costs are accounted for in the Recycling Center and Transfer Station (RTS) Enterprise Fund, certain costs of the department are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These RTS-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2014 is based on the current year and is estimated at \$270,000.

Enterprise Reimbursements to the General Fund
Table 2.10

Description	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Recap	FY2014 Estimate	\$ Change
Solid Waste	134,180	241,778	250,625	267,128	270,000	2,872
Sewer	632,483	480,971	420,647	389,453	350,000	(39,453)
Water	993,932	936,966	944,443	951,958	950,000	(1,958)
Total	1,760,595	1,659,715	1,615,715	1,608,539	1,570,000	(38,539)

As with the RTS fund, while the majority of sewer and water related service costs are accounted for in the Sewer Enterprise Fund and Water Enterprise Fund, certain costs of the departments are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The projected amounts for FY2014 for sewer and water are estimated at \$350,000 and \$950,000, respectively.

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

Because other indirect costs associated with the three funds are a factor of Town Meeting appropriations, the actual FY2014 transfers may be adjusted accordingly.

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Cherry Sheet Assessments are charges levied for services provided to the Town by State and other governmental agencies (e.g., MBTA assessment, county tax, mosquito control, etc.). The estimate of **\$1,269,390** for FY2014 is an increase of 2.5% over FY2013.

Cherry Sheet Offsets are the programs that are classified by the State as "offset items"; that is, these funds are expended without appropriation for specific purposes (i.e., remediation assistance, school lunches and public libraries). As they are estimated as a component of State Aid, they must be shown as a reduction in revenue because of their categorical nature (i.e., they are not available for general appropriation purposes). Expenditure of these funds does not require Town Meeting appropriation. The figure for FY2014 is estimated at **\$62,236**, the same as FY2013.

Allowance for Abatements and Exemptions are funds reserved for property tax abatements and statutory exemptions. The preliminary estimate, subject to the approval of the Board of Assessors and the Department of Revenue, has been set at **\$1,256,656**. This is \$620,249 lower than FY2013. The final amount is determined by the Department of Revenue when it approves the tax rate in December. Approximately \$210,000 is intended to fund statutory exemptions that are granted to the elderly, the infirmed, and veterans. The State should reimburse the Town approximately \$80,000 of this amount through the Cherry Sheet for these exemptions. The projection is the minimum recommended for the year; should additional new growth tax revenue be realized for FY2014, the amount of overlay may be increased.

The **Solid Waste Enterprise Fund** was established pursuant to a vote of the Special Town Meeting held on November 19, 1997, which established an enterprise fund to account for receipts and expenditures of the Town's solid waste operation at the Recycling and Transfer Station (RTS) effective July 1, 1998. Sticker and bag fees help support tipping and recycling expenses. A transfer from the tax levy has historically funded the general operations of the RTS; however, the amount had been declining since the inception of the enterprise fund until recent years. The Board of Selectmen and the Finance Committee approved a policy to determine the amount that should be used to offset costs incurred by the RTS. The transfer for FY2010 was \$535,681, FY2011 was \$654,216, FY2012 was \$547,673 and the current year was based on \$547,100. However, due to amount of RTS revenue and given the restrictions on estimating revenue above the actual amount of the prior year, an additional \$29,838 of General Fund revenue was required in order to balance the RTS budget. During 2010, the Board of Selectmen held several public meetings regarding the rates and methods of charging for use of the RTS. The Board last year approved increases in the RTS sticker rates, and changed the discount sticker program by lowering the fee and allowing residents to buy discounted RTS stickers at any time. Previously, a resident had to purchase the discounted sticker at the time the primary sticker was purchased, and the discount was limited to one sticker per household. Even with the increase in the rates, the adjustments to the budget, and the use of retained earnings, the FY2013 transfer needed to be supplemented. The Board of Selectmen appointed an ad hoc committee to review the funding structure of the operation and it is anticipated that a change in the funding policy may be presented. The estimate for FY2014 is **\$780,000**.

The Town approved a change effective with the FY2012 budget that the expenses associated with the Drains Program that were carried in the DPW General Fund Operating Budget are now part of the **Sewer Enterprise Fund Budget**. The staff who perform a majority of the drains-related work are assigned to either the water or sewer division. There are benefits for the

Fiscal Year 2014 Proposed Budget

Town to have the water and sewer staff perform the drains-related work rather than hiring additional staff for the sole purpose of drain work. The drains program is considered a general fund expense and not a sewer or water fund expense. The weekly tracking and processing of drains related procurement, accounts payable, and payroll, as well as the budgeting process is easier and more efficient (less cross-fund accounting work) to process the finance-related tasks through one of the enterprise funds, rather than the prior three fund process (general fund, sewer fund, and water fund). The General Fund still pays the drains-related costs, but the appropriation will now be made from the General Fund to the Sewer Enterprise Fund Budget. The General Fund appropriation to the Sewer Fund will be **\$508,936** for FY2014. The payment in FY2013 was \$493,932 and for FY2012 was \$469,610.

Other Amounts to be provided for on the Tax Recap is a contingency amount for those items that are required to be raised but as of this date are not known. Expenses such as overlay deficits for prior years, snow and ice deficits, or revenue deficits are items provided for in this allowance. No amount has been set aside for this purpose for FY2014. However, the amount certified by the tax collector for tax title purposes is assumed to be level dollar for FY2014 at \$12,500.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2012 is \$3,693,298. The Stabilization Fund may be appropriated, by a two-thirds vote of Town Meeting, for any municipal purpose. No assumption about an appropriation from the Stabilization Fund to support the Town's operating budget is made in this projection.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of December 31, 2012 is \$648,336.

The Town also established a **Capital Facility Fund** for the purpose of reserving funds for future extraordinary capital facility maintenance costs. The balance in the fund as of December 31, 2012 is \$1,292,178.

The Town also established an **Athletic Facility Fund** for the purpose of reserving funds for future extraordinary athletic field and artificial turf replacement and maintenance costs. The balance in the fund as of December 31, 2012 is \$283,020.

ENTERPRISE FUNDS

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

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For FY2014, enterprise fund revenues will be estimated at \$17,756,758 although \$2,469,100 of this amount reflects use of retained earnings for capital investment in the three operations and another \$200,000 of retained earnings used to fund non-capital appropriations. Although there has been an increase in recycling revenues for the RTS Enterprise it still is not at the level necessary to keep rates at current levels, therefore **\$85,000** in retained earnings is proposed to be used to offset RTS expenses in FY2014. The plan also provides for **\$115,000** in Sewer Enterprise retained earnings to be used to mitigate MWRA and debt expenses. At the time of release of the budget plan, the water use assessment was not yet released by the MWRA, so the amount was level-funded. We do expect the assessment to be lower for FY2014 due to the lesser amount of water used by the Town from the MWRA system. The budget plan also provides for a **\$780,000** general fund appropriation to the RTS Enterprise (payment for avoided general fund related costs). The \$273,483 of RTS retained earnings that was used to fund the RTS operation for FY2013 can not be sustained and therefore rates will need to be increased or other external funding sources secured. In FY2011 an additional subsidy of \$138,457, in FY2012 an additional subsidy of \$33,000, and in FY2013 an additional subsidy of \$29,838 by the General Fund was necessary because RTS revenues could not be estimated at the amount required for approval by the Department of Revenue. The budget plan also provides for a **\$508,936** General Fund appropriation to the Sewer Enterprise for the costs for the Drains Program that was transferred to the Enterprise in FY2012. This \$508,936 payment represents approximately a 3.2% increase over the FY2013 payment.

ENTERPRISE FUND RETAINED EARNINGS

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

Similar to the Free Cash, retained earnings are a function of the operations of the prior fiscal year and are generated by revenues collected in excess of estimates and unexpended balances of appropriations, as of June 30th. Once certified by the Massachusetts Department of Revenue, retained earnings are then available for appropriation or reserved to support the enterprise. Retained earnings have been certified by the Department of Revenue.

RTS Enterprise Fund -	\$ 442,722
Sewer Enterprise Fund -	\$1,951,436
Water Enterprise Fund -	\$2,740,398

COMMUNITY PRESERVATION FUNDS

Town voters approved a 2% Community Preservation Act surcharge on real estate property tax bills effective July 1, 2005. The 2% surcharge is assessed on the total property tax due, adjusted for certain exemptions. The tax on the first \$100,000 of residential valuation is not included in the CPA surcharge, and there are also exemptions for certain low and/or moderate-income taxpayers. Actual CPA revenues collected by the Town in the prior year are eligible for matching funds from the State. The match is equal to a percentage determined annually based on available funds for distribution, not to exceed 100% of the receiving community's actual receipts. The distribution rate that Needham received on its FY2011 CPA surcharge revenue in October 2011 was 26.64% and the rate was 26.83% on the FY2012 CPA surcharge revenue. We believe the distribution range

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in FY2014 will be between 20% and 30% and our revenue estimate is at the middle. The current estimate based on FY2013 collections that will be received as state matching funds in FY2014 is \$429,000 or 25%. The 2% CPA surcharge on FY2014 property tax bills is estimated at \$1,761,000. The total estimated FY2014 CPA revenue is \$2,190,000.

The \$2,190,000 estimate provides for a budget plan of \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$240,900 credited to both the Community Housing Reserve and Open Space Reserve. The \$240,900 figure is approximately 11% of the new revenue estimate for FY2014. Because the final revenue estimate is usually not known until the actual tax rate has been approved and the bills calculated, the practice has been to appropriate an amount of 11% of the revenue estimate to each of the required reserves to better ensure that the minimum CPA use requirement is satisfied. The FY2014 debt budget includes \$711,000 of debt service for the Town Hall project. The amount that is recommended is usually adjusted downward to reflect amounts that may be appropriated to specific qualifying projects. The Town Hall project was previously designated as a historic preservation project, and therefore the \$711,000 appropriation to the General Fund operating budget will satisfy minimum requirement for Historic Resources. The balance of the CPA revenue estimate of \$915,200 would be transferred to the Community Preservation Fund General Reserve for FY2014. The amount that is actually appropriated to each reserve would be adjusted as needed based on the CPC's project funding recommendations and Town Meeting votes on those recommendations.

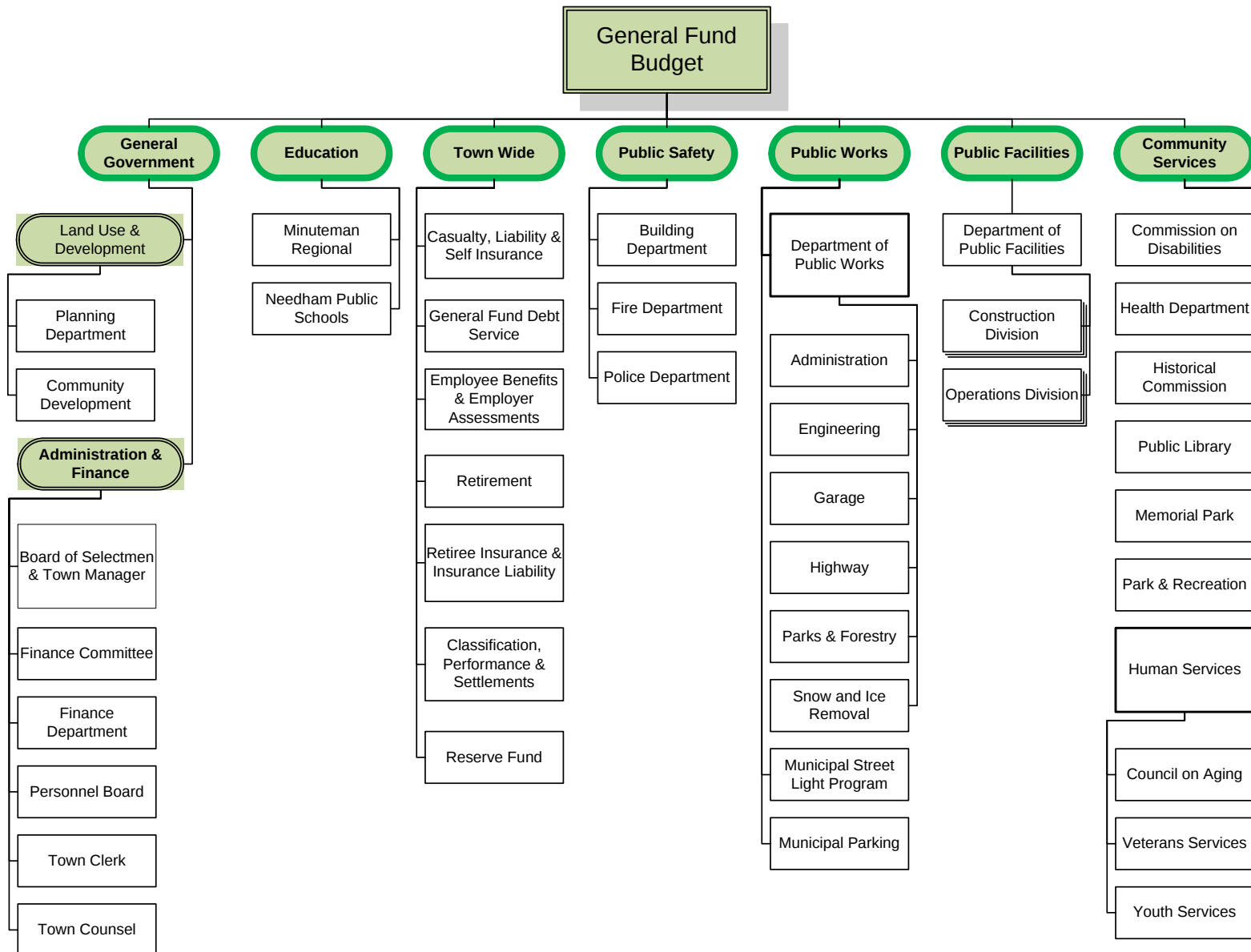
The certified CPA Free Cash balance as of December 31, 2012 is **\$2,925,435** and remains available for appropriation until June 30, 2013. The CPC has not yet made any funding recommendations for FY2014. The amounts currently held in the three required reserves as of December 31, 2012 are as follows:

Open Space Reserve -	\$180,320
Community Housing Reserve -	\$498,520
Historic Reserve -	\$ 68,320

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Town of Needham Community Preservation Fund Revenue and Appropriations FY2014	
<u>FY2014 Community Preservation Fund Revenue Estimates</u>	
FY2014 Surcharge Revenue Estimate	1,761,000
State Trust Fund Distribution Estimate	429,000
Total CPA Revenue Estimate	2,190,000
<u>FY2014 Community Preservation Fund Appropriation Estimates without Projects</u>	
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	240,900
Historic Resources Reserve	0
Open Space Reserve	240,900
Community Preservation Fund Reserve	915,200
Specific Appropriations (see below)	711,000
Total	2,190,000
<u>Specific Appropriation Requests</u>	
Town Hall Project Debt Service (GF Debt Operating Budget)	711,000
Total	711,000

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TOWN WIDE ACCOUNTS

RETIREMENT

GENERAL PURPOSE

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

Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 77.9% on January 1, 2011.

Retirement Assessments	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12 / 2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retirement Assessments	4,501,683	4,653,692	5,030,821	5,454,554	5,454,554	
Total	4,501,683	4,653,692	5,030,821	5,454,554	5,454,554	

RETIREE INSURANCE & INSURANCE LIABILITY

GENERAL PURPOSE

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

Post-employment benefits are part of the compensation for services rendered by employees, and the Town's obligations accrue during the life of an individual's employment. Beginning in FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with the actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns will supplement contributions, acting as a reserve to mitigate

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large increases in medical costs. Disclosure of a community's unfunded liability is a requirement of GASB 45, and is an increasing factor considered by rating agencies.

On August 5, 2008, the Governor signed into law a home rule petition (c. 248 of the Acts of 2008) amending the Town's 2002 special act. This amendment will allow the Town Treasurer to invest the assets of the fund in a "prudent investor" manner rather than only those securities that are legal for the investment of savings banks, thus making it more likely that the Town will achieve its actuarial assumption for an 8% rate of return.

Retiree Insurance Program & Insurance Liability Fund	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retiree Insurance Program & Insurance Liability Fund	3,626,375	4,406,275	4,523,887	4,727,462	4,727,462	
Total	3,626,375	4,406,275	4,523,887	4,727,462	4,727,462	

EMPLOYEE BENEFITS & EMPLOYER ASSESSMENT

GENERAL PURPOSE

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

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

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

The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment record over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The unemployment budget has been increased at the projected level of overall salary growth.

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

Employee Benefits and Employer Assessments	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Employee Benefits and Employer Assessments	9,715,062	9,549,742	10,608,775	10,801,072	10,793,959	
Total	9,715,062	9,549,742	10,608,775	10,801,072	10,793,959	

GENERAL FUND DEBT SERVICE

GENERAL PURPOSE

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

Debt Service - General Fund	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Debt Service - General Fund	11,379,284	10,867,982	11,288,276	12,108,851	12,108,851	
Total	11,379,284	10,867,982	11,288,276	12,108,851	12,108,851	

CASUALTY, LIABILITY AND SELF INSURANCE

GENERAL PURPOSE

Fiscal Year 2014 Proposed Budget

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

Casualty, Liability and Self Insurance Program	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Casualty, Liability and Self Insurance Program	500,722	455,170	525,000	525,000	525,000	
Total	500,722	455,170	525,000	525,000	525,000	

CLASSIFICATION, PERFORMANCE AND SETTLEMENTS

GENERAL PURPOSE

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

Classification, Performance and Settlements	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Classification, Performance and Settlements	Transfers Only	Transfers Only	25,000	53,000	25,000	
Total			25,000	53,000	25,000	

RESERVE FUND

GENERAL PURPOSE

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

Reserve Fund	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Reserve Fund	Transfers Only	Transfers Only	1,309,072	1,373,243	1,373,243	
Total			1,309,072	1,373,243	1,373,243	

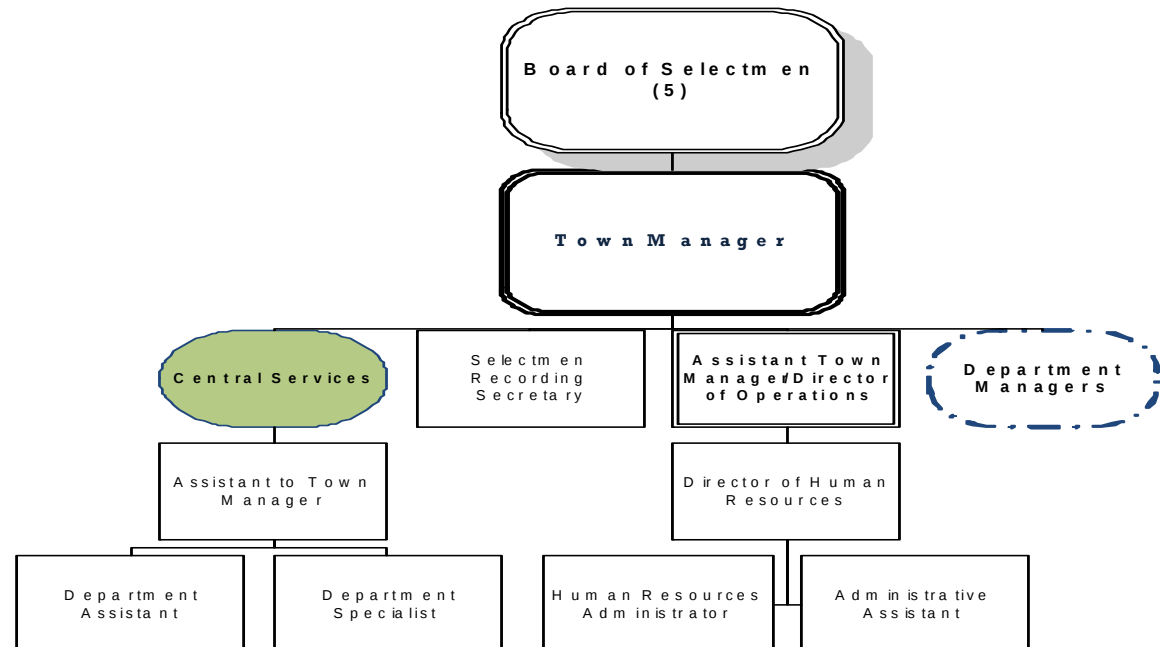
GENERAL GOVERNMENT

BOARD OF SELECTMEN / TOWN MANAGER

GENERAL PURPOSE

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

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



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and human services, and human resources functions.

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

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

The Human Resources Department delivers leadership, guidance and professional development to the Town's greatest investment, the members of our team. The town of Needham has the equivalent of 375 Full Time Equivalents (FTEs) which are categorized into 7 collective bargaining agreements (CBAs), a non-represented group, and regular part-time employees.

The Human Resources Department ensures the equitable application of the provisions of the CBAs and personnel policies for all Town employees; manages the search/hiring process and classification/compensation system in order to attract and retain a productive workforce; administers all benefit programs for town and school employees; advises and trains employees on human resources matters while adhering to all state and federal laws and policies regarding employment. The Department also serves

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as a resource for employees to express concerns that impact his/her work environment. A dedicated HR Department allows the Town to have a centralized location staffed with professionals who provide the Town Manager with guidance in human resources.

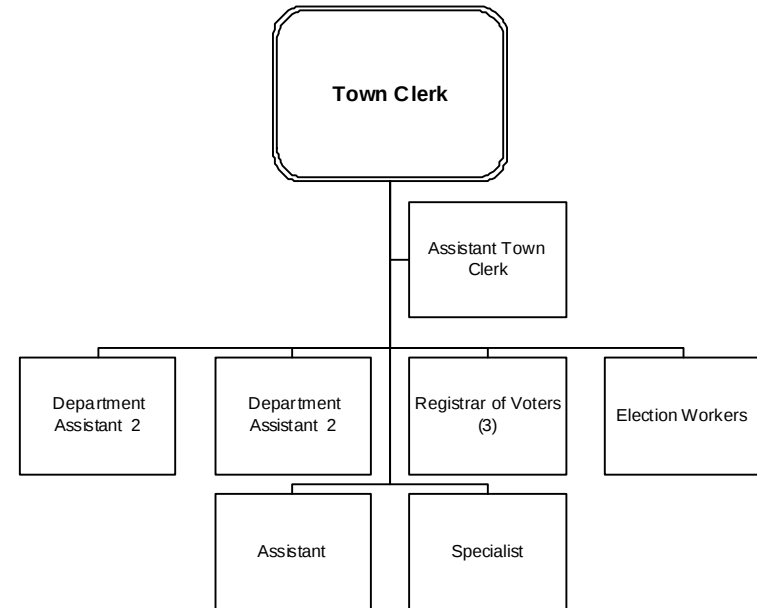
Board of Selectmen & Town Manager	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	631,475 150,438	642,026 152,615	669,819 156,433	687,407 106,941	687,407 106,941	
Total	781,913	794,641	826,252	794,348	794,348	

TOWN CLERK / BOARD OF REGISTRARS

GENERAL PURPOSE / TOWN CLERK

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

The Town Clerk's Office records and maintains the vital statistics for the town and issues certified copies of same (approximately 5,000 annually); submits monthly reports to the State Dept. of Vital Statistics; issues licenses and permits such as marriage, raffle, auction, dog, storage of flammables; records business certificates, trusts, federal and state tax liens; records and certifies Board of Appeals and Planning Board decisions for recording at the Registry of Deeds; records campaign finance expenditures; issues copies of the Open Meeting Law to newly appointed/elected officials; conducts oath of office; records election results and Town Meeting action; certifies appropriations, borrowing authorization and Town Meeting requirements for bond counsel; obtains Attorney General approval on General and Zoning By-Law amendments and posts same; updates and reproduces General By-Laws;



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prints Town Clerk's Records for each fiscal year; complies with posting regulations of new ethics legislations; serve as commissioners to qualify oath of office; and serves as the custodian of Town Records and Town Seal. The Town Clerk's Office assists the general public on a daily basis.

GENERAL PURPOSE / BOARD OF REGISTRARS

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

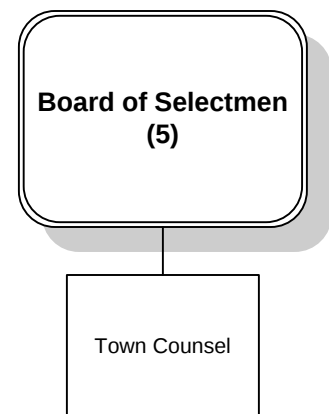
Town Clerk and Board of Registrars	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	279,838 36,855	264,073 33,502	296,301 45,552	282,647 39,265	282,647 39,265	
Total	316,694	297,575	341,853	321,912	321,912	

TOWN COUNSEL

GENERAL PURPOSE

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

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



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Town Counsel	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	68,664 363,204	68,664 276,098	70,039 230,000	71,790 244,000	71,790 234,000	
Total	431,868	344,762	300,039	315,790	305,790	

PERSONNEL BOARD

Director of Human Resources

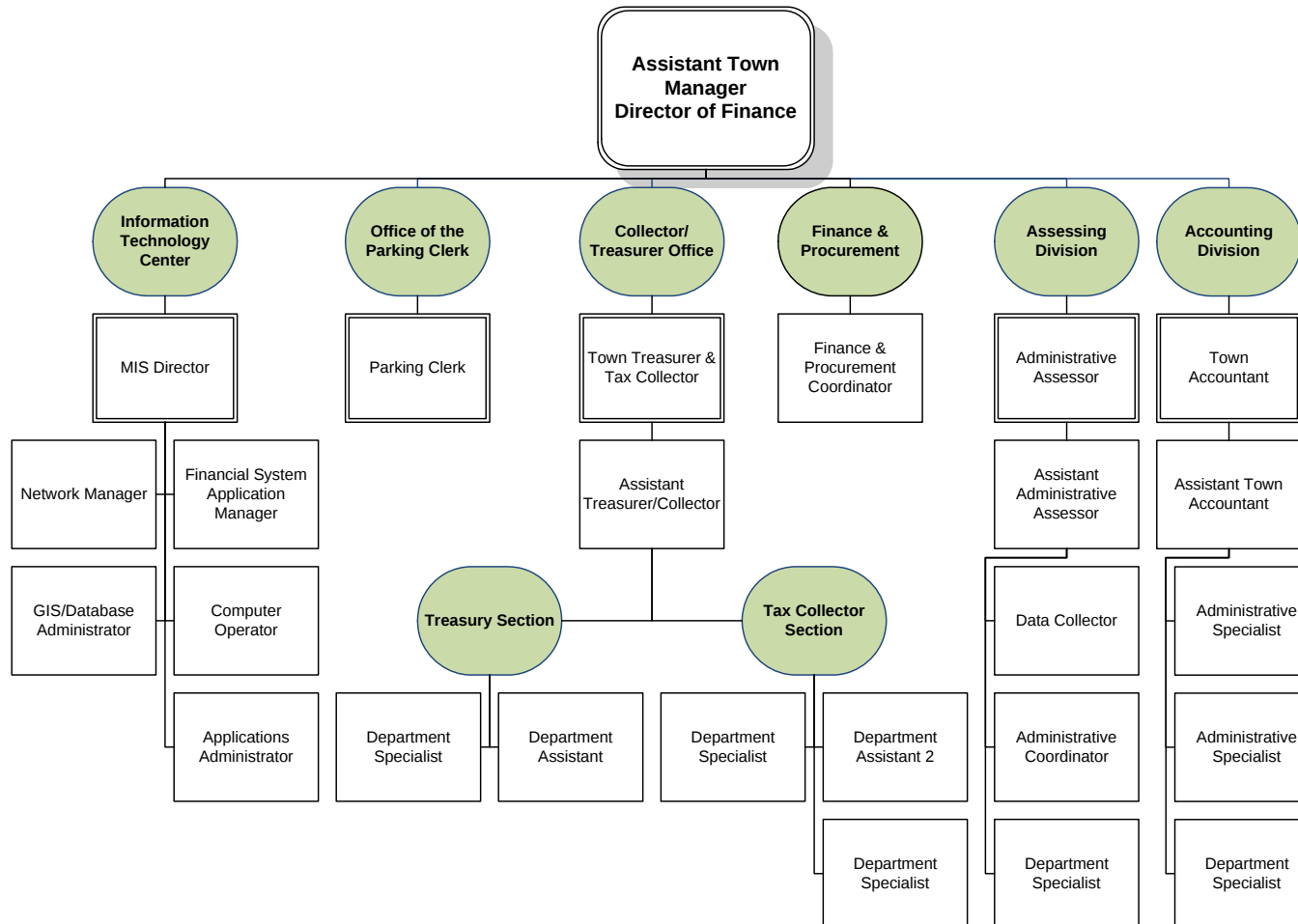
GENERAL PURPOSE

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

Personnel Board
Recording
Secretary

Personnel Board	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	79 11,000	230 11,000	600 11,000	600 18,000	600 15,000	4,000
Total	11,079	11,230	11,600	18,600	15,600	4,000

FINANCE DEPARTMENT



GENERAL PURPOSE

The Finance Department is overseen by the Assistant Town Manager/Director of Finance and includes six distinct divisions: Accounting, Assessing, Finance and Procurement, Information Technology Center, Parking Clerk, and Tax Collector and Treasurer. The Finance Department is responsible for the overall financial management of the Town including advising and

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updating Town administration, the Board of Selectmen, the Finance Committee, and other interested parties concerning the Town's overall financial condition.

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

The **Accounting Division** ensures that all receipts and expenditures are being collected and disbursed in accordance with the law, the municipality's policies, and the operating budget as well as certifying free cash and filing the schedule A yearly. The Accounting Office primary functions include reviewing all expenditures to ensure that money has been appropriated with available funds; preparing financial reports; maintaining Fixed Assets and Infrastructure for the General Fund and Enterprise Funds; reconciling all funds - General, Capital, Special Revenue, Trust & Agency, Debt and Fixed Assets; and providing system administration and training Town-wide for the Financial Software Package. In addition, the Accounting Division processes all requisitions for the Town, processes weekly payroll and accounts payable and reviews and posts all cash receipts for the Town and Schools and files quarterly 941's and yearly W2 files for the state and federal government.

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

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

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department, and settling lot conditions and signage discrepancies. The Parking Clerk also serves as a member of the Parking Committee for All-Night Parking Permits and maintains the records of those permits.

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

The **Collector / Treasurer** is responsible for the timely processing of bills and payments. The safety of Town funds is of utmost importance. The Treasurer must make available sufficient funds to pay the Town's obligations and earn the highest yield possible. In addition, the Treasurer establishes the time and structure of Town debt in accordance with Massachusetts State Law and in a manner that accommodates the needs of Town. The primary functions of the Collector/Treasurer's office include collecting all revenue due to the Town, managing Town funds, and managing the sale of all notes and bonds.

Finance Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12 / 2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	1,319,613	1,355,838	1,600,620	1,637,963	1,637,963	
Expenses	722,956	676,784	793,865	797,005	797,005	
Operating Capital	37,500	37,295	37,500	37,500	37,500	
Total	2,080,069	2,069,917	2,431,985	2,472,468	2,472,468	

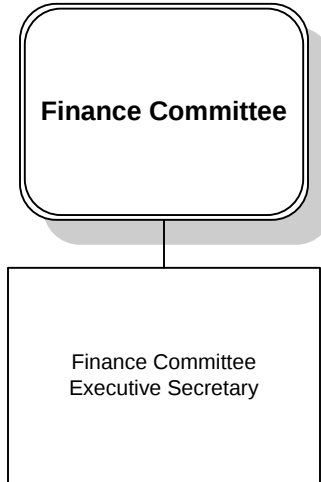
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FINANCE COMMITTEE

GENERAL PURPOSE

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

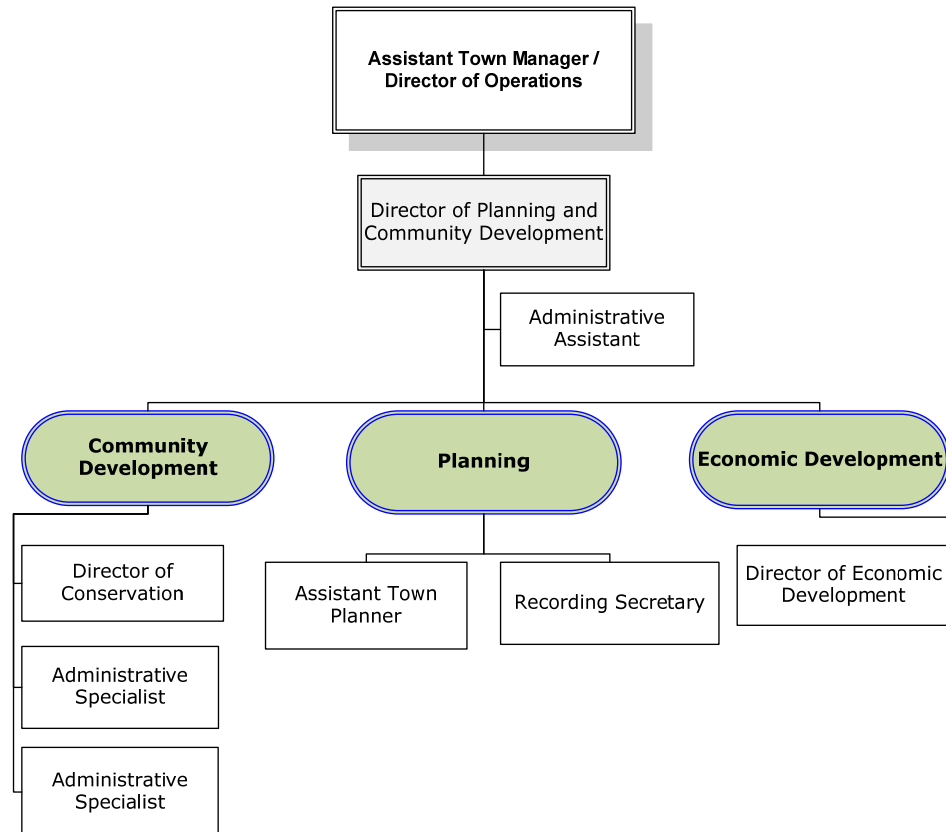
The functions of the Finance Committee include reviewing and analyzing town-wide departmental, enterprise, and capital requests. The Finance Committee prepares the main motion to Town Meeting on the Operating Budget; and makes recommendations to Town Meeting on all warrant articles that have a financial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



Finance Committee	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	26,823 826	27,933 466	30,289 1,075	31,668 1,225	31,668 1,225	
Total	27,649	28,399	31,364	32,893	32,893	

LAND USE & DEVELOPMENT

PLANNING & COMMUNITY DEVELOPMENT



PLANNING

GENERAL PURPOSE/PLANNING AND ECONOMIC DEVELOPMENT FUNCTIONS

The mission of the Planning and Economic Development Department is to provide planning support, coordination and advisory services to Town officials, boards and committees on issues involving planning, zoning, economic development, affordable

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housing, open space and land preservation, smart growth, and public transportation. Together with the Planning Board, the office develops program initiatives and zoning provisions to guide development of the community in ways consistent with the visions and values outlined in the Town's strategic plans.

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

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

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

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Planning	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	217,754 15,812	234,912 14,408	238,982 16,460	287,939 16,460	252,939 16,460	
Total	233,566	249,320	255,442	304,399	269,399	

COMMUNITY DEVELOPMENT

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

GENERAL PURPOSE/CONSERVATION FUNCTIONS

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

GENERAL PURPOSE/ZONING BOARD OF APPEALS FUNCTIONS

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

The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal

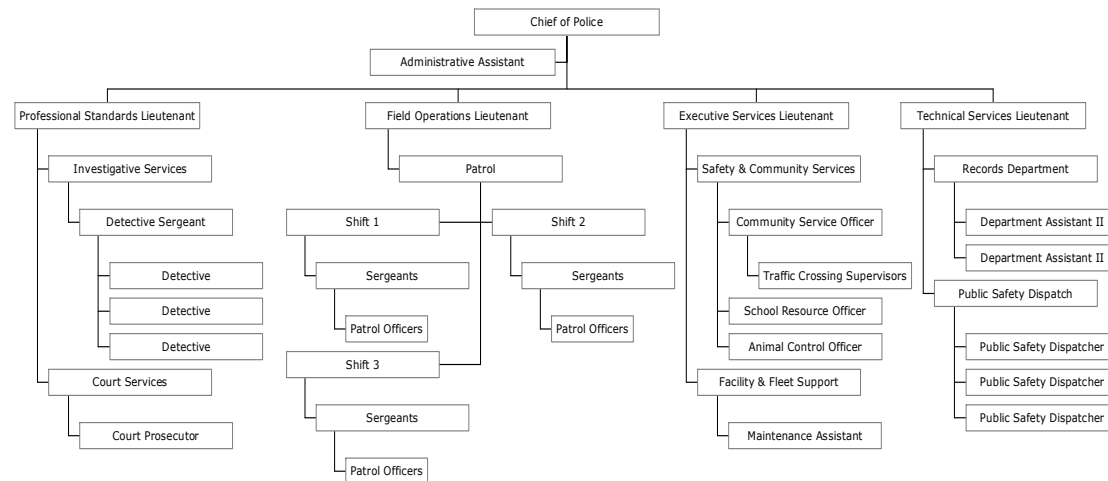
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documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.

Community Development	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	103,019 10,930	112,282 5,325	118,626 11,858	129,899 11,858	129,899 11,858	
Total	113,949	117,607	130,484	141,757	141,757	

PUBLIC SAFETY

POLICE DEPARTMENT



GENERAL PURPOSE

The mission of the Needham Police Department is to work with the citizens of the Town to preserve and protect life and property, to maintain human rights, and promote individual responsibility and community commitment. The Police Department

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works to maintain close relationships between the Department and the community, and works closely with all citizens to address and resolve "quality of life" issues.

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

Police Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	4,584,179	4,675,710	4,959,157	5,175,845	5,175,845	
Expenses	217,321	227,755	280,835	292,426	292,426	
Operating Capital	117,921	123,870	228,018	181,370	155,752	
Total	4,919,421	5,027,335	5,468,010	5,649,641	5,624,023	

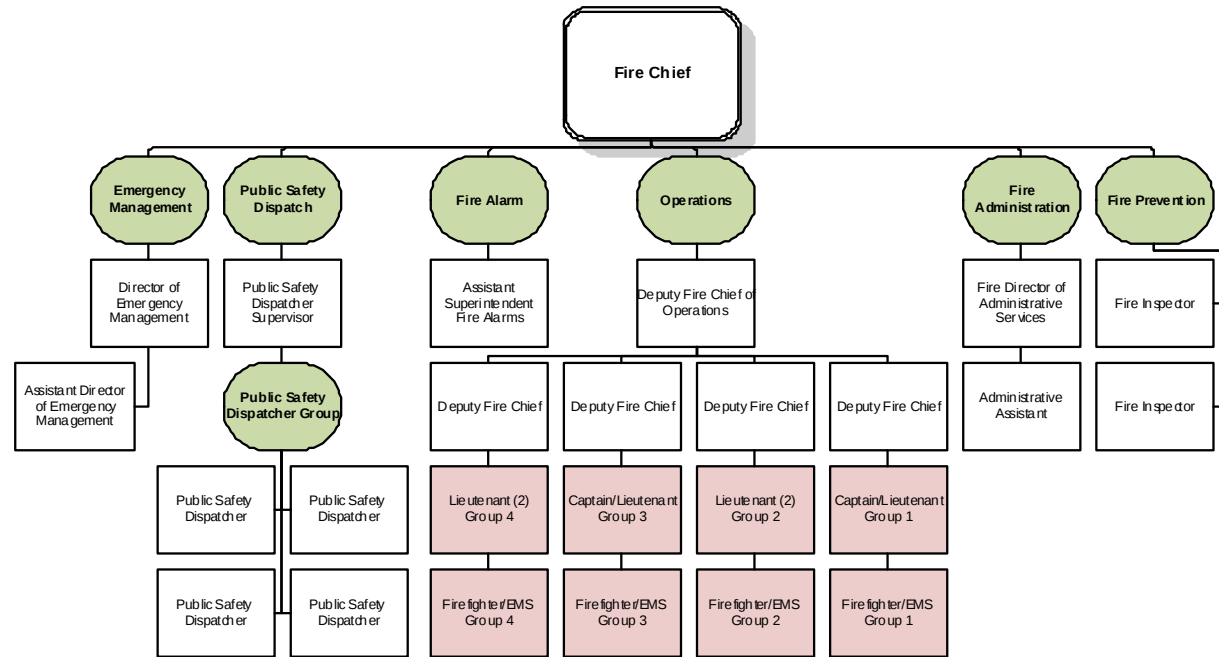
FIRE DEPARTMENT

GENERAL PURPOSE

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

In addition to fire suppression, fire inspection and prevention, and emergency medical Advanced Life Support services, the Fire Department delivers fire and life safety lessons to school-age children through the Student Awareness of

Fire Education (SAFE) program and educates the general public in key safety topics. Further responsibilities include preparation for multi-hazard responses; installing and maintaining municipal fire alarm systems and communication, planning and implementing the Emergency Management Plan, training, and dispatching all fire and EMS resources for on average, 3,400 emergency calls a year.



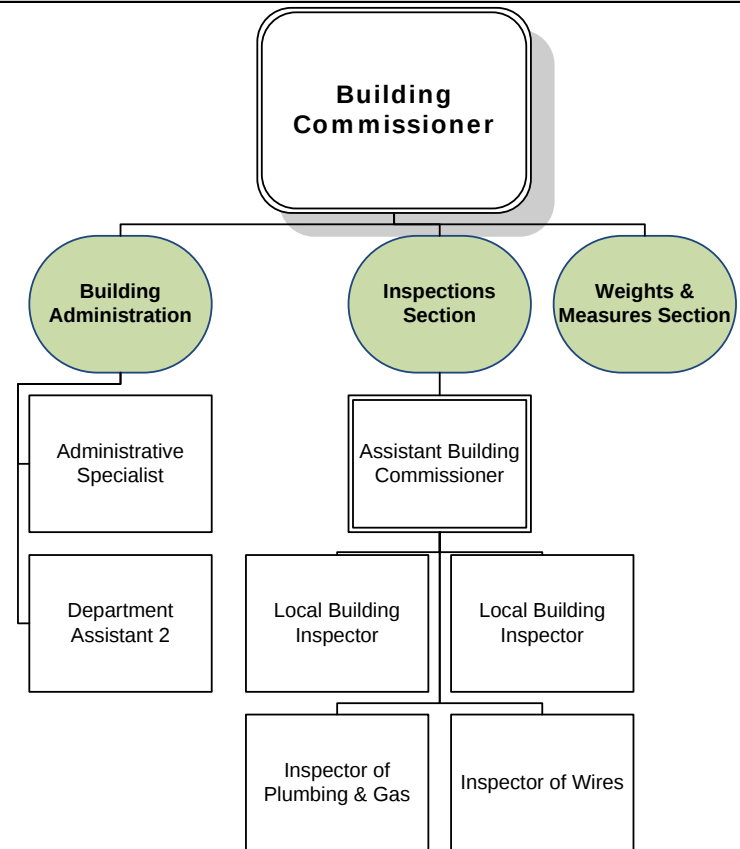
Fire Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	5,775,225	5,713,389	6,249,767	6,671,597	6,581,793	
Expenses	213,045	238,815	253,965	262,987	262,987	971
Operating Capital				10,740	10,740	10,740
Total	5,988,270	5,952,204	6,503,732	6,945,324	6,855,520	11,711

BUILDING DEPARTMENT

GENERAL PURPOSE

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

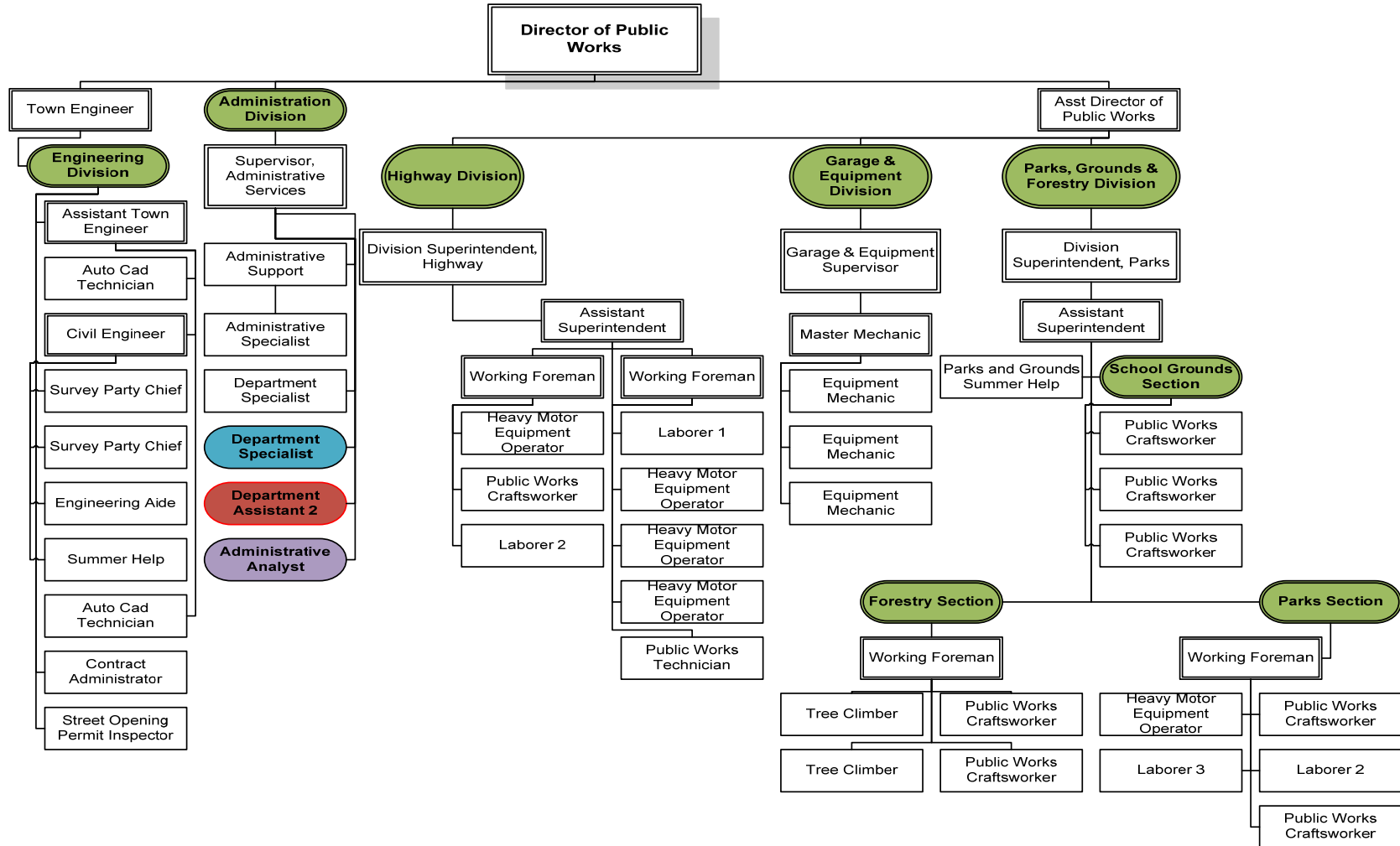
The functions of the Building Department include enforcing the Town's Zoning By-Laws that was first adopted in 1925, inspecting buildings and properties in the Town to insure compliance with relevant regulations and procedures, and provide related guidance and education to the general public. The Building Department is charged with responsibilities under the Town of Needham's General By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 C.M.R. which establishes minimum building public safety requirements, the Architectural Access Board 521 C.M.R., the Zoning Act in M.G.L. c. 40A, the Massachusetts Plumbing and Gas Code 248 C.M.R. which ensures public health environmental sanitation and safety through adequately maintained plumbing systems; and the Massachusetts Electrical Code 527 C.M.R. to safeguard people and property from electrical hazards.



Building Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12 / 2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	431,081 12,911	422,424 21,909	460,619 28,940	542,115 31,040	478,152 28,940	13,500
Total	443,992	444,333	489,559	573,155	507,092	13,500

PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS



Fiscal Year 2014 Proposed Budget

GENERAL PURPOSE

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

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

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

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

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

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

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

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

Department of Public Works	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	3,220,769	2,947,733	3,109,481	3,224,416	3,207,178	
Expenses	1,214,451	1,356,498	1,384,915	1,532,184	1,429,154	
Operating Capital	4,830	6,546	126,500	7,750	7,750	
Snow and Ice Budget	1,189,507	174,153	400,000	400,000	400,000	
Total	5,629,557	4,484,930	5,020,896	5,164,350	5,044,082	

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MUNICIPAL PARKING

GENERAL PURPOSE

The Town operates, maintains and enforces parking regulations in a number of municipal lots in and around the business districts for customer, visitor, and employee parking. Local businesses purchase permits from the Town for their employees so they may park in the permitted areas in the business centers. The commuter parking lots were transferred to the Massachusetts Bay Transportation Authority (MBTA) during FY2011. The Town continues to be working towards a plan to increase general parking in the downtown business area. This includes an expansion of parking spaces in some lots, and retaining existing parking on other property for which the Town has a use license. The Town has license agreements with private property owners and with the MBTA for local parking.

Municipal Parking	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Parking	173,628	34,987	55,000	70,250	70,250	
Total	173,628	34,987	55,000	70,250	70,250	

MUNICIPAL STREET LIGHT PROGRAM

GENERAL PURPOSE

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

Municipal Street Light Program	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Street Light Program	213,108	183,695	233,000	227,804	227,804	
Total	213,108	183,695	233,000	227,804	227,804	

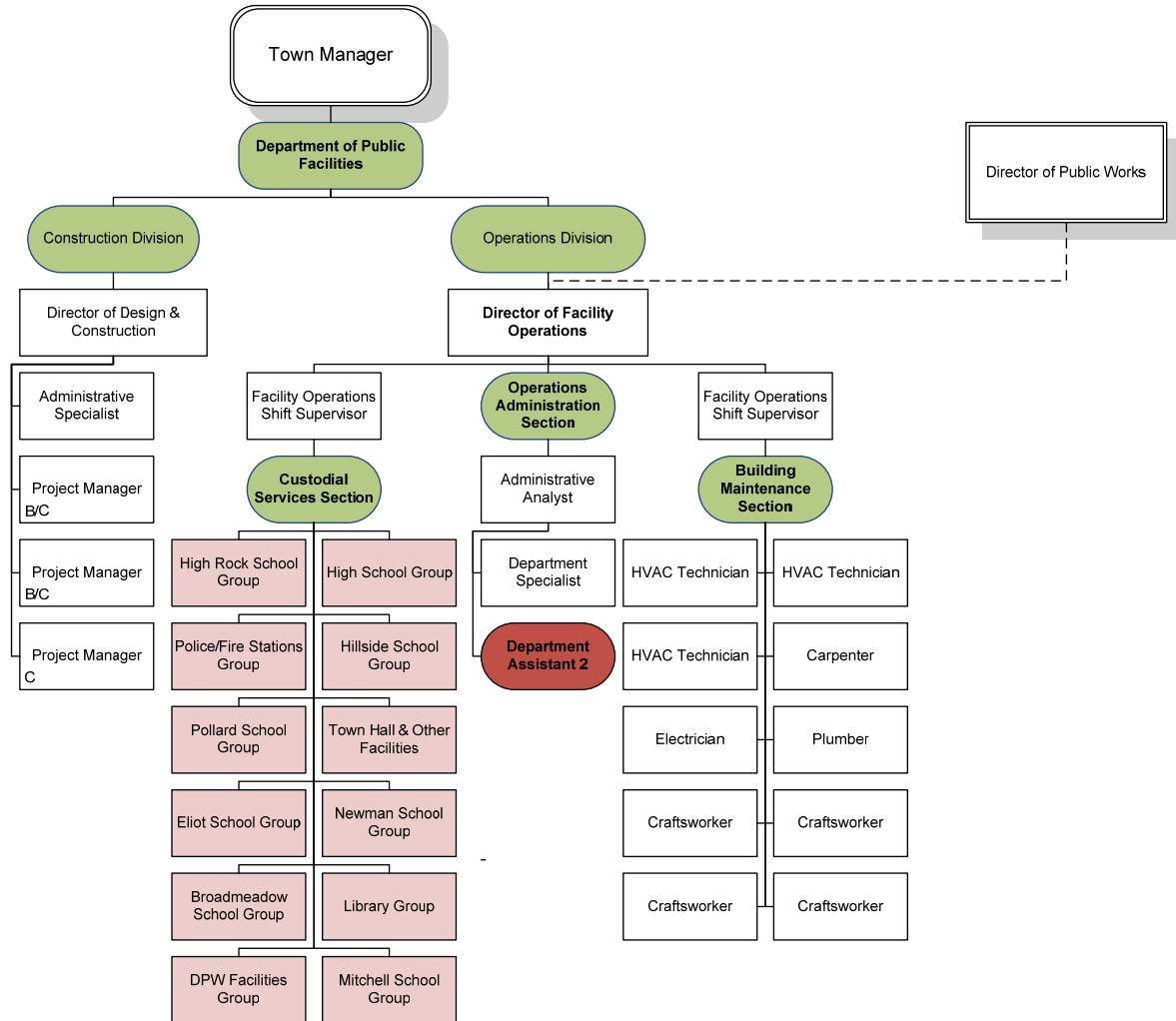
PUBLIC FACILITIES

GENERAL PURPOSE

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

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

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



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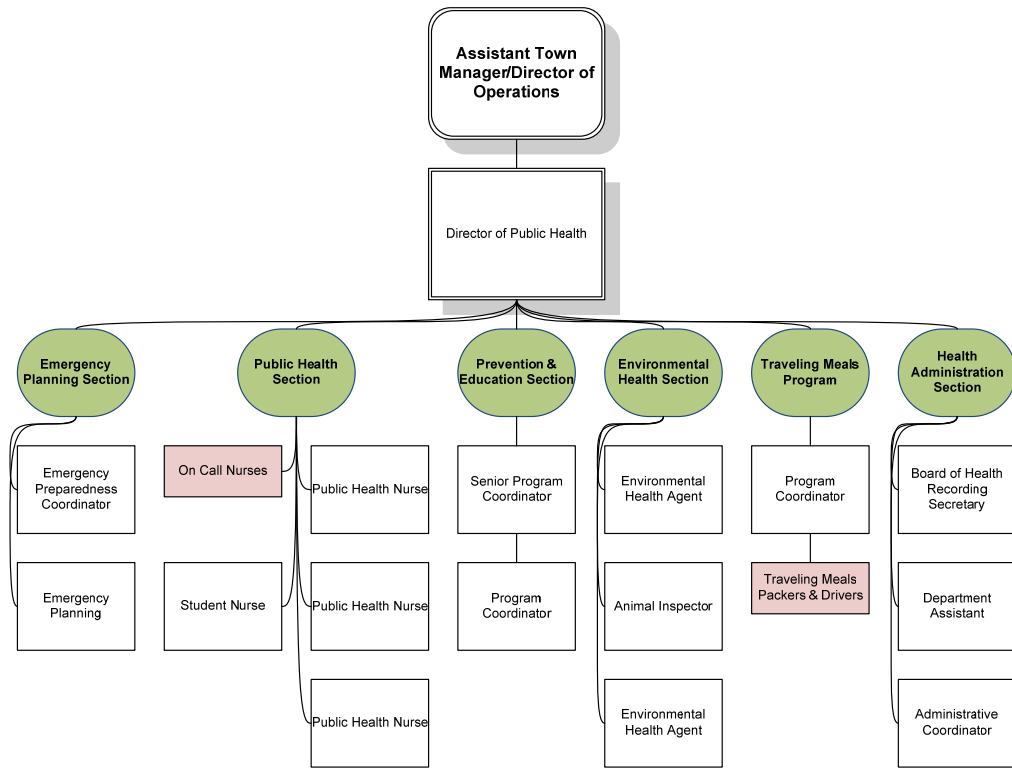
Department of Public Facilities	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	2,858,853	2,950,023	3,227,402	3,407,208	3,407,208	
Expenses	4,424,073	4,446,820	4,545,060	4,645,982	4,645,982	
Operating Capital	43,679	143,082				
Total	7,326,605	7,539,925	7,772,462	8,053,190	8,053,190	

COMMUNITY SERVICES

HEALTH DEPARTMENT

GENERAL PURPOSE

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



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numerous community coalitions, which addresses issues such as suicide prevention, substance abuse, domestic violence, obesity and local emergency planning.

Health Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	368,893 76,688	377,114 76,825	401,658 87,054	421,513 100,154	418,295 87,254	
Total	445,580	453,939	488,712	521,667	505,549	

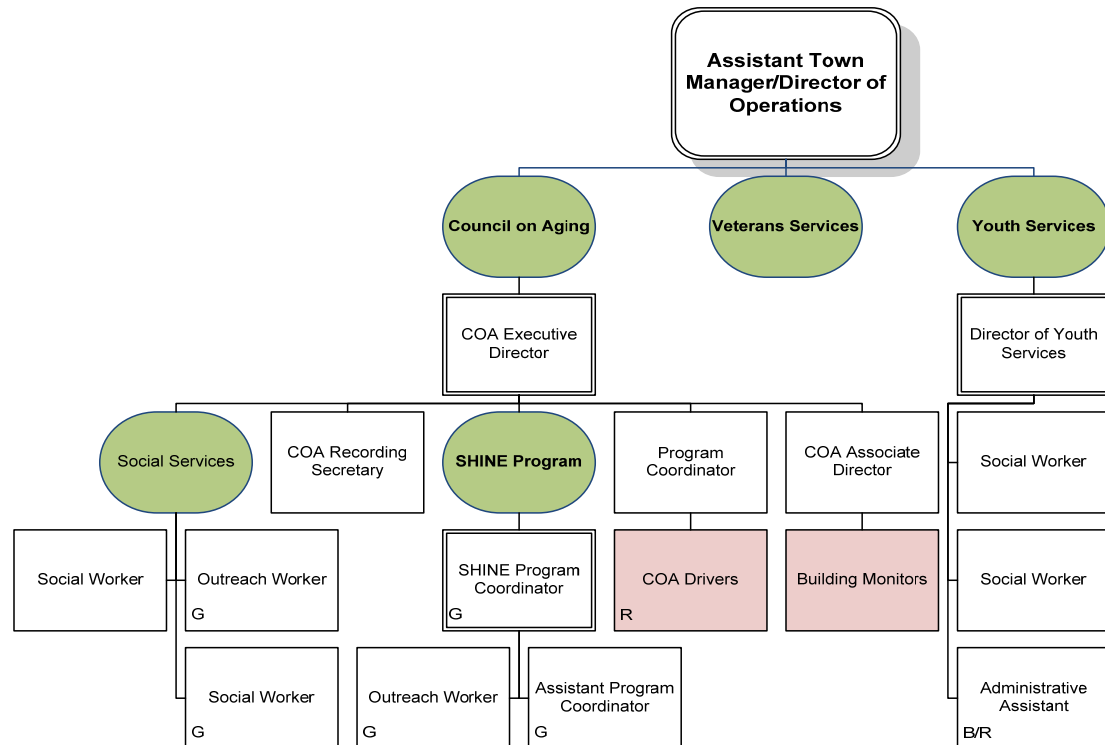
HUMAN SERVICES

GENERAL PURPOSE

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

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

The Needham Council on Aging (COA) is charged with serving Needham's 60+ population and their families, by addressing diverse aspects of aging service interests,



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concerns and needs. We provide advocacy for Needham's senior population on the local, regional, state, and national levels, to assure that needs and interests are being met, and that the quality of life for our residents is at an optimal level, in an environment that fosters independence.

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

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

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

The **Youth Services Division** has a mission to provide leadership and community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs. Youth Services advocates for youth and family interests, partners with other youth and family service agencies, develops and implements quality programs and services; and educates and communicates with the public regarding youth and family issues.

Human Services	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	460,559 75,615	488,738 72,874	510,811 77,205	555,478 114,870	555,478 114,870	26,606
Total	536,174	561,612	588,016	670,348	670,348	26,606

COMMISSION ON DISABILITIES

GENERAL PURPOSE

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

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

Commission on Disabilities	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Expenses	550	321	550	550	550	
Total	550	321	550	550	550	

HISTORICAL COMMISSION

GENERAL PURPOSE

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

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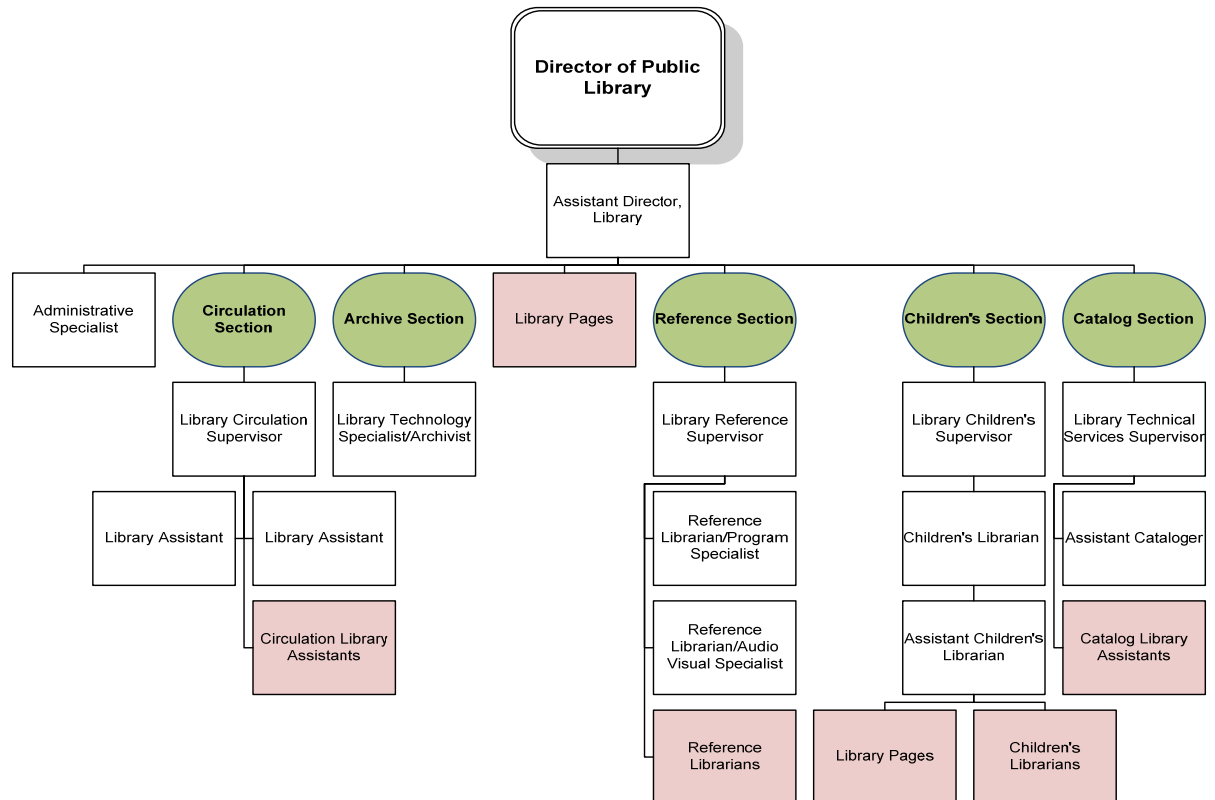
Historical Commission	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Expenses	259	355	1,050	1,050	1,050	
Total	259	355	1,050	1,050	1,050	

PUBLIC LIBRARY

GENERAL PURPOSE

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

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



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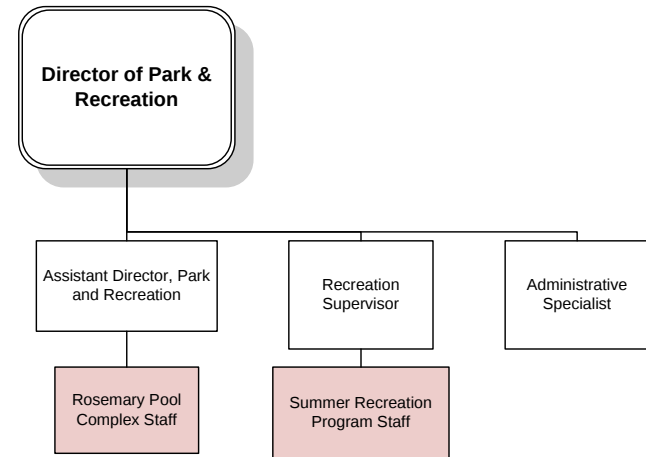
Public Library	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Operating Capital	1,074,381	1,050,563	1,071,967	1,147,786	1,103,803	
Total	1,322,077	1,342,044	1,382,743	1,464,259	1,419,551	

PARK AND RECREATION

GENERAL PURPOSE

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

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



Park and Recreation Department	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	440,511 108,578	440,395 103,538	453,499 107,875	478,456 106,000	468,456 106,000	
Total	549,089	543,933	561,374	584,456	574,456	

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MEMORIAL PARK

GENERAL PURPOSE

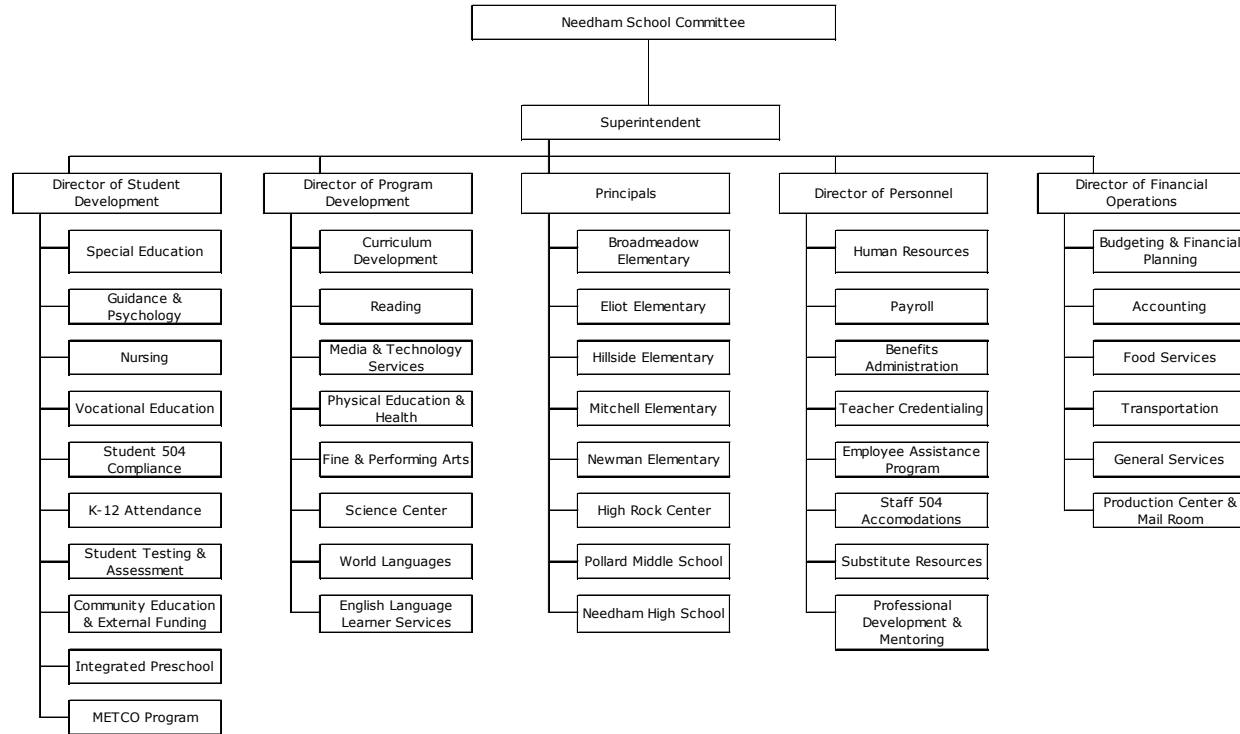
The Trustees of Memorial Park is an elected board consisting of three members who are veterans, two members who are not veterans, and the Chairman of the Board of Selectmen. The Trustees are empowered by M.G.L. c. 41. The Trustees are responsible for the 13.5-acre park, consisting of memorials to veterans,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

The functions of the Trustees of Memorial Park include maintaining memorial structures and gardens; coordinating maintenance of the park with Department of Public Works; coordinating scheduling of athletic fields with the Park and Recreation Department; coordinating maintenance of the building with the Public Facilities Operations Department; scheduling use of community rooms and sign boards; and providing a safe and pleasant environment for community events that include Veterans' Day and Memorial Day services, Needham Exchange Club's 4th of July events, Needham High School graduation and athletics, community sports programs, concerts, and charitable events.

Memorial Park	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Expenses	500	750	750	750	750	
Total	500	750	750	750	750	

EDUCATION

NEEDHAM PUBLIC SCHOOLS



GENERAL PURPOSE

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

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

Budget details for the Needham Public Schools are distributed by the Superintendent and the School Committee and are located in Section 4, pages 269 through 274.

Needham Public Schools	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget
Needham Public Schools	46,535,374	48,417,092	51,112,681	54,423,967	53,955,587
Total	46,535,374	48,417,092	51,112,681	54,423,967	53,955,587

MINUTEMAN REGIONAL

GENERAL PURPOSE

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

Minuteman	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget
Minuteman	343,969	592,424	780,038	780,038	739,556
Total	343,969	592,424	780,038	780,038	739,556

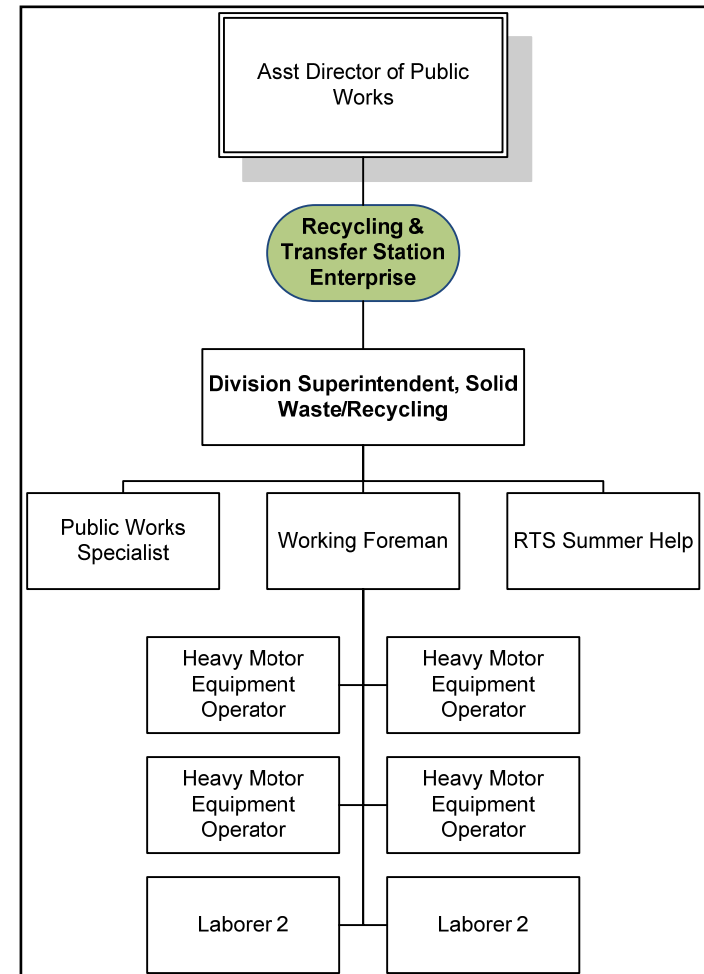
ENTERPRISE FUNDS

SOLID WASTE RECYCLING ENTERPRISE FUND

GENERAL PURPOSE

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

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



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RTS Department Budget	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	583,999	635,630	653,290	666,915	666,915	
Expenses	1,090,999	1,029,974	1,214,293	1,248,016	1,221,816	
Operating Capital	56,179	37,620	43,000	60,000	60,000	
Debt Service	149,673	149,361	150,000	150,000	150,000	
Reserve Fund	Transfers Only	Transfers Only	25,000	25,000	25,000	
Total	1,880,849	1,852,585	2,085,583	2,149,931	2,123,731	

SEWER ENTERPRISE FUND

GENERAL PURPOSE

The purpose of the Sewer Division is to maintain the sewer collection system in a manner which assures continuous sewage removal from homes and buildings.

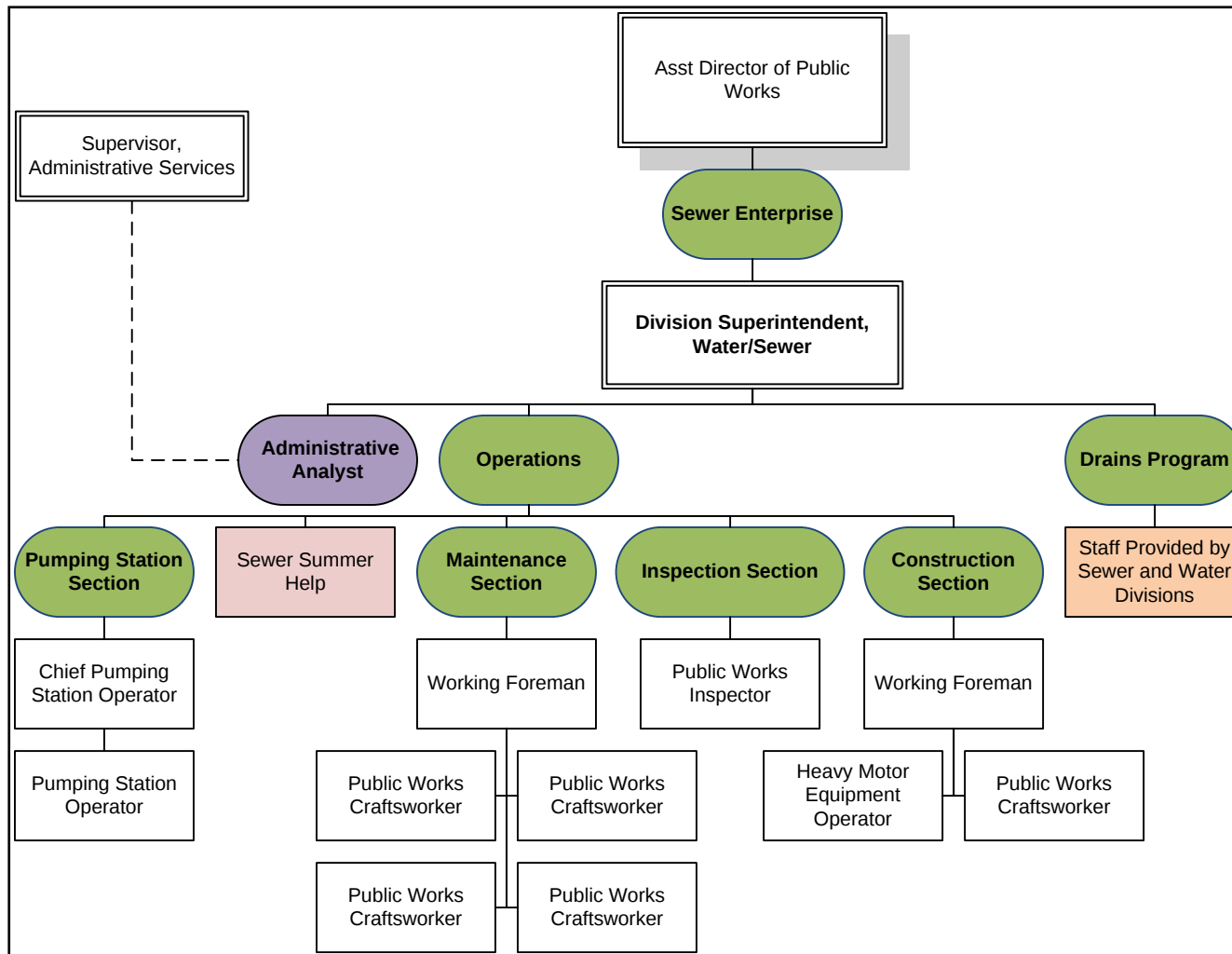
The Town's collection system consists of approximately 130 miles of gravity sewer pipe ranging in diameter from 6 to 30 inches. Sewage from Needham flows to the Massachusetts Water Resources Authority (MWRA) Treatment Facility located at Deer Island, Boston Harbor.

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

Drains Division

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

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Collection System

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

conjunction with the pipe cleaning program. Closed circuit television equipment and larger excavation equipment are utilized for a strong rehabilitation program by replacing portions of mainline piping and manholes as needed.

Pumping Stations

The Division is responsible for the operation and maintenance of ten sewer pumping stations of various size and complexity. All pump stations are inspected twice daily. Routine preventative maintenance and minor repairs are performed by Sewer Division

Fiscal Year 2014 Proposed Budget

personnel. The more complex work, such as electrical, welding, and heavy hauling of pumps and motors, is performed by private contractors.

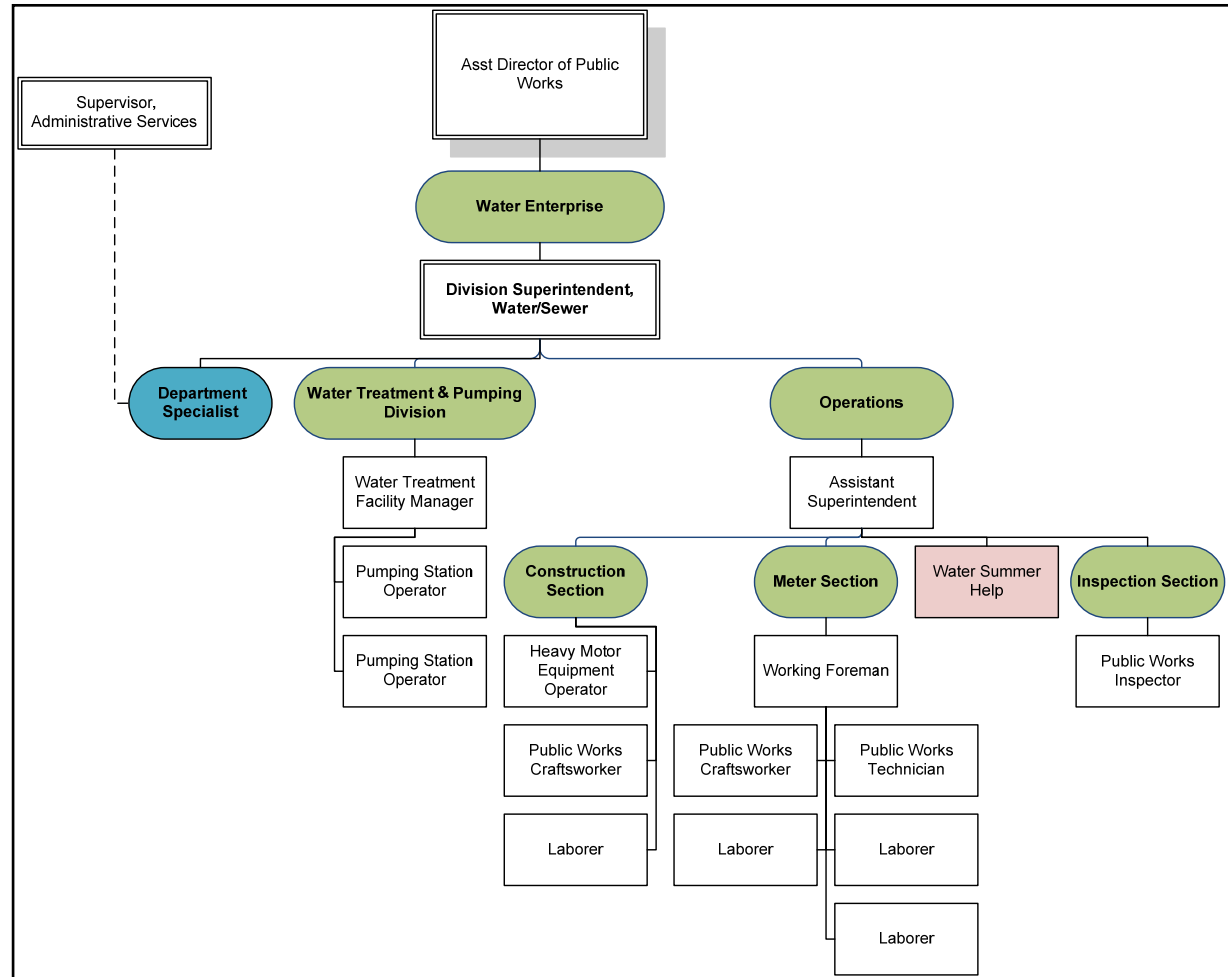
Sewer Department Budget	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	522,117	837,531	902,938	934,261	931,141	
Expenses	267,836	292,361	475,056	389,065	369,945	
Operating Capital	21,750	22,314	25,000	65,000	65,000	
MWRA	5,043,945	5,291,080	5,440,127	5,440,127	5,440,127	
Debt Service	1,242,461	1,301,699	1,400,000	1,500,000	1,500,000	
Reserve Fund	Transfers Only	Transfers Only	35,000	35,000	35,000	
Total	7,098,109	7,744,985	8,278,121	8,363,453	8,341,213	

WATER ENTERPRISE FUND

GENERAL PURPOSE

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

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



Pumping and Treatment

The Town's water distribution system is a single service pressure zone system supplied by two sources. The Town's primary source of water is the Charles River Well Field that is able to produce 4.6 million gallons of water per day (mgd). The Charles River Well Field consists of three groundwater-pumping stations. Needham's second water source is a connection to the MWRA

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surface water supply originating at the Quabbin Reservoir and delivered through the Metrowest Tunnel and the Hultman Aqueduct. This water is pumped into the Needham system at the St. Mary's Pumping Station located at the corner of St. Mary's Street and Central Avenue. This supply is used when the Town's demand for water is greater than the Well Field's capabilities.

Distribution

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

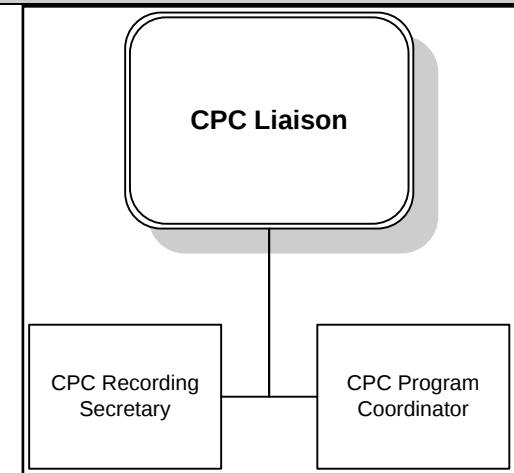
Water Department Budget	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	803,640	863,102	1,028,088	1,044,393	1,041,273	
Expenses	948,757	936,221	1,026,906	1,044,960	1,030,620	
Operating Capital	15,000	52,000	20,000	31,500	31,500	
MWRA	264,017	610,028	965,737	965,737	965,737	
Debt Service	1,497,133	1,540,937	1,550,000	1,550,000	1,550,000	
Reserve Fund	Transfers Only	Transfers Only	75,000	75,000	75,000	
Total	3,529,547	4,002,288	4,665,731	4,711,590	4,694,130	

COMMUNITY PRESERVATION FUND

GENERAL PURPOSE

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

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



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

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

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

Community Preservation Committee	FY2011 Actual	FY2012 Actual	FY2013 Current Budget (12/2012)	FY2014 Total Submission	FY2014 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
CPC Administrative Budget	8,672	11,566	82,000	82,000	82,000	
Total	8,672	11,566	82,000	82,000	82,000	

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title			Retirement Assessments							
Type	Committee			Limited			Townwide		X	
Operational Considerations										
This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. This budget has been reduced as there are only two remaining non-contributory surviving spouses. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of January 2012, there were 644 active participants (up 2.1% from 2011), 435 retirees (down 2.5% from 2011), 127 inactive participants, and 38 disability retirees. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 72.9% on January 1, 2012, down from 77.9% on January 1, 2011. The change in funded status is primarily attributable to the increase in accrued liability associated with a mandatory adoption of a new mortality table and lower than expected returns in 2011. The preliminary budget assumes an increase in the number of funding years by 3 years (to 2030), an increase in the payment increase rate to 4.5% per year, and a modification of the salary scale assumptions. The Retirement Board is considering a recommendation to increase the COLA base for existing retirees (currently \$12,000) and has not taken a vote to adopt a funding schedule based on the January 1, 2012 actuarial study, so this budget is not yet final.										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes		No	X
If yes, does the current year budget include this expense?							Yes		No	
If the salary and wage expense funds a permanent position, indicate the FTE.										
Description							Amount			
a.	Non-Contributory Retirement (c. 34)						34,100			
b.	Contributory Retirement Assessment (c. 32)						5,420,454			
c.										
d.										
e.										
f.										
Total							5,454,554			

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Limited Budget Submission LBS1									
Budget Title			Retirement Assessments						
Spending Request Recap									
Description	Base Request		Additional Request DSR4			Total			
Townwide	\$5,454,554					\$5,454,554			
Total	\$5,454,554					\$5,454,554			
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	Employee Benefits					
Type	Committee		Limited		Townwide	X
Operational Considerations						
The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, a temporary HRA program associated with conversion to Rate Saver health insurance plans, Medicare tax, Social Security tax, Unemployment assessments, Workers Compensation and Public Safety Injured on Duty payments, Employee Assistance services, professional services, and incidental expenses. This budget assumes a 5% increase in most health insurance premiums for fiscal year 2014, and provides for enrollment of 20 additional employees who do not currently participate in the Town's group health program. The budget assumes a current enrollment of 826 active subscribers: total enrollment decreased by 1.4% for General Government employees and increased by 2.3% for School Department employees in fiscal year 2013 over fiscal year 2012. Total enrollment (active and retired) is up .86% from FY2012 to FY2013. Funding for retiree health insurance premiums is included in the Retiree Insurance Program and Insurance Liability Fund line item. While insurance <u>rates</u> are expected to increase by 5%, the health insurance portion of this budget is expected to increase by just 2% due to the conversion of all active employees enrolled in HMO/EPO plans to Rate Saver plans. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2013. This budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The amount the Town budgets for Medicare Insurance is projected to increase at 7.5% based on recent trends. The Medicare line increases in two ways. First, increases in compensation levels result in an increase in the Town's Medicare tax obligation. Secondly, employees hired prior to 1986 are not subject to Medicare Tax. Thus, as these employees retire and are replaced with new employees, the Town's Medicare obligation increases. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System. The Social Security appropriation is expected to increase by 7.5%, based on recent trends and an increasing reliance on temporary, seasonal, and non-benefit-eligible employees. Use of non-benefit eligible employees, where appropriate, helps the Town moderate legacy costs in the future. The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The unemployment budget has been level-funded. While unemployment costs have begun to abate in FY2013, and the benefit period was reduced from 99 to 30 weeks, there remains uncertainty at the Federal level and a further extension in the benefit period may result. Hence, the budget has not been reduced.						

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Limited Budget Submission LBS1											
Budget Title				Employee Benefits							
This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees (and Injury on Duty benefits for public safety employees). The Town of Needham is self-insured for the purposes of workers compensation. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The Workers Compensation line item has been increased based on the average projected growth in salary and wages of 3.9%. Under Article 38 of the 2012 Annual Town Meeting and Article 10 of the May, 2012 Special Town Meeting, the Town increased the Workers Compensation Reserve by \$325,000 for a balance at the time of \$901,000. The target balance for the Workers Compensation Reserve is \$1,000,000.											
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	☐	No	☒
If yes, does the current year budget include this expense?								Yes	☐	No	☒
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Employee Benefits							10,083,522			
b.	Unemployment							250,000			
c.	Workers Compensation and Public Safety Injury on Duty							467,550			
d.											
e.											
f.											
Total								10,801,072			
Spending Request Recap											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$10,801,072				\$10,801,072					
Total		\$10,801,072				\$10,801,072					
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	Retiree Insurance Program & Insurance Liability Fund					
Type	Committee		Limited		Townwide	X
Operational Considerations						
This budget incorporates both the "pay as you go" funding for benefits of current retirees, and the normal cost of benefits for future retirees. There are currently 476 retirees electing health insurance coverage for 812 subscribers (including spouses). The annual cost to the Town for health insurance for these retirees is estimated at \$3,111,319 million, with the balance of the appropriation allocated to the unfunded post-employment benefits liability. The Town has been funding its post-employment benefit obligation ("OPEB") since FY2002. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2011, the Town's Unfunded Actuarial Liability was \$59,122,322, with a funded ratio of 10.9% (as compared to a UAL of \$43,879,127 and a funded ratio of 10.2% as of July 1, 2009). The increase in the unfunded actuarial liability is attributable to several factors, including the conversion to a new mortality table recognizing that retirees are living longer, a reflection of the percentage of retirees who will likely elect health insurance at retirement, the trend in health care spending, and the age and years of service of current employees (which makes them more likely to retire from Needham). Conversion of all of the Town's employees to higher out-of-pocket Rate Saver health insurance plans will continue to have a positive impact on the Town's unfunded OPEB liability. At its December 4, 2012 meeting, the Board of Selectmen voted to require that all remaining health insurance subscribers, including retirees, convert from traditional HMO/EPO plans to Rate Saver HMO/EPO plans. It is estimated that the conversion will reduce the Town's premium cost approximately \$283,000 in FY2014, with a corresponding reduction in retiree premium costs of just under \$112,000. The conversion to the lower premium plans by 121 existing retirees will have a positive impact on the Town's unfunded OPEB liability. Post-employment benefits are part of the compensation for services rendered by employees, and the Town's obligations accrue during the life of an individual's employment. Beginning in FY08, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community's unfunded liability is a requirement of GASB 45, and is a factor considered by rating agencies. On August 5, 2008, the Governor signed into law a home rule petition (c. 248 of the Acts of 2008) amending the Town's 2002 special act. This amendment will allow the Town Treasurer to invest the assets of the fund in a "prudent investor" manner rather than only those securities that are legal for the investment of savings banks. The Town is currently exploring the possibility of transferring the OPEB assets to the State Fund established for this purpose in order to achieve an economy-of-scale which should broaden the investment diversity and be more focused on funding the long term nature of the liability.						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title			Retiree Insurance Program & Insurance Liability Fund								
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	☐	No	☒
If yes, does the current year budget include this expense?								Yes	☐	No	☐
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Retiree Insurance Program & Insurance Liability Fund							4,727,462			
b.											
c.											
d.											
e.											
f.											
Total								\$4,727,462			
Spending Request Recap											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$4,727,462				\$4,727,462					
Total		\$4,727,462				\$4,727,462					
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Auto, Casualty, Liability, Property, and Self Insurance Program							
Type	Committee		Limited		Townwide	X			
Operational Considerations									
The Assistant Town Manager/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, EMT liability, police professional liability, and automobile insurance. 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 to exclusively 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 2014 are not yet known, this information is usually received in the late spring (June). This budget also pays administrative expenses, insurance deductibles, small claims, uninsured losses, and other related claims. Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget. We anticipate that the base premium will not be more than 2.5% over the current fiscal year. The Newman School was added back to the policy in fiscal year 2013 (the building was covered by the General Contractor's builder's risk policy), but was not for the entire fiscal year so there will be 12 months of premiums for FY14. The Town will also add the new Senior Center building to the policy most likely in October 2013 (2nd quarter of FY14). But, no increase in the appropriation is necessary for FY14 because we continue to realize benefits from participation in the MIIA loss control programs. Town employee participation earns premium credits for the Town, which in turn has helped to offset increases in the premium.									
Expense Detail									
Does this request include funding for salary or wage expense?						Yes		No	X
If yes, does the current year budget include this expense?						Yes		No	X
If the salary and wage expense funds a permanent position, indicate the FTE.								NA	
Description						Amount			
a.	Insurance Premiums, Expenses					490,000			
b.	Self-Insurance (Chapter 40 Section 13) and Small Claims Administration					35,000			
c.									
d.									
e.									
f.									
Total						\$525,000			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title			Auto, Casualty, Liability, Property, and Self Insurance Program						
Spending Request Recap									
Description	Base Request	Additional Request DSR4	Total						
Townwide	\$525,000		\$525,000						
Total	\$525,000		\$525,000						
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)			Yes				No	X	
Does the Department depend on any Federal or State grants to provide services?			Yes				No	X	

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Debt Service							
Type	Committee		Limited		Townwide	X			
Operational Considerations									
The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which authorizations were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. Beginning in fiscal year 2005, this budget includes both general fund debt service within the levy, and excluded debt, and starting with fiscal year 2012 budget also includes debt service supported by CPA funds. The Town incurred its first CPA supported debt service expense for the Town Hall project in fiscal year 2012. The CPA financing plan for Town Hall anticipated a debt service obligation in fiscal year 2014 of \$770,000; the estimate is now \$711,000. The General Fund debt service is based on the amount calculated for the 3% portion during the Pro Forma update last summer, and the excluded debt service is based on the outstanding obligations and anticipated principal and interest that will be paid on the Newman Elementary School HVAC project Notes which come due in July 2013. This budget does not contain any funding for debt that may be authorized at the 2013 Annual Town Meeting or May 2013 Special Town Meeting. Debt service related to the RTS (\$150,000), Sewer (\$1,500,000), and Water (\$1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. The general fund debt service budget reflects a 6.9 % increase from the fiscal year 2013 budget. The CPA supported debt is \$711,000 or \$161,000 over the current year and is appropriately 29% more than the current year. The originated fee of \$45,258 may be due to the MWPAT in FY2013 and would be reimbursed as an indirect assessment.									
Expense Detail									
Does this request include funding for salary or wage expense?						Yes		No	X
If yes, does the current year budget include this expense?						Yes		No	X
If the salary and wage expense funds a permanent position, indicate the FTE.								NA	
Description						Amount			
a.	General Fund Debt Service					3,424,953			
b.	Excluded Debt Service					7,927,640			
c.	CPA Debt Service					711,000			
d.	Loan Origination Fee CW-11-11					45,258			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title				Debt Service							
e.											
f.											
Total								\$12,108,851			
Spending Request Recap											
Description			Base Request		Additional Request DSR4		Total				
Townwide			\$12,108,851				\$12,108,851				
Total			\$12,108,851				\$12,108,851				
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title		Classification, Performance, Settlements									
Type		Committee			Limited			Townwide	☒		
Operational Considerations											
The Classification, Performance, Settlements (CPS) line provides a reserve for funding personnel-related items as they occur during the fiscal year, as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan. The original fiscal year 2013 appropriation for this line was \$291,700, of which \$119,490 has been allocated to department budgets (as of 12.4.12). An additional \$147,210 will be transferred to fund the collective bargaining agreement with the Fire Union approved at the October 29, 2012/November 13, 2012 Special Town Meeting. The Town has agreements in place for fiscal year 2014 with all bargaining units. Additionally, the Board of Selectmen voted to approve a 2.5% increase for FY2014 for non-represented employees. As a result, the FY2014 increases in compensation are included in the departmental budgets. The CPS budget for FY2014 represents the reserve for performance range increases, merit pay, and potential reclassification actions.											
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	☐	No	☒
If yes, does the current year budget include this expense?								Yes	☐	No	☐
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Classification, Performance, Settlements							\$53,000			
b.											
c.											
d.											
e.											
f.											
Total								53,000			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title			Classification, Performance, Settlements						
Spending Request Recap									
Description	Base Request		Additional Request DSR4			Total			
Townwide	\$53,000					\$53,000			
Total	\$53,000					\$53,000			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)									
Yes								No	X
Does the Department depend on any Federal or State grants to provide services?									
Yes								No	X

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1						
Budget Title	General Fund Reserve Fund					
Type	Committee		Limited		Townwide	X
Operational Considerations						
The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the Reserve Fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any Town department may request that the Finance Committee transfer funds from the reserve fund to its budget for a specific unforeseen or extraordinary event. No transfer from the Reserve Fund is allowed without an affirmative vote by the Finance Committee in public session. Any balance remaining in the account at the end of the fiscal year is closed out to free cash. Looking at examples from recent years helps illustrate the function of the Reserve Fund. The Reserve Fund for FY 2011 was set at \$1,251,363 at the 2010 Annual Town Meeting. An article in the November 2010 Special Town Meeting Warrant increased the FY 2011 appropriation to \$1,534,363. Expenses for Snow and Ice removal in FY 2011 were significantly above average at \$1,189,507, requiring a reserve fund transfer of \$989,507. Also in FY 2011, approximately \$170,000 was transferred from the reserve fund to cover legal costs for additional casework including litigation relating to a claim at the Massachusetts Department of Environmental Protection relating to the draining of Rosemary Lake. A Reserve Fund transfer was also made in FY 2011 to cover \$100,000 in extraordinary Worker's Compensation claims. At the May 2010 Special Town Meeting, \$80,000 from the Reserve Fund was appropriated to meet unfunded cash capital needs at the May 2010 Special Town Meeting. Town Meeting appropriated \$1,059,763 to the FY 2012 Reserve Fund. An article in the November 2011 Special Town Meeting Warrant increased that appropriation to \$1,166,524. The Reserve Fund decreased in FY 2012 because the Legal and Snow and Ice budgets had been increased for FY 2012 to better reflect expected costs, and to decrease the pressure on the Reserve Fund. In the fall of 2011, there were transfers from the Reserve Fund totaling \$65,000 to allow the Department of Public Facilities to address parking lot accessibility issues at the Pollard School so that it could re-open on time for school, and to wrap up and finalize the school project. In early 2012, a transfer of \$100,000 was needed to cover unexpectedly high unemployment costs. In the spring of 2012, a transfer of \$100,000 enabled the Town to improve the deteriorating parking lot at DeFazio and improve drainage. Draws on the Reserve Fund in FY 2012 were lower than usual. Notably, Snow and Ice Removal expenses were fully covered by the allocated budget. As a result, the Town was able to bolster its reserves. The May 2012 Special Town Meeting approved of appropriations totaling \$470,000 from the Reserve Fund to the Workers' Compensation Reserve Fund, the Capital Improvement Fund and the Capital Facility Fund. The Reserve Fund line in the current FY 2013 budget, approved at the May 2012 Annual Town Meeting, is \$1,199,821. An additional \$109,251 was appropriated in an article in the October 2012 Special Town Meeting warrant to bring the Reserve Fund line to \$1,309,072. To date, a transfer of \$5,174 was been made to cover unexpected expenses for the parade and rally to celebrate Olympic Gold Medal Winner Aly Raisman. An additional, \$30,000 transfer to Park and Recreation was made to cover a funding gap for the Newman Playground.						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1											
Budget Title			General Fund Reserve Fund								
The Reserve Fund request for FY 2014 is \$1,373,243. The FY 2014 reserve fund request was calculated as 1.4% of the projected operating budget for FY 2014. The FY 2014 projected operating budget was in turn based on the FY 2013 voted budget, adjusted to remove the reserves plus budget items that are predicable and thus do not draw on the reserve fund. The Finance Committee believes that \$1,373,243 is a fiscally prudent amount given uncertainties surrounding certain Town expenses such as snow and ice removal, pending legal matters, and upcoming approved Town construction projects.											
Expense Detail											
Does this request include funding for salary or wage expense?								Yes	☐	No	☒
If yes, does the current year budget include this expense?								Yes	☐	No	☐
If the salary and wage expense funds a permanent position, indicate the FTE.											
Description								Amount			
a.	Townwide extraordinary or unforeseen expenses							1,373,243			
b.											
c.											
d.											
e.											
f.											
Total								\$1,373,243			
Spending Request Recap											
Description		Base Request		Additional Request DSR4		Total					
Townwide		\$1,373,243				\$1,373,243					
Total		\$1,373,243				\$1,373,243					
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	☒

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Office of the Town Manager / Board of Selectmen

Operational Considerations

The Town Manager/Board of Selectmen budget includes funding for Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions.

Operational Changes in FY2013

The move back to the renovated Town Hall included the new responsibility of the rental of Powers Hall. Regulations were developed and continually tested throughout the year. The operational and logistical planning and the systems learning curve required to facilitate public and municipal usage of the hall proved to be a time intensive addition for the Office of the Town Manager staff and continues to be a significant change in workload.

FY2014 Budget Summary

The FY2014 budget submission is **3.8 %** lower than the FY2013 appropriation. A notable change in Town Manager/Board of Selectmen budget is the transfer of the telephone expense (\$47,313) from this budget to the Public Facilities Department – Operations budget. The Public Facilities Department - Operations budget currently funds all other Town-owned building phone system expenses and the transfer of the Town Hall and PSAB telephone expenses will consolidate all of the telephone expense to one department. But for the transfer of these expenses, the Town Manager/Board of Selectmen budget is **2 %** higher than FY2013. This is attributable to a salary and wage increases of 2.5% and an expense reduction of 1.8%.

The FY2014 budget request includes a base wage increase of 2% for non-represented employees and members of the ITWA bargaining unit. Unless noted below, increases in wage and salary items are attributable to the 2% increase as well as step or longevity changes.

The usage of Powers Hall has had a significant impact on the departmental budget. The complex audio and light systems require qualified technicians to operate them, whether for municipal or public usage. Even the "simple" system requires a trained municipal employee to staff both public and private events. Line item changes include:

The Salary and Wages line for Seasonal and Temporary Positions has been increased by **\$1,037** to reflect the actual number of hours worked by the Recording Secretary for the Board of Selectmen and Town Meeting Workers. The amount of **\$554** has been added for additional Recording Secretary hours attributable to new permanent and ad hoc committees.

The Salary and Wages Overtime line has been increased by **\$320** for responsibilities associated with the rental of Powers Hall.

The Professional & Technical line for Town Manager has been increased by **\$3,500** to account for the technical services for Powers Hall;

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Office of the Town Manager / Board of Selectmen

The Communications line for Central Services has been reduced by **(\$47,313)** to be transferred to Public Facilities for Telephone Charges;
The Communications line for Town Meeting/Town Report has been reduced by **(\$2,500)** in recognition of reduced mailing and printing costs;
The Communications line for Human Resources has been reduced by **(\$4,000)** to reflect a reduction in the number of print advertisements. This amount is proposed for reallocation to the Personnel Board in recognition of the true cost of compensation studies that have been subsidized by the Human Resources budget.

The Communications line for Town Manager has been reduced by a total of **(\$430)** reflecting a reduction of postage and printing, and an increase in legal notice advertising and wireless communication services;

The Dues and Subscriptions line for Town Manager has been increased by **\$151** to reflect expected expenditures.

The Food & Service Supplies line has been increased by **\$500** reflective of the true cost of Town-sponsored events;

The Travel & Mileage line for Town Manager has been increased by **\$600** to reflect increase participation in Massachusetts Municipal Association events by the Town Manager and Assistant Town Manager.

Total change in expense lines: **(\$49,492)**

Net change in expense lines: **\$1,821.**

Roles and Responsibilities

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

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.

Performance Factors

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

Fiscal Year 2014 Proposed Budget

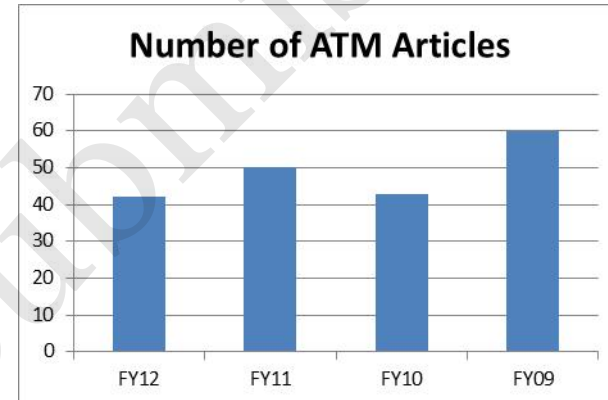
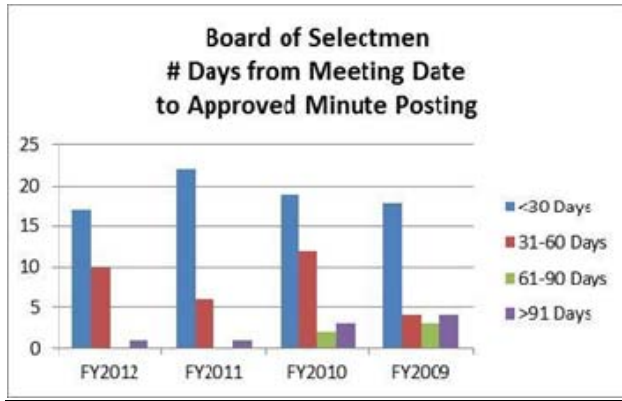
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Office of the Town Manager / Board of Selectmen

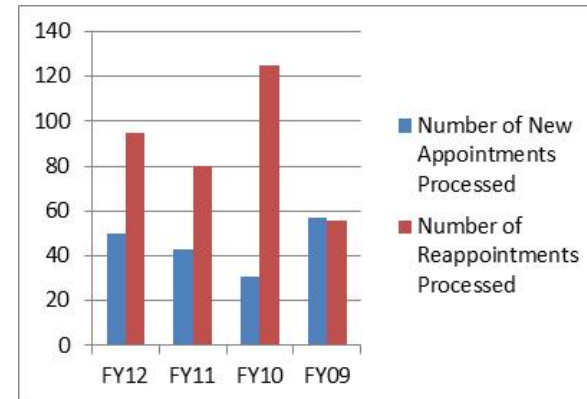
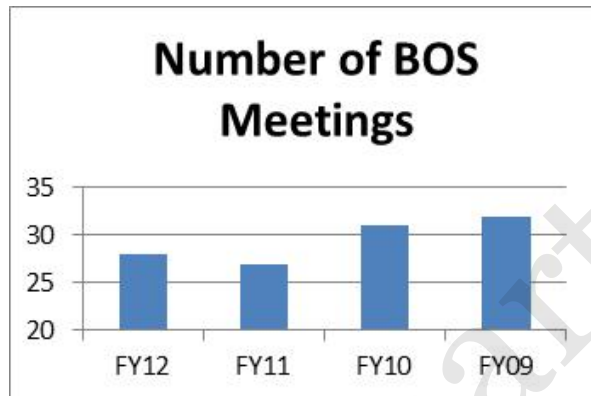
Efficiency Measure: Number of Days from Meeting to Approval of Minutes

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



Output Measure: Number of Selectmen's Meetings

Output Measure: Number of Appointments



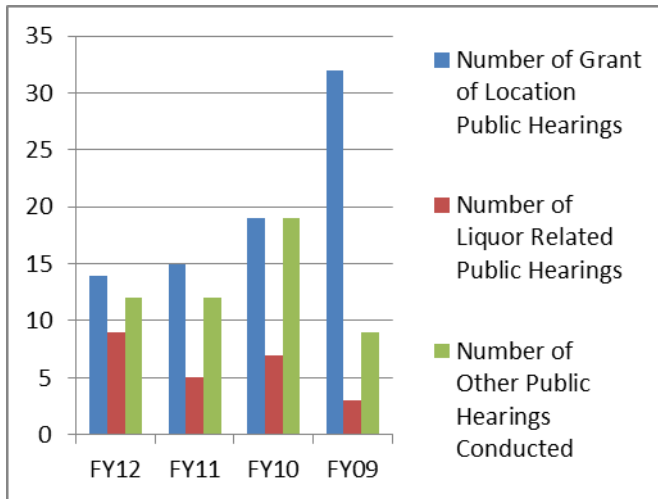
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Office of the Town Manager / Board of Selectmen

Output Measure: Number of Public Hearings



Powers Hall Usage 1/1/12 - 6/30/12			
	# events	fees	
Municipal	27		
Public	12	\$4,129.25	

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

	FY12	FY11 (May & June)
Number of Passports Accepted	174	22
Revenue - Execution Charges	\$4,350	\$550

	FY12	FY11	FY10	FY09
One-Day Special Liquor Permit Issued	33	31	38	30

	FY12	FY11	FY10	FY09
Number of Block Parties Granted	65	53	64	39

Fiscal Year 2014 Proposed Budget

Department Information
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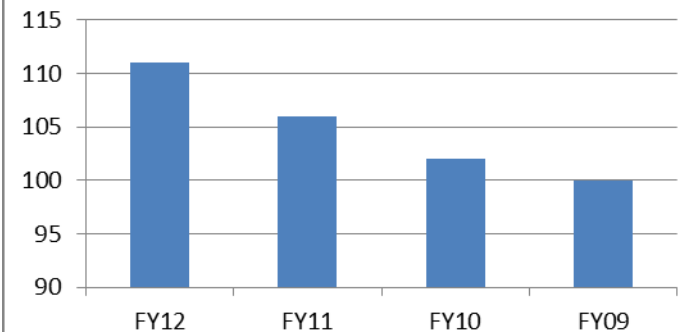
Department

Office of the Town Manager / Board of Selectmen

Output Measure: Number of Licenses Issued

	FY12	FY11	FY10	FY09
Number of Licenses Issued	111	106	102	100
All Alcohol	15	15	14	14
Club	3	3	3	3
Wine & Malt	6	5	5	6
Carry in Special Permit	1	1	1	1
Class I	2	2	2	2
Class II	5	5	5	6
Common Victuallers	54	54	48	46
Innkeeper	1	1	1	1
Lodging	2	2	2	2
Sunday Entertainment	2	2	4	1
Weekday Entertainment	4	4	4	5
Bowling Alley	1	1	1	1
Livery	1	1	1	1
Pool Table	1	1	1	1
Sale of Second Hand Goods	9	9	9	9
Automatic Amusement	0	0	1	1

Number of Licenses Issued



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**Department Information
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Department

Office of the Town Manager / Board of Selectmen

Effectiveness Measure: Citizen Satisfaction

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

Goals and Objectives

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

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

Continuing Strategies

- a. Monitor construction of Senior Center with expected opening in fall, 2013.
- b. Update the Facility Master Plan, including renovation or replacement of the Hillside and Mitchell Schools, identification of office space for School Administration, and determining appropriate reuse, if any, of the Stephen Palmer Senior Ctr. Emery Grover and the Ridge Hill buildings.*

New initiatives

- a. Evaluate and make changes as necessary to polling locations.
- b. Improve the DPW Complex beginning with the construction of garage bays.
- c. Redevelop 59 Lincoln Street and 89 School Street for additional parking to support public safety operations.

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Office of the Town Manager / Board of Selectmen

2. Continue efforts to maintain and improve the vitality and economic success of the Town.

Continuing Strategies

- a. Further review the Needham Center Zoning*.
- b. Expand the amount and accessibility of surface parking in Needham Center, including restructuring the permit parking system, in Needham Center, evaluating "buddy parking," and reconfiguring the Lincoln Street lot with the acquisition of 37-39 Lincoln Street.
- c. Improve the Needham Center streetscape and infrastructure including traffic signals.
- d. Develop regulations for the retail sale of alcoholic beverages in Needham prior to submitting a ballot question.
- e. Improve the streetscape and infrastructure of the NEBC.
- f. Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State highway).
- g. Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design.
- h. Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.

New Initiatives

- a. Review the Town's sign by-law*.
- b. Review the Town's by-laws relative to outdoor displays, furniture, etc.
- c. Evaluate options, including incentives, to address the issue of empty storefronts in Needham Center.
- d. Evaluate the need to develop a formal protocol for mobile food vendors.
- e. Encourage a review of the thresholds for site plan and special permit review, particularly in the downtown.

3. Continue working toward energy efficient and environmentally sound operations for both the Town and its residents and businesses.

Continuing Strategies

- a. Complete fleet inventory and develop a policy for purchasing fuel efficient vehicles.
- b. Evaluate the generation of power through alternative or renewable energy sources, including solar power.
- c. Review and revise as necessary the Integrated Pest Management Policy.

New Initiatives

- a. Adopt a plan based on EMG's, study for improving energy efficiency in town buildings.

4. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.

Continuing Strategies

- a. Replace the Greene's Field play structure.
- b. Develop a shared use recreational rail trail from Needham Junction to the Dover line.
- c. Evaluate the future of Rosemary Pool and its site, in cooperation with the Park and Recreation Commission.*
- d. Evaluate the impact of broadening the historical demolition delay By-law.

Fiscal Year 2014 Proposed Budget

Department Information
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Department

Office of the Town Manager / Board of Selectmen

- e. Review and make recommendations, as necessary, relative to the creation of an off-leash dog area in Needham.
- New Initiatives**
- a. Evaluate user fees and field maintenance fees in cooperation with the Park and Recreation Commission.*
- b. Work with the Planning Board on re-evaluation of zoning provisions relating to residential construction.*
- c. Develop a plan for recreation and open space improvements if proposed changes to the Community Preservation Act are approved.*
- d. Develop a strategic plan for property acquisition including the financial impact and financial options.
- e. Oversee final cost certification of Charles River Landing project, participate in development of 40B guidelines, evaluate and make recommendations relative to 40B project proposals, review existing affordable housing units and ensure compliance with applicable laws and regulations.
- f. Evaluate and make recommendations, as necessary, relative to the future use of the NIKE site.*
- g. Evaluate the need to regulate services offered in day spas.
- h. Implement amended hunting regulations.

5. Maintain and enhance the Town's Financial Sustainability

New Initiatives

- a. Review and amend as necessary the specialized stabilization policies; formalize fund targets.
- b. Review and amend as necessary the debt management policy with emphasis on the appropriate use of tax-levy supported ("3%") debt.
- c. Create a super committee to evaluate and make recommendations relative to the financial sustainability of the RTS.
- d. Implement a new financial software system for Town and School operations.
- e. Review current approaches to financing school playgrounds.

6. Evaluate Town Operations and Administration.

- a. Evaluate Open Meeting Attendance/Remote Participation Options.
- b. Evaluate and Update the Town's Website to enhance the level of customer service.

* The subject matter of this goal may involve significant responsibilities of another board in addition to responsibilities of the Board of Selectmen.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Office of the Town Manager / Board of Selectmen

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	687,407		687,407
Expenses	106,941		106,941
Operating Capital			
Total Operating Request	794,348		794,348

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Office of the Town Manager / Board of Selectmen						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	8		8	8		8	8		8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							651,977		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends							18,366		
f.	Uniform									
g.										
Sub Total 1							670,343			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary/BOS							3,863		
b.	Town Meeting Workers/TMTR							5,234		
c.	Recording Secretary - Other							554		
d.										
e.										
f.										
Sub Total 2							9,651			
3. Salary and Wage Overtime (Itemized Below)										
a.	OT/HR							350		
b.	OT/OTM							350		
c.	OT/Powers Hall							320		
d.										
e.										
f.										
Sub Total 3							1,020			
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Office of the Town Manager / Board of Selectmen
Object	Description	Amount
a. Tuition Reimbursement/TM		2,000
b. Payment in Lieu of Vacation		4,393
c.		
d.		
e.		
f.		
Sub Total 4		6,393
5. Total Salary and Wages (1+2+3+4)		687,407
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copy machine meter charges, copier and fax machine repair and maintenance	10,500
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Town Clerk's Record Binding/TMTR (\$1,300) Performance Needham/TM (\$12,000) Conference Registration/BOS (\$1,500) Consulting/TM (\$5,000) A/V Powers Hall (\$3,500) Professional Development/TM/ATM (\$3,000) Professional Development/HR (\$800) Recruitment/Assessment Ctr/HR (\$11,000) Staff Training/HR (\$7,500)	45,600
Communications (534x)	Postage (\$3,500)/TMTR Printing for Election & Town Meeting (\$3,000)/TMTR Printing for Town Report & Town Clerk Records (\$5,000)/TMTR Advertising, Printing & Postage (\$9,220)/HR Advertising (\$500), Postage (\$1,100), Wireless Communications (\$2,820)/TM/ATM, Printing (\$850)/TM	30,990
Recreational & Cultural Services (535x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Office of the Town Manager / Board of Selectmen			
Object	Description	Amount		
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies/OTM (\$1,600) Office Supplies/HR (\$1,400)	3,000		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)	Official Functions/TM/ATM	700		
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Expenses/TM/ATM	300		
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Travel MMA, MMMA, ICMA (\$4,300)/TM/ATM Travel (\$100)/BOS Travel (\$250)/HR	4,650		
Dues & Subscriptions (573X)	HR (\$250); MMA, Suburban Coalition, Norfolk County Selectmen/BOS (\$8,200); ICMA, MMA (\$2,751)	11,201		
Other Expenses (574 X - 579x)				
6. Total Expenses		106,941		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		794,348		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Town Clerk & Board of Registrars

Operational Considerations

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. FY 2014 has only one scheduled election – The Annual Town Election on Tuesday, April 8, 2014. Fiscal Year 2013 had three scheduled and one additional Special Town Election called by the Board of Selectmen for November 6, 2012 – the same day as the State Election.

With only one election scheduled for Fiscal Year 2014 the Town Clerk/Board of Registrars budget shows a decrease of \$19,941 overall. This reflects a decrease in salary costs for 80+ election workers, election programming, supplies and postage costs for absentee ballots. It is important to note that the costs associated with the Annual Town Election is more than the costs for a State Election due to the 10 individual precinct ballots as opposed to one State Election ballot. In addition the State pays for costs associated with ballot printing for State Elections while the town is responsible for printing costs associated with the Annual Town Election.

Total Salaries FY14 budget decrease: **\$13,654.**

Purchase of Service & Expenses: A total decrease of \$6,286 represents the following:

- | | |
|--|----------|
| 1. Town Clerk – Rentals & Leases – increase in anticipated postal box rental = | +\$115 |
| 2. Bd. Of Registrars Professional & Technical – decrease in election programming from 3 to 1 election = | -\$3,000 |
| 3. Bd. Of Registrars – Communications – decrease in # of warrants from 3 to 1 = | -\$250 |
| 4. Bd. Of Registrars – Communications – decrease in # of absentee ballots from 3 elections to 1
(including major state election every 4 th year) = | -\$1677 |
| 4. Town Clerk & Bd. Of Registrars – Office Supplies – decrease in elections supplies = | -\$750 |
| 5. Bd. Of Registrars – Food Supplies for 1 election vs. 3 elections in FY13 = | -\$725 |

Total Expense FY14 budget decrease: **\$6,287**

Total FY14 Budget Decrease: **\$19,941**

The total Town Clerk / Board of Registrars Operating Budget for FY14 = \$321,912 representing a total decrease of \$19,941 over FY 2013. This does not include the capital request for \$85,000 to replace the town's 11 Accuvote Machines that were purchased in 1994. (Please note that this proposal has been in the Capital Plan for several years. There is hope that the new federally approved voting machines will be approved by the Commonwealth in the coming year. If not, we would still want to hold off on this purchase for another year or so if the state approval is delayed.) It is also interesting to note that during this budget preparation, there has been talk at the state level of an additional two elections (a State Primary and a State Election) should one

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Town Clerk & Board of Registrars

of our congressmen be appointed to another position leaving that position open.

Performance Factors

Town Clerk/Board of Registrars

The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street List, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns an average of 85% each year and we use a variety of methods to gather census data in addition to the annual mailing such as telephone, voter registration, dog licensing, and mailing second notices to obtain as close to 100% as possible. The office addresses the needs of the residents on a daily basis issuing various licenses such as dog licenses, marriage intentions, Storage of Flammables registrations, business certificates, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications and certifies the same upon the completion of the appeal period. The office administers and maintains the town's vital records and issues close to 5,000 certified copies annually. The staff continues to serve as commissioners to qualify oath of office for state commissions and served as agents to process passports up until May 1, 2011 at which time the U. S Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue.

WHAT'S NEW OR CONTINUING?

- ✚ With the most difficult election season almost behind us, the Town Clerk's Office will have a chance to catch up on the daily and monthly duties and responsibilities of the office. I must say that each and every member of this office worked tirelessly and non-stop for the two-month period leading up the State Election on November 6, 2012. With the Special Town Election called by the Board of Selectmen, the election was almost brought to a standstill with jamming of two different sized ballots, malfunctioning machines (4), 5200 absentee ballots including 150+ overseas ballots being emailed or faxed daily, and long, long lines. We managed to process over 34,000 ballots for both elections. My recommendation as the Chief Election Official for the Town of Needham **was and continues to be** that a second election on the busiest Election Day in a four-year period should not be allowed. Please note that pre-election testing of all equipment as required by State Elections Laws went without a flaw.
- ✚ Ethics, Opening Meeting Law, Conflict of Interest and training was to begin the second round in the spring of 2012. However, the Ethics Commission new training program contained some glitches and we were told to hold off on the second online training requirement. It appears that the problems are close to being solved and our office will issue the new requirements in the near future (hopefully by the first of January, 2013).

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Department Information DSR1

Department

Town Clerk & Board of Registrars

- ✚ Federal census/Redistricting – Redistricting for the 2010 Federal Census was completed by January, 2012. All residents whose precincts were redistricted were notified by mail and all Town Meeting Members ran for election or re-election on April 10, 2012. This was one of our most expensive elections with the number of candidates and 10 separate ballots. All went smoothly.
- ✚ Vitals electronic birth program continues to expand. The electronic birth program appears to work well with all birthing communities and resident communities receiving and processing our birth records daily. The electronic death program is scheduled to begin in January, 2013 with the electronic marriage program scheduled for July, 2013. Once all the programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and 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 as hoped. The newly refurbished 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 and are not itemized. This will make periodic disposition under the State's disposition schedule difficult. It would be appropriate for those departments to provide the recordkeeping department with a compilation of their archival records to add to the current database. In a more positive vein, with lack of space for election equipment, this vault is currently housing some of the Town's election equipment that should be accessible and under lock and key.
- ✚ During the summer of 2009 we spent many hours retrieving materials in preparation for our temporary move to the Public Service Administration Building. One of the items we discovered was a series of old, unbound vitals. The Annual Town Meeting of 2012 approved funding for these old, unbound vital records under approval of the Community Preservation Committee. The bidding process for this records restoration project was put on hold until after the completion of the 2012 fall elections. We plan to begin the bidding process late fall 2012 – after completion of a hectic fall election season.
- ✚ The Massachusetts Fish & Wildlife online licensing program beginning in 2012 seems to be working well. Because the vendor wanted to swipe the town's checking account weekly to retrieve their fees and the Treasurer does not permit an outside vendor to do so, the Town Clerk's Office no longer issues these licenses. Loss of revenue from these licenses was minimal.
- ✚ FY2012 revenue totaled **\$208,828.80** compared with FY2011 of **\$241,064**. This represents a lost of **\$32,234.82** and is concerning. The two revenue items that the Town Clerk's Office no longer provides our residents are Fish & Game Licenses and Passports. The Fish & Game revenue was minimal amounting to \$142 in FY2011. The Passport revenue was approximately \$3650 in FY2011. It is my understanding that the Town Managers Office received \$4350 in revenue from processing passport applications in FY2011.

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**Department Information
DSR1**

Department

Town Clerk & Board of Registrars

The following are total revenues by category for Fiscal Years 2007 – 2012:

	FY2012	FY2011	FY2010	FY2009	FY2008	FY2007
Liquor Licenses:	\$74,724	\$70,095	\$84,470	\$58,130	\$69,580	\$61,755
Other Licenses:	\$19,823	\$21,192	\$20,662	\$19,857	\$20,255	\$22,351
Dog Licenses:	\$30,731	\$30,089	\$27,840	\$28,282	\$27,044	\$26,469
* Fish & Game (paid to town):	\$34.25	\$142	\$210	\$241	\$236	\$290
Fish & Game (paid to state):	\$605.25	\$2,488	\$4,007	\$4,583	\$4,559	\$5,688

(* The Town Clerk's Office no longer sells Fish & Game Licenses as stated above.)

General Fees:	\$82,911.30	\$113,498	\$97,817	\$95,551	\$96,054	\$88,413
** Passports:	0	3,650	\$5,550	\$4,350	\$7,805	\$8,130
Fees from Sec. of State:	0	0	0	0	0	0
Gross Revenue Per Year:	\$208,829	\$241,061	\$240,555	\$219,994	\$225,533	\$213,096

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2012. To date we have restored twenty-seven volumes.
- ✚ Document imaging of the Town Clerk's records and the Board of Selectmen minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2011 Town Clerk's Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval program continues to remain on our wish list to use in combination with the MIS scanner to complete the record management search and retrieve program which could be available town wide.

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Department Information DSR1

Department

Town Clerk & Board of Registrars

Board of Registrars:

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. Several new regulations currently in effect includes the voter ID requirement for new voters registering to vote after January 1, 2003, provisional ballots for voters whose name does not appear on the voting list on election day, and the rejection of over voted ballots by the Accuvote scanning machines in order to allow corrections by the voter on election day. The Secretary of the Commonwealth provided federally mandated electronic handicapped marking machines (the AutoMARK) per each polling location (7) for beginning with the April 9, 2007 Annual Town Election. Unfortunately few voters have used these marking machines to date. One voter out of 11,000 is a pretty costly federally mandated program. Passage of Chapter 299 of the Acts of 2006 permits cities and towns to appoint poll workers from outside of the city or town, allows the appointment of no more than 2 election officers who are residents of the Commonwealth and 16 or 17 years of age to work on election day. We had little success posting notices and issuing press releases. We then contacted the High School to solicit students to work on election days with little response until 2009/2010 election calendar. We contacted the Needham High School civic teachers in 2010 and 2012 and they provided us with the names of several students to work on election days. These students were fantastic! We hope to continue to promote High School students as Election Workers on a part time basis.

Additional legislation could include the elimination of the checkout table, elimination of the cancellation device, election day registration and absentee balloting at will. There was a huge push in the State Legislation to pass Election Day Registration in the summer of 2008, but it fell by the wayside at the last hour. It will be back and will most likely become a reality. The MTCA is not opposed to this legislation, but seeks to have several of its members serve on an implementation task force. It is also very apparent that many residents seek to vote by absentee ballot which places a huge hardship on the city and town clerks offices particularly during a Presidential election year. The 2012 presidential election was almost crippled by the second Special Town Election that was called for the same day – November 6, 2012. We processed over 34,000 ballots, 5200 absentee ballots and 150+ overseas UOCAVA ballots sent either by mail, email or fax. The machines, which are tested prior to each election, jammed with the different size ballots. Four machines malfunctioned and had to be replaced during the day. This meant that those precincts then had to reinsert each ballot into the new machine that had already been processed. The lines were long and left little time to process the absentee ballots that go to the polls with the Police Officer on Election Day morning. I and other clerks through the Massachusetts Town Clerks Association will be pushing for legislation that will prevent a board from calling a second election on the same day as the presidential election every four years. No election should ever be compromised. A closer look at the absentee balloting laws in Massachusetts with a view toward updating procedures and still maintaining the voter's integrity is also appropriate. All in all, some legislation may become law and others may fall by the wayside now that the national election is passed.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Town Clerk & Board of Registrars

WHAT'S NEW?

- ✚ The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote by email or fax in addition to postal mail. This process occurred for the first time at the November 2, 2010 State Election. Needham had about 18 federal absentee voter applications. We reviewed each application and for those who included an email address, we sent them notification that they could vote by email or fax. 14 of these applications with emails indicated that they would like to vote in this manner. How exciting! Our citizens living abroad can now vote by email or fax in a matter of minutes. For the 2012 State Election Needham had over 150 overseas voters who received individually both the state and special town ballots.
- ✚ This office has begun the replacement of the very old wooden voting booths. Many of the two-booth units are falling apart and could cause injury to voters if the tray collapses during voting. To date we have purchased ten 4-unit voting booths. Our goal is to purchase additional booths so that each precinct has at least two 4-unit voting booths and supplemented by existing wooden voting booths during elections in which a high voter turnout is anticipated. Each 4-unit booth costs approximately \$660.

Performance measures under the Board of Registrars' division depend mainly on the number of elections per year and the amount of changes in election laws. We will continue to monitor proposed legislation carefully for future implementation.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$282,647.		\$282,647.
Expenses	\$39,265.		\$39,265.
Operating Capital			
Total Operating Request	\$321,912		\$321,912

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department			Town Clerk / Board of Registrars						
Object			Description				Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	2	4.6	4	2	4.6	4	2	4.6
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages						265,912		
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends						1,000		
f.	Uniform								
g.									
Sub Total 1							\$266,912		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election workers per election (1 election in FY14)								
b.	10 Wardens x \$150 = \$1500, 10 Clerks x \$150 = \$1500								
c.									
d.									
e.									
f.									
Sub Total 2							\$11,100		
3. Salary and Wage Overtime (Itemized Below)									
a.	Miscellaneous Overtime						\$3,000		
b.									
c.									
d.									
e.									
f.									
Sub Total 3							\$3,000		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Town Clerk / Board of Registrars	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Board of Registrars - \$545 x 3 = \$1635		\$1,635
b.		
c.		
d.		
e.		
f.		
	Sub Total 4	\$1,635
5. Total Salary and Wages (1+2+3+4)		\$282,647
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	4 Typewriters = \$450, 1 time clock @ \$175, 11 Accuvote Machines @ 220 = \$2420	\$3,045
Rental & Leases (527X)	Iron Mountain Storage = \$440,). O. Box 920663 = \$200 (postal box rental increasing substantially)	\$640
Other Property Related Services (529x)	N/A	
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$290) - \$1740, Record Restoration - \$1200 = \$2940, Program/Print ballots (1 election) ATE \$6,200 + ES&S \$3,200	\$12,640
Communications (534x)	Postage \$.45 TC Misc. (\$1700), Printing Letterhead, Misc. + AG By-Laws \$400, Wireless monthly fee (\$45 x 12 - \$540) = \$2,640. Printing 2014 Street List \$2800, Census Forms/Envelopes \$1200, Confirmation Notices \$1200, Warrants (1) \$125, Postage – Census 11,000 x .44 = \$4,840, Confirmation Notices (1000 x .28 x 2 = \$560), Misc. \$200, Absentee ballots 600 x (1) Annual Town Election x \$.85 = \$510	\$14,075
Recreational & Cultural Services (535x)	N/A	
Other Purchased Services (538x)	Dog Tags, Licenses	\$550
Office Supplies (542x)	Misc. Supplies Town Clerk \$1,000; Election Office Supplies	\$4965

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Town Clerk / Board of Registrars			
Object	Description	Amount		
	(1) \$225; Misc. Supplies Registrars \$1,000; Election Supplies (1) \$100; Voting Booths (4 4-unit booths \$2640)			
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)	Food Supplies for 1 election = \$400	\$400		
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)	Town Clerk Annual Bond = \$100	\$100		
Travel & Mileage (571x - 572x)	In State: 3 MTCA Conferences = \$1000; Tri-County (2 dinner meetings) = \$200. Out-of-State: NEACTC \$350; IIMC \$900	\$2450		
Dues & Subscriptions (573X)	Intl. \$175; NEACTC \$25; MTCA \$150; Tri-County \$25	\$400		
Other Expenses (574 X - 579x)				
6. Total Expenses		\$39,265		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
		\$321,912		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Legal Department							
Type	Committee		Limited	x	Townwide				
Operational Considerations									
Provides legal services to the Town, including outside counsel. Attends Selectmen's and Town Meetings. Represents Town before courts and administrative agencies. Drafts and reviews contracts, by-laws and regulations. Due to increases in rates charged by lawyers and other consultants an increase of \$3500 is requested. Also, due to increases in dues and subscriptions a \$500 increase is requested.									
Expense Detail									
Does this request include funding for salary or wage expense?						Yes	x	No	
If yes, does the current year budget include this expense?						Yes	x	No	
If the salary and wage expense funds a permanent position, indicate the FTE.								.20	
Description						Amount			
a.	Town Counsel retainer salary					71,790			
b.	Professional & technical services, labor counsel, special counsel, expert witnesses and court reporters					23,000			
c.	Dues & subscriptions					4,000			
d.									
e.									
f.									
Total						305,790			
Spending Request Recap									
Description		Base Request		Additional Request DSR4		Total			
Townwide									
Personnel		71,790				71,790			
Expense		234,000		10,000		244,000			
Operating Capital									
Total		305,790		10,000		315,790			
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

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Personnel Board

Operational Considerations

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

The functions of the Human Resources Department include reporting, when appropriate, to the Board of Selectmen, the Town Manager, and Town Meeting; receiving copies of articles related to the human resources systems that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to the Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, Personnel Board, and Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements.

The professional and technical services line is increased because for the last 3 years, this line item has been supplemented with funding from the Town Manager's line to pay for these studies reducing available funds for other personnel programs such as training. The proposed DSR 4 request more accurately reflects the actual expenses associated with one study. The proprietary consultant has retired and sold his business to another company which held the FY 13 costs firm because a contract was in place but we cannot guarantee a continuation of the reduced rate consideration from the new company as we will have to follow procurement laws.

Performance Factors

According to the standard classification and compensation schedule, the Management titles were scheduled for FY 2013. This study has not yet been contracted due to the delay in completing the two previous studies. The next groups in line for a study are as follows: NIPEA, (DPW position titles), BCTIA (Trades and Custodians), Professional and Technical (non-represented) and ITWA (Independent Town Workers' Association).

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	600		600
Expenses	11,000	7,000	18,000
Operating Capital			
Total Operating Request	11,600	7,000	18,600

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Personnel Board						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	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	.02		1	.02		1	.02	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	x
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							600		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							600			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Personnel Board
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		600
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Classification and Compensation Study according to standard schedule	11,000
Communications (534x)		
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)		
Dues & Subscriptions (573X)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Personnel Board		
Object	Description	Amount		
Other Expenses (574 X - 579x)				
6. Total Expenses		11,000		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		11,600		
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		Personnel Board							
Title		Professional and Technical Services					Priority		1
DSR4									
Expenditure Classification	FTE	Frequency				Total \$			
		Recurring Amount		One Time Only Amount					
Salary and Wage									
Expense			7,000					7,000	
Operating Capital									
Other Costs									
Total Request								7,000	
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?									x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									x
4. Does the request support activities which produce revenue for the Town?									x
5. If the request is not approved, will current Town revenues be negatively impacted?									x
6. Is there an increased exposure for the Town if the request is not approved?								x	
7. Is specialized training or licensing required (beyond the initial purchase)?									x
8. If applicable, will the item(s) being replaced be retained by the Town?									X
9. Does this request address a documented health or safety issue?									X
All " YES " responses must be explained in the narrative									
Description and Explanation									
The professional and technical services line is increased because for the last 3 years, this line item has been supplemented with funding from the Town Manager's line to pay for these studies thus reducing available funds for other personnel programs such as training. The proposed request more accurately reflects the actual expenses associated with one study. The Town has been informed that cost for future studies will increase. This request is based on a conversation with the Town's vendor for a base study at today's cost and a 4% cost inflator. Question 6: If the town does not maintain its regular schedule of classification and compensation studies, the additional exposure to the town will be in the form of additional expense when negotiating collective bargaining agreements in order to obtain current information from comparable municipalities. It is the town's experience that the union negotiators come prepared to the sessions with data they have collected.									

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Finance Department

Operational Considerations

The Finance Department's budget is driven by Federal, State, or local requirements and financial and budgetary work created as a result of the services and operations provided by municipal and school departments to residents, young and old, taxpayers, commercial operations, commuters, and visitors. The primary functions of the Finance Department are to protect the financial assets of the Town; monitor and enforce procurement regulations, ensure that spending is consistent with appropriations; and assist departments with their reporting and submission requirements. It is our responsibility to accurately calculate property valuations and tax assessments. The department processes bills and collects revenues that are due the Town. The Information Technology Center (ITC) maintains the Town's IT networks (there is more than one) and other system wide technology operations. The department coordinates municipal parking operations with other departments and agencies, and is the office that handles all parking fine appeals. Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with 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 same staff. 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 as the previous year's appropriation, spending may not exceed what is appropriated by Town Meeting.

The Finance Department also develops, updates, explains, and puts into effect internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others, establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures.

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

The **FY14 base budget submission** is \$2,472,468 which is a change of **\$40,483 (1.7 %)** over the current budget (the department operating budget was amended at the fall special town meeting by \$135,370 which included funding for an additional permanent full-time position in ITC and additional funding for expenses that are being incurred with the change over to a new accounting and financial software system). The submitted budget includes \$55,000 in "transitional expenses" related to the conversion of the accounting and financial applications to the new

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Finance Department

software package (\$40,000 for licensing and user assistance and \$15,000 for overtime). These same expenses were added to the FY13 budget at the fall special town meeting. An "apples-to-apples" budget comparison would be to back out the temporary expenses from both FY13 revised budget (\$65,370) and the FY14 requested budget (\$55,000) to see the change in the recurring portion of the request. This would be comparing a revised FY13 budget of \$2,366,615 (\$2,431,985 less \$65,370) to a revised FY14 budget request of \$2,417,468 (\$2,472,468 less \$55,000), which results in an FY14 submission that is \$50,853 or 2.1% greater than the FY13 budget. The department has not submitted any DSR4 requests for FY14. There are noteworthy percent changes with individual expense lines, some changes are due to a reallocation of existing funds from one object line to another so that the expense is linked to the account which better describes its purpose. One of the major changes is related to the updated chart of accounts that will be implemented to conform to changes associated with new Governmental Accounting Standard Board's reporting statements. The changes are being implemented in FY13 in advance of the change over to the new accounting and financial reporting application in FY14. A major difference for the Finance Department's budget is that software licenses and user support fees are now reported and charged to a professional and technical services account rather than rental and leases account; all departments must do the same. Below is a summary of the changes for FY14.

Salary and Wages:

The fiscal year 2014 budget submission is **\$37,343** higher than the current budget of \$1,600,620, an increase of 2.3% before accounting for any transfers from the Classification, Performance and Settlements budget line by the Town Manager to reflect any adjustments to manager and non-representative employees' wages. The current budget (FY13) already includes the cost-of-living increase for union personnel.

The increase in budgeted salary and wages for FY13 (when compared to the FY12 actual) reflects the addition of two new permanent full-time positions. One position is in the ITC (applications administrator) to support those operations and the second position (finance and procurement coordinator) is to provide assistance to the Assistant Town Manager/Finance in areas of insurance, procurement, and budget preparation. The primary focus is with MGL Chapter 30B compliance and procurement assistance to non-public works departments. The request for FY14 does not seek any additional personnel; the department has 22 full-time and four part-time positions. If one were to compare FY13 to FY12 full-time position counts (on the DSR2 form) it may seem as though only one full-time position was added in FY13, however, the department made some changes to its operations in FY12 which would have reduced the number of full time positions from 21 to 20. The change in the number of permanent part-time positions from two to four was the result of the elimination of the full-time position. The changes were a result of restructuring and shifting some assignments within the accounting, collections, and treasury functions. The addition of the two positions have been identified by management and various boards and committees as necessary because the changes in the demand for technology and the increases in regulatory requirements and market complexities have pushed the Department and its resources beyond the capability to keep pace and to ensure critical functions are given attention.

The budget request includes step and longevity increases for the fifteen (15) employees who are members of the Needham Independent Town Workers' Association union which is based on the collective bargaining agreement with this group which runs through June 30, 2014. There is a 2-1/2% cost of living allowance for FY14. Step and longevity increases, if applicable, for the three non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the non-benefited part-time positions

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Finance Department

rates are based on the classification and compensation plans for FY14. Merit pay increases for managers, if any, for FY14 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The base overtime budget has been increased by \$500 for after normal business hours work done by employees related to parking clerk activities and as previously mentioned the request includes the \$15,000 for overtime expenses that may be incurred by the Finance Department and other departments while doing work related to the software conversion.

Services, Supplies, and other Expenses:

The fiscal year 2014 submission of \$797,005 is **\$3,140** higher than the current appropriation or an increase of less than one percent. The department overall continues to hold a tight rein on costs by regular examination of its expenses as well as trying to anticipate future operating cost. As noted earlier some expense lines are lower while others are higher, which is due in part to reallocation of certain budget lines to cover higher expenses in other budget expense lines and for expense reclassifications.

Department Budget Major Reallocations

- **Rental and Leases** \$258,550 reduction reflects the transfer of those dollars to the **Professional & Technical** expense line. This represents the costs associated with the annual software license and maintenance agreements. With the change in the expenditure classifications being put into place this year, all Town departments were instructed to indentify and reallocate software license and use fees to the professional and technical expense line. This is considered a classification reallocation.
- **Other Supplies & Equipment** reduction of \$29,500 was made to offset an increase in the **Professional & Technical** line for services that support IT operations. The increase in professional and technical expense is to provide assistance with the virtualization, the Exchange 2010 upgrade, and the data center redundancy projects. The purpose is to better support the overall technology infrastructure and help end users to be more efficient and productive in the delivery of services to residents and taxpayers
- **Other Purchased Services** \$1,700 reduction is a transfer to **Other Expenses** for the Treasurer and Collector surety bonds. This is considered a classification reallocation.

Department Budget Reductions from FY13

- **Repairs and Maintenance** by \$3,000 or 22% the reduction is due to greater reliance on virtual servers. An added benefit of virtualization is some units use less energy.
- **Rental and Leases** by \$258,550 or nearly 100%; this reflects the account classification change of the use and support software licenses expenses as a professional and technical expenses. The balance of \$1,050 that remains in this line is for the rental of the postage meters.
- **Other Purchased Services** by \$11,325 or 31% reflects both the \$1,700 reallocation to the other expense line that was mentioned above and a \$9,625 anticipated lower cost for ambulance bill collections by the outside service as a result of a new contract. This favorable bid comes at an opportune time as we expect new regulatory changes will increase the expense for billing and collecting in the future. The new contract with a different vendor reduced the percentage fee charged on the collection of receipts.
- **Other Supplies & Equipment** by \$36,770 or 38% reflects both the \$29,500 reallocation mentioned above and the reduction of a

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Finance Department

\$7,370 one-time expense for equipment and workstation for the new ITC full-time position approved in FY13. There is a \$100 increase in the cost of the parking permits. The effect of these three actions nets to the \$37,770 reduction. This expense line includes items such as toner, ink cartridges, replacement parts for computers, collection supplies, and forms used by the department and provided to other departments. This year because of the use of Managed Print Service for purchasing toner and printer supplies as well as moving to a more cost effective remote access model the dollars typically spent on these items have been reduced. The dollars have been redirected for outside professional and technical assistance.

Department Budget Increases from FY13

- **Professional & Technical** by \$306,830 or 124% which reflects the reallocation of \$258,550 from Rental and Leases line for software license and maintenance agreements, \$29,500 from Other Supplies and Equipment line for ITC outside vendor support services, and \$18,780 in increased costs. The \$18,780 increase, due to expected higher cost, reflects an approximate four percent increase in ongoing software license and user fee (\$11,450 which would have been reflected under Rental and Leases line in previous years) and \$7,330 increase in banking related expenses (credit cards) or three percent increase. The total for software license related expenses is \$270,000 (\$258,550 (current ongoing) plus \$11,450 (FY14 increases)). This line also includes the \$40,000 transitional license and user services related to the accounting and financial reporting software conversion previously referenced above. The increase in banking related expense is for credit card processing services.
- **Communications** by \$2,073 or 2% which accounts for the postal rate increase announced for next year and higher legal advertising costs. The postal rate increase that took effect during FY12 was absorbed by the FY13 budget because the number of personal property tax bills that needed to be mailed declined with the adoption of the small dollar personal property exemption approved by the Town. A new contract (lower cost) for mailing and processing services, allowed the Department to reduce the budget request for FY13 by \$7,800 from the previous year; no additional savings is expected to offset the increase in FY14.
- **Office Supplies** by \$260 or 3% reflects the additional expenses for the procurement related activities.
- **Travel and Mileage** by \$1,482 or \$18%, which reflects the expected higher costs for staff to attend professional training sessions including the new software applications. During the past couple of years, the department has restricted travel to professional development trainings, however, with the changes in staff over the past two to three years, new regulations, and the new software, attendance will be necessary so that managers are more current with regulatory changes and staff is better trained on the functionality of the software.
- **Dues and Subscription** by \$140 or four percent reflects the increase in professional association dues for FY14
- **Other Expenses** by \$2,000 reflects the transfer of \$1,700 from Other Purchased Services for the Treasurer and Collector surety bonds plus an additional \$300 in the premiums. The Town is required per Department of Revenue regulation to secure surety bonds on the positions of Treasurer/Collector and Assistant Treasurer/Collector.

Operational Capital:

The FY14 base submission of \$37,500 is level funded for the fifth year in a row. These funds provide for the purchase of replacement PCs, low end data servers, and larger laser printers. There is a secondary component to the annual operational capital request found as part of the CIP

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request for network hardware, larger servers, switch replacements and equipment upgrade at \$30,000 per year.

Divisional Activities

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

The office also ensures that expenditure controls are in place. Most all obligations are identified through purchase orders, contracts, and other commitments and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support other spending commitments. Departments may use the accounting system to determine, at any given time, the amount of their appropriations that are available for other commitments. During fiscal year 2013 and continuing through fiscal year 2014 the Finance Department will be heavily involved with the implementation of the new financial software. All divisions will be impacted, but on a day-to-day operational level accounting is the non-technical key department in this process. The primary areas of concentration are Payroll, General Ledger and Accounts Payable.

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 2012, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. In the residential market this is primarily accomplished by inspecting all properties that change hands to confirm that the physical information as well as the description of the condition of the property in our database is up to date. Buyers of property are also sent questionnaires to confirm the terms of their sale, and establish whether they are in fact "arms length" market transactions. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year.

Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in the New England Business Center will begin to accelerate in 2012 and 2013 as work begins on the construction of a Marriott facility. Plans in the works for a large amount of additional office space, now on the drawing board, as well as the construction of a new data center will enhance tax revenue in the commercial/industrial realm going forward. The impact on overall rents in the NEBC due to the advancement toward Needham 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 the not too distant future.

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A third element of the value triad consists of business personal property. The primary job of the office, in this area, is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some 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 is likely to be significantly enhanced by the equipment sure to be housed in the new data center expansion mentioned above.

Fortunately, Needham continues to buck the trends brought about by the economic downturn in recent years, prevalent in much of the Commonwealth. Median residential sales prices have risen slightly. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have not had to be expanded upon, thereby keeping values stable in the commercial/industrial sector.

As always the office will process in excess of 27,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year.

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. Although we have experienced yet another economic slow growth year, the Town continued to maintain a stable collection rate as the chart below indicates. The monitoring of collections and the timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the Fiscal Year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%.

We remain sensitive to the needs of the public and the impact lower interest rates have had on individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining timely collections. Working with individuals has provided the results shown below in the Performance Factors.

Treasurer: As reflected in the fiscal year 2013 operational considerations, fiscal year 2014 does not appear to provide any respite. We continue to be confronted with continuing challenges with regard to providing a substantive yield on our investments. As has been proven by the continuing instability in the market, safety of Town funds is of utmost importance. Although interest rates have taken a slight uptick (barely worth mentioning) we are still in a very volatile time. To protect Town funds, the Treasurer continues to direct that Town general funds are collateralized or insured. The Treasurer continues to review rating agency reports and although collateralization is a Department

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goal for all funds held in any financial institution for more than 14 days, banking relationships that are in a less favorable position are monitored more carefully and the relationship may be changed.

Funds must be available to meet all expenditures and payroll which dictates the amount of cash that must remain available on a weekly basis. All monies are invested wisely and within the mandates of state statutes. Interest earned during FY12 was yet lower than the previous year and the Treasurer was confronted on a daily basis with ever lower rates; FY13 is not providing any relief in this area. Yields remain consistent with FY11 and FY13 does not appear to be any different. However, the Treasurer has consistently outperformed the established benchmark, MMDT (Massachusetts Municipal Depository Trust) for the past several years as indicated by the chart below.

Parking Clerk: Parking activities within the town are administered through the coordinated efforts of several different Town departments. The Police Department conducts enforcement activities in response to the needs of the community. The Highway Department performs installation, signage, repair and maintenance activities. The Finance Department through the Treasurer's office is responsible for the collection of fines and penalties and the resolution of parking appeals through the Office of the Parking Clerk.

During FY12 some changes occurred in the office of the Parking Clerk. In November a new Parking clerk was hired. During the fiscal year, the Town also engaged the services of Complus Data Innovations (CDI) a company which has been in the business of parking ticket management for over 25 years.

In February, a consistent system was put in place to identify and follow-up on delinquent violators who now receive monthly notices which add increases in penalties in accordance with current policies. Online payment of delinquent violation payments and penalties are now allowed, with a service to process overdue tickets. The CDI parking violation software that is utilized enables the staff in the Treasurer's office and the Parking Clerk to track notice and payment activity and view original ticket images.

The Parking Clerk holds weekly hours for hearings and requests are accepted in person, by mail and online. The Parking Clerk maintains ongoing contact with Treasurer's office staff, the Police Department, the Highway Department, CDI, and parking violators. A fair and impartial process for investigating and resolving disputes is in place. A vigorous program has also been instituted to promptly identify and report parking meters needing repair to the Highway Department.

Information Technology Center (ITC): Due to the 24/7 nature of the Town services, all systems, applications, and networks must be running properly at all times. Any down time has an effect on all departments especially after hours, which would effect Public Safety departments. Procedures supporting day to day operations needing updating or maintenance require the Information Technology Center (ITC) staff to schedule these events for off hours and weekends. An additional technology position was approved for FY13 and the funding was secured at the Fall Special Town Meeting, but the demands on the staff continue to stretch the resources of the department. Although the number of Town employees has not increased significantly over the years, requests to supply desktop workstations, laptops, communication devices, and tablets to existing employees has increased annually. This increased number of Information Technology Users (ITU) has more

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than doubled. These requests for devices along with increased use of departmental and enterprise wide applications have increased the demands on the department to provide support. All of the increased day to day support activity has impacted the ability of the ITC to support its own internal projects as well as other departmental long term projects that are designed to increase efficiency and productivity within the departments. This has lead to the use of more dollars for consultant support in projects. The department has been heavily involved in the new financial application, which has also had an impact on resolving day to day or short term requests in a timely matter.

The ITC implemented a "Managed Print Service" solution for the purchasing toner and printer supplies. This has proven to be a more cost effective model, which has reduced the amount spent on these items. This system also brings to the attention of the users a better understanding of their consumption of the supplies. ITC continues to seek cost effective ways to more efficiently use budget dollars specifically in back-end application management, hardware configuration, and employee access. The purpose of all these is to better support the overall technology infrastructure and help end users to be more efficient and productive in the delivery of services to residents and taxpayers.

Performance Factors

1. Direct deposit of pay participation by employees.

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

Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY08	69%	75%	76%	78%
FY09	70%	82%	81%	84%
FY10	73%	78%	78%	81%
FY11	79%	81%	83%	84%
FY12	84%	83%	85%	84%

2. Number of management letter comments by Independent Auditors compared to prior years and the number of comments from a prior year which carried forward. A comment means something requires improvement.

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

Results:

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Fiscal Year Audited

Comments

Prior Year Comments

FY07

4

3

FY08

4

2

FY09

2

0

FY10

5

2

FY11

5

4

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 starting next year this measure will include number and type of building permits that generated new growth)

Results:

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2008, which is the statutory deadline for the collection of "New Growth" information for the following fiscal year.

One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2009. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY08 results.

One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2010. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY09 results.

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2011. This is the statutory deadline for the collection of New Growth information for the following fiscal year. This mirrors FY10 results. A total of 573 properties were inspected during the year.

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2012. This is the statutory deadline for the collection of New Growth information for the following fiscal

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year. 1,069 properties were inspected, several multiple times. This resulted in a residential New Growth valuation, which still is to be certified by the Department of Revenue, of over \$87 million dollars.

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

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

Results:

Of the 10,928 Real Estate (Residential and Commercial) and Personal Property accounts billed in **FY08**, the value of 55 of those properties, or .005% of those accounts saw changes in value due to the abatement process.

Of the 11,097 Real Estate (Residential and Commercial) and Personal property accounts billed in **FY09**, the value of 80 of those properties, or .007% saw changes in their value through the abatement process vs. .005% in FY08. The average adjustment in tax dollars for FY09 was \$1,186 vs. \$4,325 for FY08

Of the 11,150 Real and Personal property accounts billed in **FY10**, the value of 69 of those properties, or .006% saw changes in their value through the abatement process vs. .007% in FY09. The average adjustment in tax dollars for FY10 was \$1,487 vs. \$1,186 for FY09.

Of the 10,691 Real and Personal property accounts billed in **FY11**, the value of 50 of those properties, or .004% saw changes in their value through the abatement process vs. .006% in FY10. The average adjustment in tax dollars for FY11 was \$1,613 vs. \$1,487 for FY10.

Of the 10,664 Real and Personal property accounts billed in **FY12**, the value of 74 of those properties, or .006% saw changes in their value through the abatement process vs. .004% in FY11. Although the percentage of account with value changes is slightly higher than the .004% for FY11, it is the lowest number and percentage of properties adjusted through the abatement process in the Department of Revenue Triennial Revaluation year. The average adjustment in tax dollars for FY12 was \$2,223 vs. \$1,613 for FY11.

5. NEW: 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 payment rather than by check to the Treasurer/Collector's office.

Results: (next page)

Tax Payments (Excise, Real Estate, & Personal Property)

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Fiscal Year	2010	2011	2012
Escrow Service Payments	16,716	16,772	16,798
Customer Payment by Check/Cash	45,020	45,221	46,197
Customer Payment by ACH	403	430	452
Total Payments	62,139	62,423	63,447
Total Payments by Customer	45,423	45,651	46,649
Percentage of Customer Payments by ACH	0.89%	0.94%	0.97%
Escrow Service Amount Paid	\$31,656,365	\$33,092,355	\$34,495,525
Check/Cash Amount Paid	\$54,111,147	\$57,351,710	\$59,605,651
ACH Amount Paid	\$667,975	\$718,509	\$768,414
Total Amount Paid	\$86,435,487	\$91,162,574	\$94,869,590
Total Amount Paid by Directly by Customers	\$54,779,122	\$58,070,219	\$60,374,065
Percentage of Amount Paid by Customers via ACH	1.22%	1.24%	1.27%

Utility Payments

Fiscal Year	2010	2011	2012
Customer Payment by Check/Cash	30,081	32,075	28,003
Customer Payment by ACH	6,876	7,328	7,570
Total Payments	36,957	39,403	35,573
Percentage of Payments by ACH	18.61%	18.60%	21.28%
Check/Cash Payment Amount	\$11,435,759	\$12,256,608	\$11,144,174
ACH Payment Amount	\$1,733,271	\$2,107,381	\$1,959,593
Total Payment Amount	\$13,169,030	\$14,363,989	\$13,103,767
Percentage of the Amount Paid by ACH	13.16%	14.67%	14.95%

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. The tables above reflect the activity. The benefits to the Town in having customers pay via an electronic submission are the handling transaction costs are lower and the funds are consider good at the time of receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks.

6. Optimize earnings on general funds while maintaining adequate liquidity.

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Measure: Needham average investment yield compared to MMDT index.

Results:

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

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

Needham average investment yield for **fiscal year 2010** was 0.46% as compared to the MMDT rate of 0.45%

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

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

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 increased 0.38% from FY07 to FY08, decreased 0.28% from FY08 to FY09, increased 0.14% from FY09 to FY10, then decreased 0.14% from FY10 to FY11, and then increased 0.09% from FY11 to FY12.

Year	1st Qtr	2nd Qtr	3rd Qtr	Year End
FY07	2.20%	3.46%	0.81%	0.66%
FY08	1.74%	2.55%	0.28%	1.04%
FY09	1.80%	2.50%	0.26%	0.76%
FY10	1.69%	2.53%	0.34%	0.90%
FY11	1.70%	2.59%	0.91%	0.76%
FY12	1.77%	2.45%	0.33%	0.85%

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

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Measure: Number of requests resolved within 1BD; 2BD; 3BD; 4BD; 5BD; More than 5BD; percentage of customers who rate service received as satisfactory or better.

Results:

Business Days	1 BD	2 BD	3 BD	4 BD	5 BD	+ 5 BD	Total
FY08*							
Count*	2,328	25	16	11	6	206	2,592
Percent	89.8%	1.0%	0.6%	0.4%	0.2%	7.9%	100%
FY09							
Count**	4,420	49	31	16	10	412	4,938
Percent	89.5%	1.0%	0.6%	0.3%	0.2%	8.3%	100%
FY10							
Count**	3,457	193	237	153	73	45	4,158
Percent	83.1%	4.6%	5.7%	3.7%	1.8%	1.1%	100%
FY11							
Count**	3,341	255	398	199	78	53	4,324
Percent	77.3%	5.9%	9.2%	4.6%	1.8%	1.2%	100%
FY12							
Count**	2,587	347	104	103	90	677	3,908
Percent	66.2%	8.9%	2.7%	2.6%	2.3%	17.3%	100%

* The first year data represents approximately 5-1/2 months of activity since the tracking of this information was implemented.

A customer satisfaction survey has not yet been established.

Note for next year the department will be changing the method of measurement for the above performance measure to: Percentage of normal business hours principal business applications are available

Total number of business hours Engineering Computer Aided Design was available

Total number of business hours Police Computer Aided Dispatch was available

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Total number of business hours Town Financial Applications (Sungard/Tyler) were available

Total number of business hours Town Permitting Application was available

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

Measure: Number planned or unplanned down times for an enterprise system during normal business hours; number of unplanned network down events; amount of time system is available vs. unavailable. Percent of time the system is available to our customers.

Results:

FY08

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

Total number of business hours enterprise data and system was available 2,200 hours out of 2,210: 99.99%

Planned or unplanned down time events: 11

Unplanned network down time events: 5

FY09

Total number of hours network was available 8,704 hours out of 8,760: 99.36%

Total number of business hours enterprise data and system was available 2,190 hours out of 2,210: 99.09%

Planned or unplanned down time events: 8

Unplanned network down time events: 3

FY10

Total number of hours network was available 8,692 hours out of 8,760: 99.22%

Total number of business hours enterprise data and system was available 2,221 hours out of 2,236: 99.33%

Planned or unplanned down time events: 6

Unplanned network down time events: 3

FY11

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

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

Planned or unplanned down time events: 4

Unplanned network down time events: 1

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

FY12

Total number of hours network was available 8,743 hours out of 8,760: 99.81%

Total number of business hours enterprise data and system was available 2,199 hours out of 2,210: 99.50%

Planned or unplanned down time events: 2

Unplanned network down time events: 2

Note for next year that we will be changing the method of measurement for the above performance measure to: Percentage of time networks are available to our customers.

Total number of business hours local area network (LAN) was available for:

- a. Town Hall
- b. Public Safety
- c. Public Service Administration Building
- d. Senior Center

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

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

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

10. Percentage of parking ticket requiring formal hearing as a percent of total appeals.

Measure: Number formal hearings over number of appeals received.

Results: (next page)

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Department			Finance Department					
	FY2008			FY2010			FY2012	
Number of Tickets	4,565		Number of Tickets	7,413		Number of Tickets	4,699	
Appeals	214	4.69%	Appeals	390	5.26%	Appeals	250	5.32%
Formal Hearings	5	2.34%	Formal Hearings	5	1.28%	Formal Hearings	**	
	FY2009			FY2011				
Number of Tickets	8,641		Number of Tickets	6,494				
Appeals	405	4.69%	Appeals	333	5.13%			
Formal Hearings	14	3.46%	Formal Hearings	5	1.50%			

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,637,963		1,637,963
Expenses	797,005		797,005
Operating Capital	37,500		37,500
Total Operating Request	2,472,468		2,472,468

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Department Expenditure Detail DSR2													
Department				Finance Department									
Object				Description						Amount			
DSR2A													
Personnel	FY2012			FY2013			FY2014						
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)				
	21	2	21.7	22	4	23.7	22	4	23.7				
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes		No	X
1. Salary and Wage Permanent Positions.													
a.	Salary and Wages									1,591,184			
b.	Career												
c.	Holiday												
d.	Incentive												
e.	Stipends									3,000			
f.	Uniform												
g.													
Sub Total 1										1,594,184			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.	Collector/Treasurer office customer service part time staff 365 hours and vacation coverage to keep office open 5 days per week									7,954			
b.													
c.													
d.													
e.													
f.													
Sub Total 2										7,954			
3. Salary and Wage Overtime (Itemized Below)													
a.	Accounting office overtime provision for hours for CY payroll reporting and processing, and FY end preparation work as needed									1,000			
b.	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.									500			
c.	Collector and Treasurer offices overtime for seasonal demands e.g., RTS sticker sales extended hours; property tax									1,350			

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Department Expenditure Detail DSR2		
Department		Finance Department
Object	Description	Amount
due dates		
d. Technology center overtime related to extended, evening callback, or weekend work.		5,000
e. Parking enforcement appeals research and after hours support		500
f. Software Implementation related overtime		15,000
Sub Total 3		23,350
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Assistant parking clerk annual stipend serves in the absence of the hearing officer		1,500
b. Educational reimbursement		2,000
c. Payment in lieu of vacation		8,975
d.		
e.		
f.		
Sub Total 4		12,475
5. Total Salary and Wages (1+2+3+4)		1,637,963
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Hardware maintenance general financial AS400 & public safety AS400; public safety MDB – ITC (7,600) Hardware maintenance other equipment – ITC (2,000) Office equipment maintenance contracts – AS (1,000)	10,600
Rental & Leases (527X)	Postage Meter – ITC (1,050)	1,050
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance – AC (58,500) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property – AS (30,900) Other accounting consulting services – AC (2,000) Procurement regulation – PO (1,550) Parking ticket processing – PC (13,000) IT application services for any application or technical process requiring outside consulting or training – ITC (48,500)	554,120

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Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Banking and Rating Service – CT (30,125) Collection, lockbox, credit card, and service bureau fees – CT (35,600) Debt issuing costs not included in prior appropriations – CT (7,000) Paying agent fees, MWPAT fees, Continuing Disclosure filings – CT (5,550) Accountants annual conference, quarterly training sessions, employee training – AC (3,000) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (2,175) Required courses for Board of Assessor members. – AS (225) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (795) State and professional related seminars – FD (1,050) Professional outside trainers internal control program – FD (500) Other professional Services – FD (250) Information Systems training for applications – ITC (1,000) Software license and maintenance Operating Systems; Security Systems; Web Site; Applications – ITC (270,000) Appraisal software and network maintenance contract – AS (2,400) Transitional License User assistance charges – ITC (40,000)	
Communications (534x)	Postage & printing – AC (400) Postage, certified, copying, and cell telephones – AS (3,815) Postage, copying , mailing permit, mailing services, postage machine fees, POB, and calling services – CT (8,690) Postage, billing and mailing – CT (89,000) Postage & printing – FD (50) Postage & printing – PC (2,000) Legal notices, postage & printing – PO (1,368) Wireless devices – ITC (3,000) Fax line services and Internet IP – ITC (14,500)	122,823
Recreational & Cultural Services (535x)		

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Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Other Purchased Services (538x)	Ambulance billing and processing services – CT (25,375) Binding of mandated “permanent retention” state records (0)	25,375
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials – AC (1,800) Office supplies and materials plus state Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies— AS (1,500) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (750) Office supplies and materials – PC (0) Office supplies and procurement forms and other materials – PO (260) Office supplies and materials – ITC (1,500)	7,810
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Camera supplies; field inspection “calling cards”, property cards and field equipment – AS (500) State forms for tax collections and parking permits – CT (1,300) Parking forms, tags and tickets – PC (2,250) Standard computer supplies for ALL depts. forms, paper, ink toners-cartridges, etc – ITC (55,500)	59,550
Governmental Charges (569x)	State CAMA upgrades to Community Software Consortium system – AS (250)	250
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (100) In town vehicle use reimbursements for assessing related	9,532

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Finance Department			
Object	Description	Amount			
	functions. - AS (625) State and professional related required travel for town business- FD (400) Employee educational reimbursement and required travel- AC (1,000); AS (775); TC (3,282); PC (0); PO (350); ITC (3,000)				
Dues & Subscriptions (573X)	Accounting related association dues - AC (300) Community Software Consortium - AS (1,900) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS (800) Collector and Treasurer related association dues; etc. - CT (180) Professional associations - FD (315) Professional associations - PO (100) Network system, GIS dues and subscriptions - ITC (300)	3,895			
Other Expenses (574 X - 579x)	Collector & Treasurer and Assistant bonds - CT (2,000)	2,000			
6. Total Expenses		797,005			
DSR2C					
Capital Equipment Replacement (587X)	Technology Equipment	37,500			
7. Total Operating Budget Capital		37,500			
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,472,468			
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

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title			Finance Committee							
Type			Committee	☒	Limited	☐	Townwide	☐		
Operational Considerations										
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is presented to Town Meeting. The Committee makes recommendations to Town Meeting on capital requests and all warrant articles it finds to have a financial impact, relying on policies and principles of sound fiscal management. In addition, the Committee may consider any and all municipal questions for the purpose of making reports or recommendations to the Town.										
Expense Detail										
Does this request include funding for salary or wage expense?							Yes	☒	No	☐
If yes, does the current year budget include this expense?							Yes	☒	No	☐
If the salary and wage expense funds a permanent position, indicate the FTE.							0.5			
Description							Amount			
a.	Professional and Technical (MMA Annual Mtg, ATFC Annual Mtg)						775			
b.	Office Supplies						100			
c.	Dues and Subscriptions (MMA/ATFC)						350			
d.										
e.										
f.										
Total							1,225			
Spending Request Recap										
Description		Base Request		Additional Request DSR4		Total				
Townwide										
Personnel		31,668				31,668				
Expense		1,225				1,225				
Operating Capital										
Total		32,893				32,893				
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	☒

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Planning and Economic Development

Operational Considerations

FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. The enclosed budget and report addresses the Planning and Economic Development function of the new Department.

In FY2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000. FY2012 and FY2013 saw an increase in application fee activity over the previous fiscal years reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees have returned to pre-recession levels of approximately \$30,000 annually with FY2012 and FY2013 Special Permit fees exceeding historical averages due in large part to four new projects namely Wingate at Needham, North Hill, Digital at 128 First Avenue and Center 128 at First Avenue. Additionally, FY2010 saw the first contribution to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the New England Business Center and/or for traffic improvements directly related to the study area and adjacent neighborhoods. It should be noted that although not currently funded it is anticipated that the Construction of Center 128 as currently permitted will provide an additional \$1,005,000.00 to the Town's Traffic Mitigation fund in FY2013 and FY2014. The above-described items constitute the major anticipated change in revenue for FY2013.

	FY '10	FY '11	FY '12	FY '13*	FY '13**
Application Fees	\$26,030	\$22,188	\$58,313	\$89,445	\$109,445
Zoning By-Laws	\$300	\$255	\$300	\$165	\$660
Zoning Maps	\$210	\$195	\$150	\$60	\$240
Subdivision Regulations	0	\$15	\$30	\$5	\$15

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department		Planning and Economic Development				
	Grants/Donations	\$67,856 ^a	\$67,389 ^b	\$59,648 ^c	\$36,149 ^d	\$111,149 ^e
	Traffic Mitigation Fee	\$18,000				\$930,000
	Total	\$112,396	\$90,042	\$118,441	\$125,824	\$1,151,509

^aHome Program (\$67,856 received).

^bHome Program (\$67,389 received).

^cHome Program (\$59,648 received).

^dHome Program (\$36,149 received).

^eHome Program (\$36,149 received) and Traffic Study (\$75,000 committed).

*Revenue received July 1, 2012 through October 31, 2012.

**Projected revenue to June 30, 2013.

Performance Factors

Pursuant to the appropriation May 2010 by Town Meeting, the Planning Board and the Council of Economic Advisors ("CEA"), a committee established by the Board of Selectmen to evaluate Town-wide economic conditions and make recommendations to promote and encourage new and existing businesses, sought the services of an interdisciplinary team led by a qualified planning, economic development, urban design and traffic firm to undertake a follow-up study of the New England Business Center ("NEBC") to that originally completed by Goody, Clancy & Associates in 2001. The purpose of the study was to explore recurrent issues raised by local businesses, developers, real estate brokers and tenants during symposia sponsored by the CEA in regards to expanding the type and mix of allowable uses, including medical uses; expanding the allowable amount of restaurant, retail and other consumer service uses on the first floor of multi-story buildings; analyzing which dimensional controls were restraining development; and assessing the traffic and other impacts of proposed changes. The planning study focusing on the New England Business Center (NEBC) was initiated in FY2011.

The 215-acre NEBC is the economic powerhouse of the Town of Needham. In FY2010, the NEBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham. The study's objective was to identify a balanced plan appropriate to (1) expanding the type of allowable uses and mix of commercial uses within the NEBC so that the park can respond to market demands and fulfill its development potential; (2) expanding the allowable amount of retail and/or other consumer uses and/or restaurant uses on the first floor of multi-floor developments; (3) analyzing which, if any, existing dimensional controls are restraining development, either prohibiting it altogether on smaller lots or not providing sufficient financial incentive to encourage development; and (4) assessing what the traffic and other impacts are of various levels of different uses and/or mix of uses and/or regulatory changes increasing the density of development so that a proper balance

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Planning and Economic Development

can be reached between appropriate fiscal incentives and acceptable levels of impacts on our community. The first phase of the study was completed in FY2011 and recommended changes in the use profile for the park including the expansion of the allowed mix of retail, restaurant and consumer services on the first floor of multi story buildings and the clarification of certain permitted medical uses. Said zoning changes were presented to and adopted by the May 2011 Annual Town Meeting. Phase 2 of the study which relates to dimensional changes was not complete at the time of the May 2011 Annual Town Meeting. Accordingly, the Planning Board advised Town Meeting that it would be back in the fall of 2011 with respect to the NEBC recommended dimensional zoning changes. Said changes were presented to and adopted by Town Meeting in the fall of 2011 and removed dimensional requirements that were providing impediments to development in the NEBC. The changes included reductions in front yard setback and open space requirements along with increases in permitted maximum lot coverage, height and floor area ratio standards. Said adjustments will permit greater flexibility, especially when coupled with a general provision granting discretion to the Planning Board to relax dimensional requirements (except height) up to 25% after making specific findings as to the propriety of the waivers as to a particular project and location. Successful office parks, such as those located in Waltham, Lexington and Burlington, have flourished due to the flexibility of their zoning provisions. In order to foster economic growth, the Town has now incorporated into its zoning code the flexibility required to compete with other communities for development.

To support the development of the NEBC district and provide the required infrastructure, the Department has worked closely with the City of Newton in relation to the Needham Street/Highland Avenue corridor project, as well as with respect to mass transit uses of the abandoned MBTA rail bed at that locale. We are currently working together on a planning study to explore the feasibility of the latter and on pressing for completion of plans for and funding of improvements along the corridor of the former. The Director of Economic Development has been appointed to serve on the 128 Business Council Board of Directors, which may assist in those efforts.

A comprehensive planning study focusing on improving and enhancing Needham Center was completed in FY2009. The planning effort engaged the Town, including municipal officials, citizens, business interests, property owners, and, where appropriate, federal and state transportation agencies, in a focused and prioritized planning effort to improve the downtown area. To assure that Needham Center continues to serve its important social and economic function, the comprehensive planning process achieved two primary objectives: 1) developed a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educated and involved the community during plan development to assure a planning effort supported by a broad range of community representatives. Zoning, land use, and dimensional regulations such as height, setbacks and FAR were addressed, as well as parking, finance, marketing and other aspects of creating an attractive context for investment in a mixed-use center. Warrants for zoning changes based on the plan were presented and adopted at the Annual Town Meeting in May of 2009. Implementation of the Plan and its recommended next steps agenda remains one of the primary goals and functions of the Department.

In FY2011, the Department, in collaboration with the Planning Board and CEA, initiated By-Law changes to the Neighborhood Business Districts in response to constituents' complaints; corrective By-Law amendments to remedy errors which had arisen over time; technical amendments to the NEBC, Highland Commercial-128 and Mixed Use-128 Districts to make sure that medical laboratories, multiple uses and multiple buildings were allowed as envisioned; an outdoor restaurant seating zoning amendment to allow outdoor seasonal dining together with a General By-Law

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Planning and Economic Development

amendment necessary to allow such uses on public sidewalks or property; and a Zoning By-Law amendment which authorized the Planning Board to make a determination that a use was within the same general use category and was similar in kind and impact to one specifically allowed in the Use Regulations by right or by special permit. These zoning amendments were overwhelmingly approved at the Annual Town Meeting in May 2011.

The Director of Economic Development served as ombudsman for businesses, town departments and individuals on a wide variety of development issues. During FY2012, the Economic Development Office completed a Commercial Permitting Guide for property owners, developers, brokers, and contractors who want to develop land in Needham. The Guide contains clear, easy-to-follow instructions for seeking permits and approvals from Town boards and departments. Although no permitting guide can provide an all-inclusive look at the permits and approvals required for a specific project, this booklet will assist applicants in understanding the basics of Needham's development review and permitting procedures thereby ensuring a more transparent and predictable process.

The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham, Wayland and Watertown. HUD allocated approximately \$1 million to the consortium for the development of low and moderate-income housing. As anticipated FY2004 through FY2008 consortium funds (\$260,000) were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Department, oversaw the replacement of approximately 20 of the 80 existing single-family homes with newly built two-family townhouses on the same lot. Construction of this project, which began in FY2008, was completed in FY2009. FY2009 through FY2013 consortium funds (\$280,000) have been allocated to the Charles River Center for the construction of a group home at 1285 South Street. The home will serve individuals with development disabilities. Construction of this new group home is planned for FY2013 and FY2014.

The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the New England Business Center. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. Additionally, unlocking the economic potential of the New England Business Center remains an overarching goal of the Board and Department.

Finally, during the previous fiscal year the Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the time line between application filing and the scheduling of the public hearing, issuance of the Certificate of Action following close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. FY2012 saw a 2.5 fold increase in the number of permits issued with an increase from 11 in FY2011 to 29 in FY2012. Even with this significant increase in work load which included three new large projects namely Wingate at Needham, North Hill, and Digital at 128 First

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Planning and Economic Development

Avenue, the articulated goals were met for two of the three studied criteria. During the affected time line 29 new Special Permit applications and 1 Subdivision application were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 5 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 58 days with a minimum of 28 days and a maximum of 75 days. Included in the special permits during the fiscal year was one outlier project where additional time was required to enable the Petitioner to provide supplemental analysis and plan modifications. When this project is removed from the analysis, total days required to process an application drops to 45. The Department plans to continue to track these items and will submit a similar report with its FY2015 budget request.

Application Timeline	Average # days until Public hearing (PH)	G O A L	Average # days after PH closed until Decision issued	G O A L	Average # days until decision filed with Town Clerk	G O A L	Total average # days to process an application
Fiscal Year 2012 29 Applications Processed total	30	35	5	14	9	5	58
Fiscal Year 2011 12 Applications Processed total	27	35	9	14	8	5	67

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Planning and Economic Development

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	252,939	35,000	287,939
Expenses	16,460		16,460
Operating Capital			
Total Operating Request	269,399	35,000	304,399

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Planning and Economic Development							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	3	1	3.295	3	1	3.295	3	1	3.295	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						247,861			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							247,861			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary						5,078			
b.										
c.										
d.										
e.										
f.										
Sub Total 2							5,078			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Planning and Economic Development
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		252,939
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Publishing Costs: Zoning By-Law, Subdivision Regulations, Special Permit Regulations, Permitting Guide, Zoning Map, Planning Studies: Planning & Economic Development	6,500
Communications (534x)	Statutory Legal Notices and Postage	4,700
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		1,500
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	American Planning Association (Regional) Annual	2,260

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Planning and Economic Development		
Object	Description	Amount		
	Conference and Misc. State, Private and University Sponsored Conferences			
Dues & Subscriptions (573X)		1,500		
Other Expenses (574 X - 579x)				
6. Total Expenses				
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		16,460		
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$269,399		
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Planning and Economic Development				
Title	Community Housing Specialist		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$35,000		\$35,000	
Expense					
Operating Capital					
Other Costs					
Total Request				\$35,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?				X	
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Department of Planning and Economic Development seeks the approval of the Town Manager to hire a part-time Community Housing Specialist. The Community Housing Specialist would provide administrative and technical support relating to affordable housing issues, would coordinate the efforts of various town boards and committees to develop affordable housing opportunities, and would assist in the implementation of the Town's Community Housing Plan. Working under the direction of the Planning and Community Development Director the essential functions of the position would be as follows: 1. Coordinate and/or conduct planning and feasibility studies for new affordable housing development. 2. Monitor local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. 3. Assist Town boards and committees, and private housing developers during the pre-application process for new affordable housing.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Planning and Economic Development		
Title	Community Housing Specialist	Priority	1
4. Provide technical support and assistance during the application process and the review and approval process under M.G.L. Chapter 40B. 5. Initiate and pursue collaborative efforts among local, state, federal, and private agencies and parties to implement the Town's housing-related plans or studies. 6. Prepare and coordinate applications for state and federal resources, including housing grants and loans, assistance and public services. 7. Promote, monitor and oversee housing projects throughout the required community application process, including public approvals and permitting, and through closing, construction, and sales. 8. Serve as staff resource to an Affordable Housing Committee or Municipal Housing Trust to be appointed by the Board of Selectmen. 9. Serve as the Town's representative to the West Metro Home Consortium; attending all meetings and preparing all budgets, grant applications, requisitions and the Annual Consolidated Plan. Funding of the position will enable the Town to remain competitive with other West Metro Home Consortium communities in securing Home program funds for affordable housing development. Beginning in FY 2014 Home funds not spent by a member community during the year received will be placed in a pool to be awarded on a competitive basis. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed for allocation to a desired project. As this strategy will not be available moving forward, having a Housing Specialist on staff will give Needham the required capacity to successful compete for funding with other Consortium communities who presently have this in house capacity. Funding of the position will further enable the Town to effectively monitor the local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. Presently, the monitoring function is split among a number of entities creating a lack of centralized oversight and accountability. Placing the monitoring responsibility solely with the Housing Specialist will assure that the desired centralized oversight function is met and will further allow for an easier and more predictable process for those wishing to sell or rent deed restricted affordable housing units. Finally, should the Planning and Econoomic Development Department be successful in this effort, the costs associated with this additional staff position would be added to the Department's FY 2014 salary account. It is anticipated that \$35,000 additional dollars would be required to fund the new position during the first year. Additional costs would include benefits, a computer and a work station.			

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Community Development

Operational Considerations

FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents.

During FY2012, the Community Development Department experienced a temporary loss of its Conservation Director due to a maternity leave; however the Conservation Specialist temporarily served as the interim Director; therefore successfully providing no break in Conservation Division coverage.

The MA wetlands protection fund has been utilized to supplement the salary demands of the Community Development Department. Thirty six hundred dollars (\$3,600) was secured in FY2012 and fifty-four hundred dollars (\$5,400) in FY2013 to partially fund the Conservation Specialist position. A contribution of fifty-four hundred dollars (\$5,400) from the MA wetlands protection fund is included in the FY2014 budget request for the Conservation Specialist position moving forward. As relates the Director of Conservation position, ten thousand dollars (\$10,000) was secured from the MA wetlands protection fund to partially fund the position in FY2011, FY2012 and FY2013. The FY2014 budget request funds the position entirely out of the tax levy in accordance with the agreement reached with the Conservation Commission at the time the reorganization plan was implemented. The enclosed budget and report address the "Community Development" function of the Department organized by the two divisions therein namely Conservation and Board of Appeals.

CONSERVATION

OPERATIONAL CONSIDERATIONS

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

- ☐ Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations.
- ☐ Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records.
- ☐ Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes.
- ☐ Maintains case files and materials including computer databases.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department	Community Development
☐ Arranges and conducts on-site inspections related to filings. ☐ Reviews wetland delineations. ☐ Drafts permits with associated conditions and other documents. ☐ Monitors construction to ensure compliance with permits. ☐ Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach. ☐ Responds to complaints and investigates potential violations. ☐ Keeps regular office hours to provide assistance to the regulated community. ☐ Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities. In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following: ☐ Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. ☐ Participating members of the Trail Advisory Group and the Town's Integrated Pest Management Committee. ☐ Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. ☐ Assist the Commission in planning, acquisition, administration and management of municipal conservation land. ☐ Helps prepare Open Space and Recreation Plans to meet criteria for approval. ☐ Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions. ☐ Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants. ☐ Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space. ☐ Educate the public about the importance of protecting wetlands and other open space. 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 FY2012, 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 Director of Conservation meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Division conducted well over a hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The universalized permitting procedures and deadlines; the Division message system and forms to track written requests; established filing system; inter and intra departmental established procedures; required record keeping and data base entry; drop-in office hours; and established field days all provide consistency and efficiency in project	

**Department Information
DSR1**

Department

Community Development

reviews to provide better service and response time to the public.

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. One Conservation Commission issued decision was appealed under the MA Wetlands Protection Act for the Town of Needham Department of Public Works General Maintenance Permit. The Director of Conservation played a crucial role in coordinating efforts with the MA Department of Environmental Protection to withdraw the appeal and return permit authority and oversight to the Needham Conservation Commission, in order to allow for the Department of Public Works to maintain and repair its existing infrastructure in a timely and efficient manner.

FY 2010 THROUGH FY 2012 OPERATIONAL ACHIEVEMENTS

Since the creation of the Community Development Department in FY 2010, the Conservation Division has established written administrative procedures to increase efficiency, consistency and better serve the public. Written permitting procedures and deadlines were developed along with a Division message system and forms to track written requests. Inter and intra departmental procedures were established including required record keeping and data base entry; drop-in office hours; and designated field days that provide better service and response time to the public. Specifically, written guidelines were developed for the following: electronic filing system; abutter list requests & notifications; legal ads; agenda postings; commission packages; meeting notes; meeting minutes; site visits; public hearing & preparation; pre-hearing site visits; pre-construction site visits; and demolition permit procedures.

Additionally, the Conservation Division coordinated the creation of a Town wide GIS wetland map that has significantly increased the efficiency and accuracy of site investigations regarding the presence of state and town protected wetland resource areas and associated protection zones. The Conservation Department also worked with the GIS Department to create ARC MAP templates for USGS Maps and Wetland Site Maps with parcel and topographical information that have professional legend and title data and can be used for town permit application filings along with permit issuances.

LAND MANAGEMENT

With respect to FY2012 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Master Trails Plan and finalize the Open Space Plan and Recreation Plan. In cooperation with the Trails Advisory Group (TAG), the Conservation Commission has made tremendous progress over the last year in implementing the first priorities of the Master Plan including signage, kiosks, a trail steward program and improved trail maintenance. The Commission has partnered with Eagle Scouts Award applicants and the Town of Needham Forestry Department to complete maintenance of several Ridge Hill Reservation trails. Additionally, in January of 2012 the Conservation Commission created and voted unanimously to implement an Ecological Management Plan for Ridge Hill Reservation. The plan's goal for ecological management is to preserve, restore, or enhance the ecological integrity and natural diversity of the Ridge Hill Reservation in a way that protects the values of this important conservation land and that is consistent with the reasons that the Town acquired and protected the land. This plan contains recommended management of Ridge Hill that will protect its habitats and biodiversity.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Community Development

ZONING BOARD OF APPEALS

OPERATIONAL CONSIDERATIONS

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

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

In FY2012 the Board of Appeals completed an update of its Chapter 40B comprehensive permit regulations including both procedural and substantive requirements. The updated regulations include (a) minimum submittal requirements, (b) filing and/or administrative fees, (c) review fees, utilizing M.G.L., Chapter 53G, (d) notice, hearing, and review procedures, (e) standards for approval, approval with conditions and denial of an application and (f) provisions relating to modification of projects.

Performance Factors

Conservation

In FY2012, the Conservation Commission met formally a total of twenty three (23) times and held a total of ninety six (96) public hearings – nearly 20 percent more hearings than FY 2011 (refer to Table 1). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out a permit. The Commission handled one hundred and thirty five (135) of these applications and requests during this fiscal year (refer to Table 2). Finally, for that small percentage of projects that occur within the Commission's jurisdiction obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2012, eight (8) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas. During FY 2012 the Conservation Commission collected a total of \$12,965.00 in fees and \$1,300 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2010 and FY 2011 is likely due to the fee increase from the Regulation changes approved in September of 2011.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Community Development

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

Fiscal Year	Number of Public Hearings	Wetlands Protection Bylaw Fees Collected	Enforcement Order Fines Collected
FY 2010	108	\$7,300	\$1,200
FY 2011	79	\$3,249	\$2,400
FY 2012	96	\$12,962*	\$1,300
*Needham Wetlands Protection Bylaw Regulations Application fees increased in September 2011 which contributed to the increase in application fees collected.			

The following Table 2 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Recent regulatory changes have occurred that impact the Divisions administrative operations and includes Section 173 of Chapter 240 of the Acts of 2010, also known as the MA Permit Extension Act (November 2010 updated August 8, 2012), that automatically extends permits and determinations under both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw for a period of four additional years beyond the original expiration date. It appears that there has been a minor decrease in application filings from FY 2011 to FY 2012 in the form of Notice of Intents and Requests for Determination of Applicability, but there has been a significant shift in Minor Modification requests for existing permits in lieu of filing for new permit applications (see Table 2).

Table 2: Conservation Commission Application Filings & Requests

Type of Application Filing / Request	FY 2010	FY 2011	FY 2012
Notice of Intent	30	30	28
Request to Amend Order of Conditions	3	8	4
Request for Determination of Applicability	18	16	15
Abbreviated Notice of Resource Area Delineation	1	0	0
Extension Permit	3	3	2
Emergency Certification	2	2	2
Certificate of Compliance	20	20	30
Minor Modification Request	1	19	24
Enforcement Order	6	7	8
Trail Maintenance Notification Form	4	6	6
DPW Generic Permit Activity Notification Form	2	2	8
Exemption Letter	10	11	7
Conservation Restriction	1	1	0
Notice of Non-significance	0	0	1
TOTAL	101	125	135

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Community Development

Despite the continued economic recession in FY2012 the Commission continues to see a high volume of permit applications filings and requests each year. The Department will continue to track the number of formal applications and all revenue-generating administrative requests.

Zoning Board of Appeals

In FY2012, the Board of Appeals met formally a total of twelve (12) times and held a total of fifty (50) public hearings and five (5) informal hearings (refer to Table 1). During FY 2012 the Board of Appeals collected a total of \$13,700.00 in fees in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2010 to FY2011 is likely due to the fee increase from the Regulation changes approved in May of 2010.

Table 1 : Board of Appeals Public Hearings, Informal Hearings & Fees

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2010	47	12	\$6,883
FY 2011	65	7	\$11,819
FY 2012	50	5	\$13,700

Within the 50 public hearings conducted in FY2012, twenty-eight (28) special permits, two (2) variances, and one (1) appeal of a Building Inspector decision were presented (refer to Table 2). It should be noted that today's hearings can run for several meetings, and require more intense background checks. The office is handling many more inquiries regarding land use than in previous years; due in part to the current economy where more homeowners are choosing to expand the home they own, which often leads to a formal filing before the Board.

Table 2: Number of Permit Application Filings in FY2010, FY2011 and FY2012

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2010	12	28	1	2	2	5	28
2011	14	38	1	1	1	5	41
2012	13	32	2	1	0	1	33
Total	39	98	4	4	3	11	102

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Community Development

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Moving forward the division has established the following set of goals for the upcoming fiscal year.

- 1) Produce and file all decisions within two weeks of the closing of the public hearing.
- 2) Continue the task of changing the filing system from an applicant-name format to a street-address format. This activity has the effect of also completing missing information and correcting errors in the existing database, making the database a more useful tool.
- 3) Monitor revenue generation in relation to the cost of the application process.
- 4) Expand the website to be more user friendly.
- 5) Provide case reports on the website.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	129,899		129,899
Expenses	11,858		11,858
Operating Capital			
Total Operating Request	141,757		141,757

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2													
Department				Community Development									
Object				Description						Amount			
DSR2A													
Personnel	FY2012			FY2013			FY2014						
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)				
	1	3	2.5	1	3	2.5	1	3	2.5				
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes		No	X
1. Salary and Wage Permanent Positions.													
a.	Salary and Wages									129,899			
b.	Career												
c.	Holiday												
d.	Incentive												
e.	Stipends												
f.	Uniform												
g.													
Sub Total 1										129,899			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.													
b.													
c.													
d.													
e.													
f.													
Sub Total 2													
3. Salary and Wage Overtime (Itemized Below)													
a.													
b.													
c.													
d.													
e.													
f.													
Sub Total 3													
4. Other Salary and Wage Expenses - (Itemized Below)													

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Community Development
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		129,899
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Consultants (environmental assessments, enforcements, appeals	2,900
Communications (534x)	Wireless Device, Postage, Legal Notices	5,267
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		1,541
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		140
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Misc. State, Private and University Sponsored Conferences	1,000
Dues & Subscriptions (573X)		1,010

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Community Development			
Object	Description	Amount		
Other Expenses (574 X - 579x)				
6. Total Expenses				11,858
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				141,757
8. Total Base Request (Line 5 + Line 6 + Line 7)				
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

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Police Department

Operational Considerations

FY 2012 Activity		FY 2011 Activity	FY 2010 Activity
Calls for Service	33,595	32,800	27,322
Priority 1, 2, 3, Calls	9,958	9,713	10,694
Incident Reports	1,667	1,777	1,682
Arrests & Complaints			
Adult	376	318	328
Juvenile	29	19	29
Motor Vehicle Violations	3,355	3,966	4,124
Motor Vehicle Accidents	437	462	419
Priority 1 calls--Immediate Police Response		Priority 2 calls--Reasonable police response	Priority 3 calls--As available
Examples- Domestic disturbance		Examples- 911 hang-ups	Examples- Simple larceny report
Physical altercation		Past burglary, suspect not on scene	Vandalism
Accident with injuries		Commercial/Residential alarm	Neighbor trouble
Robbery/ hold-up alarm		Suspicious person	

FY 2014 Budget Request

The FY 2014 overall budget request of \$5,649,641 is \$326,414 above FY 2013.

Salaries & Wages

The FY 2014 salary and wage amount requested is \$5,175,845. The \$333,453 increase is the result of contractual wage increases for bargaining unit members and employee salary step increases.

There is an increase under salary and wage seasonal/temporary category (11,588). The police department presently covers fifty-nine school crossings per day. Part of the increase is the result of COLA increases for crossing guards (3,415). During the past year it became necessary to increase time, at two crossings near the Newman School (4,030). Two other areas that resulted in increases are Matron duty (1,353) and an increase to parking enforcement hours (2,790)

Total Salary and Wage Seasonal requested is \$172,388.

Other salary expenses are the result of salary increases and anticipated increase in shift vacancies. The amount requested for the police department salaries and wages in FY 2014 is \$ 5,175,845

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Police Department

Expenses

The FY 2014 expense request has increased by \$11,591.

Under Repairs and Maintenance, there is an increase to the photocopier maintenance contract over FY 2013 (200). Increased costs to the maintenance of the departments CJIS system and cross-match digital fingerprint system (900). New category Bicycle parts (500) were added to the line to help maintain the departments aging fleet of seven bicycles.

Rentals and Leases- The increase in this category are the result of an increase to the postage meter (120), identikit (30) and TTY phone (75)

Under other property related services- The increase is the result of animal crematory service fees (400).

Professional and Technical, There is no increase to this category.

Communications - There is a slight increase to this category due to increases in postage (150). The increase in Printing costs is due mostly to the number of carbon copy forms we use.(650)

Other Purchased Services- There is no increase to this category

Office Supplies- There is no increase to this category

Vehicle Supplies- The increase to this Category is the result of an increase to gasoline prices(7,006)

Medical Supplies- The increase is the result of cost increases to the medical kits and supplies (600)

Other Supplies and Equipment- The increase under uniforms, reflects the costs to outfit four new officers.(800)

Government Charges- Under this category Court Filing Fees were added to enable the department to file a civil complaint in court against individuals who refuse to pay police detail.(160)

Travel and Mileage- Remain the same

Dues and Subscriptions- Remain the same

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Police Department

The total expense requested for FY2014 is 292,426

Capital Equipment Replacement

The Capital Equipment Replacement request is(\$16,850) less than FY 2013

In FY 2013 the department replaced six vehicles, four patrol cruisers and two unmarked vehicles. This year the replacement of five vehicles is anticipated in accordance with the department's vehicle replacement schedule. They are four patrol cruisers and one SUV. The new vehicles are complete model changes from the previous patrol vehicles. They will require the purchase of additional equipment that was usually swapped from the old vehicle to new vehicle. The additional cost has been factored into the price of the new vehicle.

The total capital equipment replacement request is \$181,370

Grants & Donations

We currently receive reimbursement funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Grant Program. The grant funding to each primary 911 call center is based on the previous years 911 call center volume. Last year we received over \$55,000 ,

The Department was also eligible for and received federal grant funding through the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The enforcement mobilizations targeted drunk driving, aggressive drivers and seat belt use. In FY 2012 the Department received \$8,250 through the grant.

These grants are not guaranteed and are subject to federal and state appropriation.

Total Budget Summary

The total police department budget request for FY 2014 is \$ 5,649,641.

Performance Factors

Since 2006, the police department has participated in ICMA's comparative performance measurement program. This benchmarking project

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Police Department

analyzes data to evaluate the service-delivery performance of the police department as compared to other police agencies of similar size. The results of this evaluation, indicates the police department compares favorably with other similar sized police departments.

During the past year, traffic enforcement was directed toward several high accident intersections and roadways. The intersection of Hillside and West Street was targeted due to the high number of reportable accidents in the past year. There were twelve accidents with five involving personal injury. In late January, the Department directed traffic enforcement operations toward this intersection in an effort to reduce accidents. Since that time, there have been eight-one enforcement operations at the intersection which has reduced the number of accidents to one, with no personal injury.

During the past year the department investigated two businesses in the Town that were fronts for a prostitution operation. The successful investigation led to the arrest of several individuals and the closure of the businesses.

During the past year the department investigated several burglaries at an apartment complex in Town. The information and evidence obtained by detectives led to the formation of a multi-agency task force to track down and apprehend a career criminal who was burglarizing apartments in several communities. As a result, in June of 2012 Needham Detectives working with detectives from Brookline, Boston and several other communities arrested an individual and charged him with burglaries in Norfolk, Middlesex and Suffolk Counties. At the time of his arrest, his record indicated that he had been arraigned over three hundred times for various crimes.

The Department intends to conduct alcohol compliance checks on all alcohol licensed establishments in town this coming fiscal year. The compliance checks will help ensure that licensed establishments are complying with the Towns alcohol regulations and State Law.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	5,175,845		5,175,845
Expenses	292,426		292,426
Operating Capital	181,370		181,370
Total Operating Request	5,649,641		5,649,641

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2												
Department				Police Department								
Object				Description						Amount		
DSR2A												
Personnel	FY2012			FY2013			FY2014					
	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)			
	57		57	57		57	57			57		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No	x
1. Salary and Wage Permanent Positions.												
a.	Salary and Wages									3,602,811		
b.	Career									384,197		
c.	Holiday									12,668		
d.	Incentive									19,240		
e.	Stipends									33,100		
f.	Uniform									58,600		
g.												
Sub Total 1										4,110,616		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	Traffic Crossing Supervisors									145,085		
b.	Parking Enforcement									25,950		
c.	Matron Duty									1,353		
d.												
e.												
f.												
Sub Total 2										172,388		
3. Salary and Wage Overtime (Itemized Below)												
a.	Shift vacancies, Court, Investigations, Emergencies, Meetings & Functions									319,449		
b.	Vacation Shift Filling									186,816		
c.	Elections (1)									5,500		
d.												
e.												
f.												
Sub Total 3										511,765		
4. Other Salary and Wage Expenses - (Itemized Below)												

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Department Expenditure Detail DSR2		
Department		Police Department
Object	Description	Amount
a. In Service		133,906
b. Holiday		237,271
c. NOSL Incentive		9,899
d.		
e.		
f.		
Sub Total 4		381,076
5. Total Salary and Wages (1+2+3+4)		5,175,845
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Photocopier Maint (1000) Radar, Lidar other devices (5000), Communication system (18,200), CJIS & crossmatch (2,900) Bicycle parts (500) Vehicle repairs & Inspections (5,500)	33,100
Rental & Leases (527X)	Range Rental (2750), Motor Cycle (4,495) P.O. Box (150) Postage Meter (800), TTY (75) Coolers (800), identikit (450),	9,520
Other Property Related Services (529x)	Animal control services (2,100) Crematory(400)	2,500
Professional & Technical Services (530x – 531x)	Employee Training ,Testing Services, Consultant & Technical Services	13,000
Communications (534x)	General Postage (2,000) 911 and other Landlines (6,500) Wireless (12,500), Printing (1,300)	22,300
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Towing (1,000) ACO Testing (800)	1,800
Office Supplies (542x)	Office Supplies	6,700
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		

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Department Expenditure Detail DSR2				
Department	Police Department			
Object	Description	Amount		
Vehicular Supplies (548x)	Gasoline (109,246) Oil (1,800) Tires, Batteries, Accessories (14,500)	125,546		
Food and Service Supplies (549x)				
Medical Supplies (550x)	Cruiser Medical & Station kits (4,000) DeFib Supplies (1,600)	5,600		
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Uniform Supplies New Issue (12,800) Allowance (6,000) Range Supplies (12,000) Batteries, Portable Radio 10,500) Lab Items and Evidence Supplies (1,900) Patrol, Traffic, Prisoner, Training Supplies (10,500) Other supplies 3,500	57,200		
Governmental Charges (569x)	EMT Licenses (3,000) Court Filing Fees (160)	3,160		
Travel & Mileage (571x – 572x)	Court, Training & Seminars	3,000		
Dues & Subscriptions (573X)	Membership & Dues GBPC, Metro-LEC, NESPIN, IACP, SSPI, Chiefs, Plymouth County, ICMA	9,000		
Other Expenses (574 X – 579x)				
6. Total Expenses		292,426		
DSR2C				
Capital Equipment Replacement (587X)	Four Marked Cruisers (142,440) One Utility SUV (38,930))	181,370		
7. Total Operating Budget Capital		181,370		
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,649,641		
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	x	NO

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Department Information
DSR1

Department

FIRE

Operational Considerations

The Fire Department has three main sources of revenue: the ambulance, fire prevention/inspection permits and fire alarm permits. In FY12 the ambulance revenue totaled \$568,083; while fire prevention/inspection permits brought in \$68,424 and Fire Alarm permits \$61,650.

In addition, the Department, once again, received a Student Awareness of Fire Education grant in the amount of \$5,265. This money provides us the opportunity to have firefighters go into the classroom and teach children about fire safety. We believe that fire safety education must begin at a young age, so we concentrate our efforts on Grades Pre-K thru Grade 3. Without this funding, we would not have the resources to provide this potentially life-saving program.

Salaries

The salary line items include cost of living increases as per contractual agreements for Firefighter Local 1706, Units A, B and C, ITWA and non-represented employees. Please note that on the DSR 2, we have included a fully funded overtime figure for Firefighter Local 1706 Units A and C.

Services/Supplies

The following highlights significant changes (+/- \$100) to our services/supplies portion of our budget. The total amount of significant increases over FY13 is \$7,735. The remaining increases of \$316 are incidental dollar amounts.

Repair and Maintenance

- FF equipment maintenance contracts ~ \$7,385 **up** from \$6,652 (+\$733)
- Vehicle inspections ~ \$4,640 **down** from \$5,351 (-\$711)
- Outside vehicle repairs ~ \$21,630 **down** from \$26,547 (-\$4,917)
- Radio maintenance contract ~ \$3,306 **down** from \$3,900 (-\$594)
- Radio repairs ~ \$2,200 **up** from \$1,800 (+\$400)
- Defibrillation maintenance contract ~ \$4,768 **up** from \$4,468 (+300)

Prof/Tech

- New hire psychological, PAT, Academy Trust Fund ~ \$1,160 not included last year (+\$1,160)
- FF Certification for Fire Academy classes ~ \$180 not included last year (+180)
- Chief and Inspectors monthly meetings ~ \$1,250 **down** from \$1,350 (-\$100)
- Chief, Inspectors, FA Superintendent conferences/seminars ~ \$1,515 **up** from \$1,015 (+\$500)
- Ambupro Software License/User Fee ~ \$4,750 **up** from \$4,650 (+\$100)
- Instructor's fees ~ \$4,500 **down** from \$5,133 (-\$633)

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Department Information
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Department

FIRE

- Dispatch 911 training ~ completed last year (-\$3,749)
- Dispatch EMD Refresher training ~ \$650 not included last year (+650)

Other Purchased Services

- Tailoring ~ (change in category from Prof/Tech) \$500 **up** from \$375 (+\$125)

Office Supplies

- General office supplies ~ \$3,150 **down** from \$3,325 (-\$175)

Vehicular Supplies

- Fuel ~ (based on FY12 consumption) \$43,230 **up** from \$39,724 (+\$3,506)
(Fuel consumption for FY10: Diesel~7,680 gal/Unleaded~3,017 gal; FY11: Diesel~6,973 gal/Unleaded~3,490 gal;
FY12: Diesel~6,651 gal/Unleaded~2,933 gal)
- General vehicle supplies ~ \$17,235 **up** from \$16,000 (+1,235)

Other Supplies

- FF Supplies ~ \$32,501 **up** from \$27,239 (+\$5,262)
- All Uniforms ~ \$33,399 **up** from \$29,676 (+\$3,723)
- Fire Prevention supplies ~ \$300 **down** from \$500 (-\$200)
- Fire Alarm supplies ~ \$3,055 **down** from \$3,200 (-\$145)

Travel / Mileage

- General travel and mileage ~ \$3,400 **up** from \$2,315 (+\$1,085)

Performance Factors

The Fire Department is continually investing in efforts to enhance our service abilities. Currently, we have trained all of our Public Safety Dispatchers to the level of "Emergency Medical Dispatch" (EMD), which is a State mandate for new staffing requirements for Advanced Life Support (ALS) ambulance operations. In addition, with grant funding which we received, we are training all of our dispatchers to be able to provide "pre-arrival instructions" (PAI) to callers with medical emergencies. The ability to provide these instructions prior to the responders arriving on scene can truly be the difference between life and death. We are working on improvements in our dispatching software which will allow us to track these calls when the pre-arrival instructions were given. It is our intention to provide this material in quarterly reports, which will highlight when the instructions were given and the results obtained. When possible and appropriate, we would also request feedback from the Paramedics who provided patient intervention and treatment on the success of patient outcome as a result of the pre-arrival instructions.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

FIRE

Over the past couple of years we have been making significant progress in our goal of having the ability to operate both of our ambulances at the Advanced Life Support (ALS) level. Working with twenty other west suburban communities, we were successful in getting the Massachusetts Office of Emergency Medical Services (OEMS) to allow more flexibility in the staffing requirements for ALS ambulances. The current (new) requirements allow ambulances to operate at the ALS level staffed with one Paramedic and one basic EMT. This requirement does not completely cover all types of medical emergencies, but it certainly allows us to provide more advanced pre-hospital care. However, there are several training and regulatory requirements which must be fulfilled prior to operating at this level and with this staffing arrangement. To date, we have completed almost all of those requirements, and expect to have the ability to operate two ambulances at the ALS level simultaneously.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	6,671,597		6,671,597
Expenses	262,016	971	262,987
Operating Capital		10,740	10,740
Total Operating Request	6,933,613	11,711	6,945,324

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				FIRE						
Object				Description					Amount	
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	74	0	74	72	0	72	72	0	72	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?								Yes	X	No
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							4,988,302		
b.	Career							229,380		
c.	Holiday							336,845		
d.	Incentive									
e.	Stipends							31,379		
f.	Uniform							520		
g.										
							Sub Total 1	5,586,426		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Admin Assist (Temporary, Part-time) (23.4554/hr X 60 hrs)							1,407		
b.										
c.										
d.										
e.										
f.										
							Sub Total 2	1,407		
3. Salary and Wage Overtime (Itemized Below)										
a.	Fire Overtime, Units A & C ***** In order to cover all Vacations and Personal days in Units A and C (Deputies, Captains, Lieutenants and Firefighters), we will need approximately 648,692. In addition, based on experience from previous years, we will need approximately 120,000 – 135,000 for NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanic's callbacks, etc. Therefore, the estimated total amount needed for Units A & C is 783,692.							783,692		
b.	Fire Alarm Overtime							10,000		
c.	Fire Civilian Dispatch Overtime							44,353		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		FIRE
Object	Description	Amount
d.		
e.		
f.		
Sub Total 3		838,045
4. Other Salary and Wage Expenses – (Itemized Below)		
a.	In-Service Training	231,275
b.	Working Out of Grade	9,800
c.	Ass't Director, Emergency Mgt	1,500
d.	Fire Civilian Dispatch Holiday Worked	3,144
e.		
f.		
Sub Total 4		245,719
5. Total Salary and Wages (1+2+3+4)		6,671,597
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (829) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus flow and hydrostatic testing, air compressor maintenance contract, annual calibration of CO monitors, recharging fire extinguishers, and small equipment repair (7,385) Vehicle inspections (4,640) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake, body, pump/aerial and electrical repairs, as well as scheduled maintenance (21,630) Radio maintenance contract (3,306) Radio repairs (2,200) Defibrillator maintenance contract (4,768)	44,758
Rental & Leases (527X)	Acetylene tank rental (120)	120
Other Property Related Services (529x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
Professional & Technical Services (530x – 531x)	Regional shared resources (1,000) New Hire Psychological/PAT and Academy Trust Fund (1,160) Firefighter Certification Exams (180) Monthly MetroFire, Fire Chiefs Assoc. of MA, Norfolk County and Fire Prevention monthly meetings (1,250) MMA Annual Conference, International Association of Fire Chiefs' Annual Conference, Annual Fire Prevention Assoc Conference, Fire Alarm conferences and Fire Chiefs Assoc of MA Professional Development Seminar (1,515) Medical Oxygen (1,300) Ambupro Software License/User fee (4,750) EMT Paramedic Refresher Course/ACLS (7,600) Fire Alarm licenses (270) Police details (336) Instructors fees (4,500) Swiftreach Emergency Notification Software/User License (8,042) Powerphone EMD Recertification (650)	32,553
Communications (534x)	All wireless communications (5,100) All phones/repeater lines (3,100) Postage (285) Printing (125)	8,610
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	Office supplies including, but not limited to: pens, paper, stationary, envelopes, notebooks, file folders, tape, etc.(3,150)	3,150
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, plantings (385)	385
Vehicular Supplies (548x)	Fuel, regular, diesel, additives (43,230) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires and	60,465

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Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	general supplies (17,235)	
Food and Service Supplies (549x)		
Medical Supplies (550x)	General medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, gloves, saline, syringes, sharps, Epi-pen, sanitizers, electrodes, EZIO needles and bandages (25,500)	25,500
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, gates, tools SCBA accessories, batteries and a thermal imager (32,501) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, hitch gear, dress uniforms and boots (33,399) NFPA codes on-line (885) Fire Prevention supplies (300) Educational supplies (1,425) Fire Alarm supplies (3,055) Emg Mgt supplies (200)	71,765
Governmental Charges (569x)	Ambulance license (1,000) Food and Drug license (300) EMT/Paramedic State Recertification (5,550)	6,850
Travel & Mileage (571x – 572x)	Mileage, hotels, parking and tolls for all meetings/conferences (3,400)	3,400
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400) Norfolk County Fire Chiefs (250) IAFC (210) NFPA (165) Fire Prevention Association (80) MetroFire (2,500) Haz Mat Team Member (75) IMSA (80)	3,760
Other Expenses (574 X – 579x)	Meeting refreshments (200)	200

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		FIRE		
Object	Description	Amount		
6. Total Expenses		262,016		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,933,613		
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		FIRE							
Title		Radio Remote Satellite Receiver at the Water Treatment Facility					Priority		1
DSR4									
Expenditure Classification	FTE	Frequency				Total \$			
		Recurring Amount		One Time Only Amount					
Salary and Wage									
Expense		\$38.80/month for phone line							\$466
Operating Capital						Radio remote satellite receiver			\$10,740
Other Costs						Installation of phone line			\$505
Total Request									\$11,711
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?									X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
4. Does the request support activities which produce revenue for the Town?									X
5. If the request is not approved, will current Town revenues be negatively impacted?									X
6. Is there an increased exposure for the Town if the request is not approved?									X
7. Is specialized training or licensing required (beyond the initial purchase)?									X
8. If applicable, will the item(s) being replaced be retained by the Town?									
9. Does this request address a documented health or safety issue?									X
All " YES " responses must be explained in the narrative									
Description and Explanation									
A new radio remote satellite receiver installed at the Water Treatment Facility on Charles River Street is needed due to the poor radio coverage in the area. This satellite receiver will help insure the safety of our fire personnel when utilizing radio communications in this part of Town. We will be requesting personnel support from Public Facilities for an electrician to provide a dedicated circuit and electrical receptacle.									

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Building

Operational Considerations

One of the main responsibilities of the Building Department is overseer of several functions of public safety, and enforcements of their applicable codes.

Massachusetts State Building Code: The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations.

National Electric Code: The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity.

Commonwealth of Massachusetts Fuel Gas and Plumbing Code: This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems. The Building Department also reviews all building, electrical, plumbing, gas, and sign applications.

Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or code. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc.

The Building Department is funded by its fiscal operational budget.

The FY10 operational budget was \$450,925.00.

The FY11 operational budget was \$461,601.00.

The FY12 operational budget was \$467,911.00.

The FY13 operational budget is \$489,559.00

Monies generated by the Building Department are by means of permit fees, and misc. fees.

Total fees collected in FY10 amounted to \$ **926,841.-**decreased by approx. 5%

Total fees collected in FY11 amounted to **\$1,206,173.-** increased by approx. 37%

Total fees collected in FY12 amounted to **\$1,693,088.-** increased by approx. 40.5%

Fees collected thru 10-31-12 FY13 amount to **\$572,334.-increase by approx. 23 %**

The Building Department enforces state and national public safety codes and Town By-Laws.

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Building

The Building Department actively investigates complaints filed with the office regarding building safety, zoning enforcement and general nuisance complaints. The Building Department also fields many calls to resolve other Town of Needham Departments' issues.

Department staff works with town departments involved with planning future developments in town.

The Building Department continues enhancing information on the town web page and handouts designed to assist its customers. For example: MGL Chapter 112 Section 237 instituted a new law effective February 19, 2011, that the installation of any sheet metal work was to be permitted and performed by a sheet metal worker, licensed by the Massachusetts Board of Examiners of Sheet Metal Workers. This work is to be inspected by the Inspector of Building, Building Commissioner, or Local Building Inspector. To create as smooth of a transition as possible for trades- persons and property owners, the Building Department announced this new law coming into effect by means of hand outs and the Town web page. A sheet metal permit application and fee schedule was developed and also made available on the web page. This involved a comparative study of surrounding towns.

The economy is still considered to be struggling. Yet, Needham continues to attract building, development, and new business. Prospective buyers appreciate that construction projects in our community, with regard to safety and zoning, receive full attention and that the Building Department is maintaining high standards. Property purchase in Needham continues to be on the rise.

Number of new dwelling units constructed FY10- **75**

Number of new non-res. bldgs. constructed FY10- **5**

Number of new dwelling units constructed FY11- **77**

Number of new non-res. bldgs. constructed FY11- **3**

Number of new dwelling units constructed FY12- **95**

Number of new non-res. bldgs. constructed FY12- **5**

Number of new dwelling units issued thru 10-31-12 FY13-**21** plus **9** waiting for pick-up.

Despite the nation's struggling economy, last fiscal year Needham property owners reported they spent **\$170,380,686.00 (approx. 49 % increases)** to construct or remodel **1,695,141** square feet to buildings and structures. This amounted to a monthly average of **\$14,198,391.00** and **141,262** square feet.

Budget submission for level service is **\$493,592**

Salary & Wages

FY14 Budget submission-**\$464,652.00**

FY13 Budget submission-**\$460,619.00**

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Building

FY12 Budget submission-\$**451,816.00**

Services, Supplies & Other Expenses

FY14 Budget submission-\$**28,940.00**

No increase.

Performance Factors

The Building Department continues to maintain extensive document information on all town properties. Because of the availability of these well maintained, historical and current records, our department property files are constantly being requested for access & review by the public and other town departments.

The Building Department has provided and continues to offer a high level of customer service through several avenues.

1.) Information: Written & Verbal

Written:

On-line 'Easy Permit' Process:

Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights.

Permit applications-Building, Electric, Plumbing, Gas, Sheet metal, Sign

Fee schedules-Building, Electric, Plumbing, Gas, Sheet metal

Affidavits-Controlled Construction, Homeowner, Home Improvement Contractor, & Workers' Comp.

In-Office-All permit applications-Fee schedules-All Affidavits-Residential zoning info.

In addition, approximately 30-40 informational pamphlets have been generated by the Inspectors as an educational tool or guided process for tradespersons and property owners.

New postings on the web page, and counter displays, as soon as any code changes or amendments are announced by the State.

Verbal:

!

Telephone assistance answering endless questions as to building, electric, plumbing & gas codes, as well as zoning and sign by-laws.

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Building

Telephone assistance and guidance as to permit process and special permit process.

Telephone assistance providing property information; property history; ownership; contractor information; etc.

Counter assistance answering endless questions as to permit process, property information, zoning information, contractor information, etc. Inspectors make themselves available before and during normal business hours to meet with contractors and property owners for questions and informal plan reviews.

2.)Permit Review:

The Building Department reviews all building, electric, plumbing, gas, sheet metal, and sign applications.

Number of total permits issued:

FY10-**3,281**

FY11-**3,896**

FY12-**4,797-approx. 23 % increase**

FY13 thru 10-31-12-**1,826** permits issued-**approx 12 % increase**

3.)Inspections:

Adjustments in inspection scheduling to ensure on time arrival of inspectors.

Developing an inspection process; resulting in eliminating unnecessary delays of project.

Daily inspection schedules for bldg., plg., gas, electric, sheet metal, and annual state inspections times are posted on the Building Department website by 5:00pm the night before, so that tradespersons and property owners are better able to plan their day and be prepared for the scheduled inspection. This has process has received an exceptional positive response from the public.

Number of requested inspections performed: Building Inspector

FY10-**2,548*** inspections

FY11-**3,151*** inspections-increase of 19.2%

FY12-**3,728*** inspections-increase of 18.3%

Number of requested inspections performed: Plumbing Inspector

FY11-**2,776*** inspections

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Building

FY12-2,969 * inspections-increase of 7%

Number of requested inspections performed: Wiring Inspector

FY11-3,078* inspections-Data available only for FY11

FY12-3,293 * inspections-increase of 7%

*** These numbers do not reflect emergency calls from Police & Fire Depts.**

4.)Complaints

The Building Department fields numerous calls daily from Needham residents expressing their concerns regarding neighborhood construction, zoning conformance, nuisances, noise, parking, water run off, trash, unsightly properties, abandoned properties, unsafe properties, working with out permits, illegal use of property, broken elevators, general maintenance.

The Building Department also receives many written complaints regarding all of the same issues.

The Building Department responds to all complaints by means of letters, phone calls, site visits, or, if applies, directing to the attention of another town department.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	\$464,652	\$77,463	\$542,115
Expenses	\$28,940	\$2,100	\$31,040
Operating Capital			
Total Operating Request	\$493,592	\$79,563	\$573,155

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Building Inspector						
Object				Description				Amount		
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	7		7	7		7	7		7	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							\$ 433,563		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends									
f.	Uniform									
g.										
Sub Total 1							\$433,563			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Bldg, Plumbing & Gas, and Wiring Inspector coverage for vacation, sick, & conference days.							\$ 20,842		
b.	Inspection coverage for high volume of requests and lengthy, special projects.									
c.										
d.										
e.										
f.										
Sub Total 2							\$20,842			
3. Salary and Wage Overtime (Itemized Below)										
a.	Staff overtime during absenteeism and special projects							\$ 10,247		
b.										
c.										
d.										
e.										
f.										
Sub Total 3							\$10,247			
4. Other Salary and Wage Expenses – (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Building Inspector
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		\$464,652
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)		\$5,231
Communications (534x)		\$4,469
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		\$100
Office Supplies (542x)		\$4,149
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		\$12,000
Travel & Mileage (571x - 572x)		\$2,111
Dues & Subscriptions (573X)		\$880
Other Expenses (574 X - 579x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Building Inspector		
Object	Description	Amount		
6. Total Expenses		\$28,940		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$493,592		
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4						
Department	Building Inspector					
Title	Department Assistant 2			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency		Total \$		
		Recurring Amount	One Time Only Amount			
Salary and Wage	1	\$32,743			\$32,743	
Expense						
Operating Capital						
Other Costs						
Total Request		\$32,743			\$32,743	
Budgetary Considerations					Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						x
4. Does the request support activities which produce revenue for the Town?					x	
5. If the request is not approved, will current Town revenues be negatively impacted?						x
6. Is there an increased exposure for the Town if the request is not approved?						x
7. Is specialized training or licensing required (beyond the initial purchase)?						x
8. If applicable, will the item(s) being replaced be retained by the Town?						x
9. Does this request address a documented health or safety issue?						x
All " YES " responses must be explained in the narrative						
Description and Explanation						
The Building Department respectfully requests the hiring of a Department Assistant 2 staff person. This Department is currently staffed with one Department Assistant 2 and one Administrative Specialist to perform the clerical work of building, plumbing, gas, electric, sign, and State certificate permit processing; inspections scheduling, telephone messaging, filing, photocopying, customer assistance, and Inspector assistance. Within the past six months, over 600,000 square feet of commercial construction, including a new motel, has been permitted and will be requiring regularly scheduled building, electric, plumbing, gas, and sheet metal inspections. In addition to current projects, there are several major projects, (of which at least four are new commercial buildings estimated to be approx. 1,000,000 square feet of construction) awaiting the Planning Board process. Particular projects are expected to have a construction duration of at least 2-3 years. This will greatly increase the already large volume of clerical operations of the department. This especially becomes a						

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Department Assistant 2	Priority	1
hardship when due to vacation days, illness, or just lunch breaks, one clerical person has to cover the office. It is not uncommon to see five, six, or more customers at once, standing at the counter wanting assistance. Many hours are spent by the Administrative Specialist coming in early to keep up with associated Admin. Spec. responsibilities and the Dept. 2 Assistant working some additional hours to process mailed in Plg. Gas, Electric and Sheet Metal permit applications; or to complete photocopying requests. An additional staff person will benefit this office with its continued productivity and will greatly assist providing adequate office coverage for the department. 1) Computer & phone work station, provided by IT Dept. 3) FY 12 brought in approx.1.7 million dollars in revenue. The future commercial major projects alone will bring in over \$1,000,000.00 in fees for the Town. Increase in productivity automatically increases the revenue; but can only be met, without delay, with sufficient staffing.			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Building Inspector				
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$31,220		\$31,220	
Expense		\$600	\$1,500	\$2,100	
Operating Capital					
Other Costs					
Total Request		\$31,820	\$1,500	\$33,320	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?				x	
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?				N/A	N/A
9. Does this request address a documented health or safety issue?					x
All " YES " responses must be explained in the narrative					
Description and Explanation					
In its effort of providing excellent customer service, the Building Department respectfully requests to hire a part time Local Building Inspector. This added position will mainly focus on plan review. The Town of Needham continues to attract residential and commercial buyers. Building activity in Needham continues to be on the rise. Building Department reports reflect a 28% increase in permits issued in FY12 over FY11 and a remarkable 47% over FY10. Despite the economic struggles being reported nationwide, Needham continues on the increase in residential and commercial productivity. Currently seeking Planning Board approvals are several commercial new construction projects estimating one million square feet of construction. These projects alone will generate an estimated one million dollars in revenue for the Town. Filling this position will accomplish timely plan reviews, avoiding unnecessary delays in permit processing. A change to Massachusetts General Law (MGL) Chapter 13, Sheet Metal Permits, became effective February 19, 2011. Permit applications to					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2
perform sheet metal work in building, are submitted to the local inspector of buildings, who shall grant or deny all such permit applications and who shall perform the related inspections. Since February of 2011 the local municipality has been mandated to issue a permit prior to any erection, installation, or dismantling of sheet metal work in accordance with 271 CMR 9.02. Any application for a permit shall be made to the inspector before work commences. The CMR does require a separate permit for each building. Submission of a set of construction plans may also be required. Permits shall be issued only to licensed Journeyman and Master Sheet Metal Workers. Inspectors shall insure that permits are issued only to licensees possessing adequate liability coverage. Inspections include all work sites where a permit is required. The inspector shall act upon the request for inspection of the permit-related sheet metal work, and any portions of existing systems that may be directly affected by the work outlined in the related permit application. The inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection. New work, and such portions of existing systems that may be directly affected by new work, shall not be covered until it has been authorized by the inspector. In FY12 a minimum of 800 sheet metal work related inspections were added to the inspectors' schedule because of this change. An additional Inspector will assist in meeting this requirement. The additional Local Building Inspector will also devote time in assisting property owners in closing out old permits. Permits often remain open due to the failure of the persons managing the project to schedule all required safety inspections, prior to completing the permitted work. This is usually discovered when a property changes hands, or, when an application comes in for new work. This unexpected discovery always becomes a dilemma to the applicant and extensive staff time needs to be spent to work with the customer providing assistance and direction, along with comforting assurance of success to a situation that appears very overwhelming to them. Having another inspector working in this area assists the field inspectors having to perform the already high demand of scheduled inspections. Reports for FY 12 reflect an average 15 inspections per day; not including emergency call from Police & Fire. Many requests from builders and property owners cannot be accommodated on their preferred day because the schedule is full. This results in a delay to the next available day. In addition, this position will assist with state mandated annual inspections on places of assembly, i.e. schools, dormitories, restaurants, places of worship, hospital care facilities, childcare facilities, apartment complexes, etc., which are performed by the building inspector. Each of these inspections, with the exception of municipal buildings, is associated with a fee. The new position would be assigned to giving more attention to these safety inspections which in turn would generate more revenue for the Town. And, there is always public exposure when safety concerns have not been met, whether it involves private or public facilities. Finally, an additional inspector will help create an internal process of permit applications from the time of formal office review; through its circulation of other town departments; and to its issuance, enhancing the streamlining permit process. The budgetary considerations include the following:			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Local Building Inspector (Part Time) 22.5 hrs.	Priority	2
2. A computer work station & cell phone provided through IT Dept. 4. This new position will help manage the increase in building department activity and services. 6. The increased exposure for the Town if the request is not approved is that the Building Department may struggle to meet the requirement of; 'an inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection.' Plan review is delayed causing property owners time and money, resulting in dissatisfaction with the Town's efforts in providing excellent customer service.			

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Performance Improvement Funding Request DSR4					
Department	Building Inspector				
Title	Substitute Inspector Increased Hours			Priority	3
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$13,500			\$13,500
Expense					
Operating Capital					
Other Costs					
Total Request		\$13,500			\$13,500
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?				N/A	N/A
9. Does this request address a documented health or safety issue?					x
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Building Department respectfully requests an increase in salary and wage for substitute inspector coverage. This calendar year from January 2012 thru October 18, 2012 there have been 46 installations of new gas mains in the Town by N-Star Gas. This is a 450% increase from the usual 10 per year reported by DPW. In addition, according to the N-Star's project engineer, from now thru the end of November, N-Star Gas has scheduled approx. 30 new services for residents on streets with existing gas mains. It is expected by N-Star that the numbers for new services will continue each month and new gas main installations will begin again in 2013. Because this utility is being made more available, and oil prices continue to climb, town residents are converting to this lower cost heating fuel. This conversion has resulted in a dramatic increase in Plumbing, Gas and Wiring permits. The Bldg. Dept. had an increase of 400 plg. & gas					

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Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Substitute Inspector Increased Hours	Priority	3
permits from FY 11 to FY 12. FY13 thru 10/31/12 permit records currently reflect an increase of 27.5 %. To keep up with the high demand for inspections so that patrons are not left without heat and hot water, 100.5 hours of Plg. & Gas subst. coverage have already been spent from 9/14/12 thru 10/31/12, avoiding a negative exposure for the Town. Aside from Plg. & Gas insp. increase, with existing major projects coming to the stage of inspections, and the proposed major projects in queue; it is expected that substitute inspectors will be called in to assist in performing daily scheduled inspections. Average inspection day may consist of 12-15 inspections. Including travel time,@ 30 min. per insp. very little time is left for office paperwork, customers assistance with code questions, plan reviews, or returning calls. Personal time is often given to accomplish this. When the inspection demand reaches 17-20 a day, an assistant is called in to help meet the demand. It is requested that additional funds be budgeted for Subst. Insp. coverage for approx 1.5 days per week for a total of 75 days to assist above and beyond coverage for sick & vacation.			

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**Department Information
DSR1**

Department

Department of Public Works

Operational Considerations

Duties

The Department of Public Works (DPW) plans, designs, constructs, operates, maintains, and manages all physical facilities that are necessary or desirable in community life.

What if this statement were not true? What if the DPW did not exist? What would a day in the life of the typical Needham family look like?

With a DPW, a day in the life of a Needham household might go as follows:

As the day begins, it is raining heavily outside. The alarm clock clamors goes off. The lights are turned on. A look out the window reveals rain running in the gutters and down the drain in the front of the house. The first stop is the kitchen to get water from the faucet for a pot of coffee and to begin breakfast. Toast is thrown into the toaster and eggs are dropped in a pan on the stove. The next stop is into the bathroom for a shower and other necessary activities. After breakfast, children are piled into the car on the way to school. Traffic is backed up at the traffic light as children are safely crossing.

In another household, the Needhamites are home collecting recyclables and loading the yellow bags of trash into their vehicles to head off to the Recycling & Transfer Station (RTS). At the RTS they use the bottle and can shed and the Goodwill trailer, then peek in the Re-Use-It area. Finally, the yellow bags, paper and comingle are placed into their proper containers.

As the sun comes out, playgrounds fill with small children and dogs and others walk through the Town Forest. In the evening, a High School varsity team plays under the lights. After the game, parents and their teenagers find their cars under the parking lights. As they drive home, the flicker of television and computers is visible. Later, a lone police cruiser drives through the streets lined with street lights and then starts a new day in Needham.

Without a DPW, here is what that same day might have been missing:

- Without the road network, the telephone, cable TV, electric, and gas utilities could not bring the communications, entertainment, and power poles and wires to operate the alarm clocks, coffee pots, toasters, televisions, and computers or natural gas to heat or cook
- Without the pavement, curbing, catch basins, and drain pipes the rain could not be carried away
- Without the wells, pump stations, storage tanks, water mains, and service pipes there would be no water used for cooking, laundry and hygiene
- Without the sewer connections, sewer mains, pump stations, and treatment system, wastewater could not be collected and treated from sinks, dishwashers, shower, toilets, and washing machines
- Without the streets, sidewalks, traffic signals, crosswalks, lane striping, road signs, and street signs, motor vehicles, bicycles, and pedestrians would not be able to move slowly throughout the Town.

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Department of Public Works

- Without the processing of solid waste and recycling, and composting each household would be individual responsible for disposing of these items almost daily
- Without the trees, parks, playgrounds, and athletic fields the quality of life would be severely reduced

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

Overall Budget

The DPW has submitted a budget for FY 2014 that is for level service. This budget includes a 4.58% (\$206,179) increase from the approved budget of FY 2013. This is an increase of 3.69% (\$114,690) for Payroll, an increase of 6.52% (\$90,239) for Expenses & Services, and an increase of 19.23% (\$1,250) in Operating Capital. The details of the changes that were made in this budget submission from the prior year’s approved budget are listed below.

Line Item Changes

Salaries

Contractual increases and step increases have increased Wages & Salaries across all divisions. These changes include a 2.5% cost of living increase. Additionally, the position of Public Works Specialist has been transferred into the Administration Division. It is the intent of this Department to reclassify this position to a Department Assistant 2. Reallocating the funding will more closely reflect the actual responsibilities of this position. The overall increase in the Wages & Salaries and the Other Salary Items line is 3.5% (\$102,120) over the prior years approved budget.

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. For the entire department the budget has increased by \$4,064 (7.85%). In addition to the 2.5% increase, the Engineering Division increased their request by \$693 (5.87%). This is based on two temporary hires at twelve weeks. The Parks & Forestry Division additionally increased the number of weeks their summer staff is working from eleven to twelve weeks which has resulted in an increase of \$2,078 (5.87%).

The Overtime line item is being increased by 6.02% (\$8,506) over the prior year’s submission. This includes the 2.5% cost of living adjustment. The only division to increase the line above the 2.5% is Parks and Forestry. The Parks & Forestry Division additionally increased their submission by 13.90% (\$4,971) due to on-call needs for debris cleanup and similar incidents that was not included in the past years submission. The October snow storm of 2011 and Tropical Storm Irene highlight the need for this program.

Energy

Overall the Energy line is decreasing by 32.66% (-\$21,813). The Energy budget is based on an average of the past three years of consumption

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data multiplied by an estimated cost for that energy type.

For Electricity the figure that was used for a dollar per kilowatt was \$0.21. It was shown that there was an average three year consumption of 180,976 kWh. This submission has been decreased by 42.14% (-\$27,674). In the Highway Division this decrease is \$28,070 due to LED Traffic Light Conversions. This funding is being request to be reallocated to Repairs and Maintenance to help fund further conversions of lights, conversions of pedestrian signals, and streetlight pedestrian improvement. It is the hope of the Division that after a few years the conversion will be complete and this funding can be reduced permanently. Additionally, there was an increase in Parks and Forestry by \$396.

The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 5,950 therms. This submission has been increase by 532.33% (\$5,861). This is largely due to an inaccurate estimate of Natural Gas consumption in the Parks and Forestry Division that was used for last year's submission.

Repairs & Maintenance

In repairs and maintenance overall there is a decrease is 23.07% (-\$28,161). This decrease is largely due to the reallocation of funds by Parks and Forestry. Fencing (-\$3,400), Field Renovation Repairs (-\$24,322), and Rosemary Pool Maintenance (-\$1,500) are being reallocated to Other Property Related Services. Additionally Irrigation Repairs (-\$1,000) and Electrical Repairs were decreased by (-\$1,100) and Equipment Repair was increased by (\$300). These changes are being used to offset increases in Other Property Related Services and Custodial Supplies. Highway Division increased its Repairs & Maintenance line. The Markings line is being increased by 2.5% (\$761) with a reallocation from Other Supplies & Equipment (\$2,000). The amount budgeted for signs was increase by 5% based on current contract pricing (\$100).

Rentals & Leases

The Rentals & Leases request is flat from the prior year.

Other Property Related Services

There is an increase in the Other Property Related Services by 29.24% (\$158,409). The Highway Division increased their line items. Based on conversations with vendors it is assumed that there will be a 10% increase in asphalt costs for Paving (\$22,120) and Sidewalks (\$3,230). There is also a 1% increase in Road Surfacing (\$900) and a 3.5% increase in the Crack Seal (\$2,180). Parks & Forestry also increased their line item based on increased pricing and additional services due to new parks coming online. Several items being relocated from Repairs & Maintenance. These items include Fencing (\$3,400), Field Renovation Repairs (\$24,322), and Rosemary Pool Maintenance (\$1,500). There are also two items being relocated from Grounds Keeping Supplies, as these items will be done by outside contractors: Topdressing (\$14,625) and Fertilizer (\$36,834). Additionally due to the inclusion of Walker Gordon and the proposed Greene's Field, Fencing (\$1,500), Field Renovation Repairs (\$5,678), Soil Sampling (\$422), and Fertilizer (\$20,000) are all being increased. Fertilizer is also expected to increase by 3% (\$1,526). Top Dressing has been increased (\$5,172) to reflect the current bid pricing. There is also the addition of Synthetic Turf Field grooming to better maintain the synthetic fields (\$4,900) and Invasive Species Control (\$4,000) which had been charged out to Administration in the past. Mowing is being increased (\$5,000) as this item is going back out to bid and the cost of maintenance is unknown. Lastly, the Winter Moth application is being added (\$1,100), which was previously done at no cost to the Town. This is being complete offset by a reduction in Repairs & Maintenance.

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Department of Public Works

Professional & Technical Services

The increase requested for Professional & Technical Services is 3.82% (\$1,575). The Garage Division now includes this line (\$1,000) for seminar and educational opportunities for employees to stay current with new systems, which is being offset by a reduction in Public Works Supplies. The Parks & Forestry Division is decreasing its Seminars and Training (-\$275) which will partially offset the increase in consulting for projects (\$2,000), which will also partially be offset by a reduction in Communication. Additionally, the Parks & Forestry Division will be transferring funds (-\$1,150) for Police Details to Other Purchase of Service.

Communications

The Communications line item is being decreased by 0.34% (-\$60). This increase is in the Parks & Forestry Division for an increase in legal ads (\$300) and a decrease in printing (-\$360). The balance will partially offset the increase in Professional & Technical Services.

Other Purchase of Service

The increase requested for Other Purchase of Service is 19.83% (\$2,900). There is an increase in the Garage where the cost of state inspections have increased (\$1,400) due to an increase in the fees for certain types of specialty equipment, this will be completely offset by a reduction in Public Works Supplies. Additionally, Parks & Forestry reallocated funds (\$1,150) for Police Details from Professional & Technical Services and increased that amount (\$350) which will be completely offset by a reduction in Repairs & Maintenance.

Office Supplies

The Office Supplies request is flat from the prior year.

Building & Equipment Supplies

There is a decrease of 83.13% (-\$1,725) in the Building & Equipment Supplies request. This is a decrease solely in the Garage Division, and these expenses have been reallocated to the Other Supplies & Equipment line item.

Custodial Supplies

The Custodial Supplies request is increasing from last year by 23.33% (\$350). This is from an increase solely in the Parks & Forestry request. These items are required to clean the garage bays the Division operates out of and was not included in last years submission. This increase is being completely offset by a reduction in the Repairs & Maintenance line.

Grounds Keeping Supplies

The Grounds Keeping Supplies request is decreasing from last year by 45.38% (-\$49,959). This is an increase solely in the Parks & Forestry request. This includes in increase in Mulch (\$1,500) based on actual use, this is being partially offset by a reduction in Dues & Subscriptions. The Top Dressing (\$14,625) and Fertilizer (\$36,834) were relocated to Other Property related service.

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Vehicular Supplies

There is an increase in Vehicular Supplies of 8.78% (\$21,070). This is in the Garage Division for fuel and is a result of the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 12,500 gallons at a cost of \$3.90 per gallon (\$48,750). The estimated consumption for Diesel is 21,500 gallons at a rate of \$4.78 per gallon (\$102,770). The total budget for fuel is \$151,520. Additionally, \$2,050 was added to vehicular supplies that was reallocated from Public Works & Travel & Mileage.

Medical Supplies

There is an increase in Medical Supply by 3.64% (\$100). This is in the Highway Department, where they had not previously budgeted for medical supplies, such as first aid kits. This is being complete offset by decrease in Other Supplies & Equipment.

Public Works Supplies

The Public Works Supplies request has been increased by 5.52% (\$9,080). The Garage Division has decreased their request (-\$3,000) based on historical spending trends. This decrease is being used to offset increases in Other Purchase of Service, Governmental Charges, Vehicular Supplies, and Professional & Technical. The Highway Division has increased their requests (\$11,090) for asphalt which is expected to increase by 10%. Additionally, both Traffic Signals and Traffic Markings are anticipated to increase by 5% (\$990).

Other Supplies & Equipment

This line is being decreased by 0.20% (-\$67). The Garage has reallocated funds (\$1,725) from Building & Equipment Supplies to this line. The Highway Division has reduced this line item (-\$5,100) in Tools which is being used to offset increases in Repairs & Maintenance and Medical Supplies, and Traffic Controls (\$3,000), which is also being increased by 5% (\$308) for a contractual increase.

Governmental Charges

The Governmental Charges request is being increased by 5.10% (\$100). The increase is for the Garage Division line item for the differential in CDL licenses. This is being used to offset increases in Public Works Supplies.

Travel & Mileage

The Travel and Mileage request has been reduced by 36.05% (-\$1,550). This decrease is due entirely to a reduction entirely in the Garage Division line item as there are no out of state conferences this year and it only covers toll charges. This is being used to offset increases in Vehicular Supplies.

Dues & Subscriptions

The Dues & Subscriptions request is being reduced by 0.22% (-\$10) reflect the actual amount spent. This decrease is due entirely to a reduction in the Parks & Forestry Division line item. This decrease is being used to partially offset the increase in Grounds Keeping Supplies.

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**Department Information
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Department of Public Works

Synopsis of Transfers

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Change
Energy	-\$21,813	\$0	N/A	-\$21,813
Repairs & Maintenance	-\$28,161	-\$2,000	Other Supplies & Equipment	\$861
		\$30,322	Other Prop. Related Services	
		\$350	Custodial Supplies	
		\$350	Other Purchase of Services	
Rentals & Leases	\$0	\$0	N/A	\$0
Other Prop. Related Services	\$158,409	-\$30,322	Repairs & Maintenance	\$76,628
		-\$51,459	Grounds Keeping Supplies	
Professional & Technical Services	\$1,575	-\$1,000	Public Works Supplies	\$1,665
		-\$60	Communications	
		\$1,150	Other Purchased Services	
Communications	-\$60	\$60	Professional & Technical Services	\$0
Other Purchase of Services	\$2,900	-\$1,400	Public Works Supplies	\$0
		-\$1,150	Professional & Technical Services	
		-\$350	Repairs & Maintenance	
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$1,725	\$1,725	Other Supplies & Equipment	\$0
Custodial Supplies	\$350	-\$350	Repairs & Maintenance	\$0
Grounds Keeping Supplies	-\$49,959	\$51,459	Other Prop. Related Services	\$1,490
		-10	Dues & Subscriptions	
Vehicular Supplies	\$21,070	-\$500	Public Works Supplies	\$19,020
		-\$1,550	Travel & Mileage	
Medical Supplies	\$100	-\$100	Other Supplies & Equipment	\$0

Fiscal Year 2014 Proposed Budget

**Department Information
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Department

Department of Public Works

Synopsis of Transfers

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Change
Public Works Supplies	\$9,080	\$1,400	Other Purchase of Service	\$12,080
		\$100	Governmental Charges	
		\$500	Vehicular Supplies	
		\$1,000	Professional & Technical Services	
Other Supplies & Equipment	-\$67	-\$1,725	Building Supplies & equipment	\$308
		\$2,000	Repairs & Maintenance	
		\$100	Medical Supplies	
Governmental Charges	\$100	-\$100	Public Works Supplies	\$0
Travel & Mileage	-\$1,550	\$1,550	Vehicular Supplies	\$0
Dues & Subscriptions	-\$10	\$10	Grounds Keeping Supplies	\$0
Capital Equipment	\$1,250	\$0	N/A	\$1,250

Grant Funding

The Highway Division could receive funding from Federal, State and Local funding programs. There are 4 main sources of funding for road maintenance & improvement. These are Federal/ State Transportation funds, the State Chapter-90 program, the Town Capital Improvement Program (CIP) and the Highway Operating Budget.

The State has several types of funding opportunities including grants, capital projects and Chapter 90 funding. Chapter 90 funding is a State program that distributes funds annually to cities and towns in the Commonwealth. Needham has received \$556,921 in FY2006, \$556,035 in FY2007, \$694,876 in FY2008, \$695,922 in FY2009, \$695,374 in FY2010, \$713,988 in FY2011, and \$905,446 in FY 2012.

Contained within the CIP are programs specifically for road and sidewalk improvements for underground utility project funding is frequently provided for road restoration upon completion of the utility work. The CIP has provided \$500,000 in FY2004, \$135,000 in FY2005, \$791,000 in FY2006, \$900,000 in FY2007, 1,000,000 in FY2008, \$820,000 in FY2009, \$875,000 in FY2010, \$533,700 in FY2011, 652,000 in FY 2012, and 902,458 in FY 2013 dedicated to road and sidewalk improvements.

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**Department Information
DSR1**

Department

Department of Public Works

Performance Factors

Administration

FY 12 Accomplishments

- Reclassify Assist. to the Chief Procurement Officer/DPW Administration Office Manager
- Successfully relocate offices to PSAB
- Set-up storage area at 470 Dedham Ave
- Purged backlog of paperwork according to records retention schedule

FY 13 Goals

- With Garage Division, implement a work order system for the maintenance and repair of vehicles and equipment
- Implement timely Water and Sewer service billing
- Investigate and implement, If appropriate, Water and Sewer billing that includes Water and Sewer services on one bill
- With the Highway Division, implement standard procedure and report for Snow and Ice events

FY 14 Goals

- Hire Department Assistant 2 to facilitate Division's customer service needs
- Reallocate duties within office to provide for cross training and efficiency
- Establish a more technologically sophisticated work order/work flow system

Engineering

FY 2012 Accomplishments

- Inspected 613 Street/Sidewalk Occupancy and Excavation Permits
- Completed construction of Greendale Ave/High Street Intersection Improvement Project
- Completed the construction of DeFazio Parking Lot upgrades
- Complete 34 project reviews for the Planning Board and 2 project reviews for Zoning Board of Appeals
- Complete 802 project reviews for the Building Department
- Complete construction of Rosemary Brook culvert repairs at Mallard Road
- Continued construction for Town Drinking Water Well Number 1 Repairs
- Completed design of Highland Avenue water main replacement
- Completed construction of Kendrick Street Bridge Repairs
- Completed construction of Phase II Sewer I/I Repairs for Areas 16 and 22

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- Continued design of Phase III Sewer I/I Repairs for Areas 16 and 18

FY 2013 Goals

- Re-Monument Broadmeadow Road
- Complete Reservoir B Pumping Station
- Analyze municipal street light reduction

FY 2014

- Add more information to website including: populating with more reference information, traffic analysis information, NPDES information, and maps

Garage

	Gasoline Usage in Gallons			Diesel Fuel Usage in Gallons		
Department	FY 2010	FY 2011	FY 2012	FY 2010	FY 2011	FY 2012
Assessors	167	185	158			
Board of Health	60	55	12			
Building	1,480	1,514	1,487			
Council on Aging	1,246	1,382	1,346			
Fire	2,357	1,875	2,402	6,955	6,973	6,651
Needham Housing Auth	3,994	4,541	3,501	8	21	5
Public Facilities - Ops	6,888	7,915	7,342			9
School Department			5,638	1,703	5,551	5,615
DPW						
Administration	253	504	323			
Drains				788	2,289	2,776
Engineering	1,755	913	908			
Garage	1,303	1,318	896	336	233	85
Highway	1,560	1,589	1,347	11,946	18,491	9,315
Parks & Forestry	2,457	2,206	2,144	10,764	12,949	11,018
RTS	275	635	386	17,125	18,240	17,130
Sewer	2,356	1,603	1,280	5,280	12,197	2,558
Water	8,366	8,677	8,904	11,248	4,255	2,763
Total	34,517	34,912	38,074	66,153	81,990	57,925

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**Department Information
DSR1**

Department

Department of Public Works

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

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Purchase capital vehicles & equipment	Annually updated replacement spreadsheet by September	FY 2011 - 100% FY 2012 - 0% - did not complete prior to Sept. 2011	
	Complete purchase of vehicles and equipment funded by Town Meeting within 6 months	FY 2011 - 90% FY 2012 - 100%	Draft specifications for vehicles and equipment prior to Town Meeting
Reduce downtime for vehicles and equipment maintenance & repairs	Perform scheduled preventative maintenance on vehicles & equipment every 300 to 400 gallons of fuel used	FY 2012 - 50%	Implement tracking system and work order notification to division superintendents
	Diagnose repair needed within 6 days of report of problems – repair in Garage or outsource repairs within 15 days of diagnosis	Still in process of implementing performance measure	Implement tracking system and work order notification to division superintendents and employees to communicate problems to Garage, and Garage to communicate actions taken
Prepare vehicles & equipment for seasonal use	Have leaf collection equipment prepared and ready to use by October 1 st	FY 2011 - 100% FY 2012 - 100%	
	Have snow & ice equipment (8 slide-in material spreaders, 8 sidewalk tractors) readied and installed and tested by November 1 st	FY 2011 - 100% FY 2012 - 80%	Coordinate with Highway Division to ensure that all vehicles are ready to be utilized for snow program
	Have material spreader removed from trucks and trucks ready for normal use by May 1 st	FY 2011 - 100% FY 2012 - 100% April 1st	FY 2012 was an open winter

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**Department Information
DSR1**

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Department of Public Works

Highway

Road & Sidewalk Improvements Funding		
Year	Chapter 90 Funding	CIP
FY 2007	\$556,035	\$900,000
FY 2008	\$694,876	\$1,000,000
FY 2009	\$695,922	\$820,000
FY 2010	\$695,374	\$875,000
FY 2011	\$713,988	\$533,700
FY 2012	\$905,446	\$652,000
FY 2013		Submission of \$902,458

Total Roadway and Sidewalk Rehabilitation Program by Fiscal Year

Program	FY 2010	FY 2011	FY 2012
Asphalt Paving	12.3 lane miles	5.98 lane miles	4.51 lane miles
Asphalt Curbing	35,250 feet	28,750 feet	19,600 feet
Grass Plot	42,650 feet	32,500 feet	22,450 feet
Micro Surfacing	3.9 lane miles	0 lane miles	0 lane miles
Chip Seal (Double)	0 lane miles	5.25 lane miles	0 lane miles
Rubberized Crack Seal	4,130 gallons	5,280 gallons	8,261 gallons
Granite Curbing	5,100 feet	2,050 feet	4,650 feet
Asphalt Side walk	2.70 miles	2.8 miles	2.30 miles
Aprons Repairs & Adjusted	295 driveways	185 driveways	146 driveways
Handicap Ramps	54 ramps	35 ramps	26 ramps
Repair/Adjust Large Utility Castings	325	165	129
Repair/Adjust Small Utility Castings	145	67	48

Microsurfacing: maintenance tool mostly used for higher volume roads

Chip Seal: used primarily for lower volume roads

Rubberized crackseal: done in advance of microsurfacing, chip sealing, and asphalt overlies and as preventative maintenance technique on high PCI roads

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works

Traffic Lights Energy Consumption

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Energy Usage in kWh	172,747	155,241	130,557	114,029	151,790
Number of intersections, does not include school crossings			26	27	27
% LED fixtures			46%	53%	55%

Roadway Rehabilitation: Maintain and rehabilitate roadways and sidewalks

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Achieve an average Pavement Condition Index (PCI) or 80 or above for all roads – in 7 years	Identify and prioritize roads based on condition of road and apply proper maintenance treatment or rehabilitation	2004: 39% 2006: 41% 2009: 54% PCI Rating: 2006: 68% 2012: 77%	Update PCI rating, which is done every 2-3 years; Identify percentage of roads with PCI below 60; Establish target not to exceed percentage of roads below PCI of 60
Increase and maintain the maintenance and rehabilitation of sidewalks based on a condition assessment	Identify and prioritize sidewalks based upon condition, school walking route, and use		Develop RFP for Engineering firms to establish Town wide computerized sidewalk inventory system
Fill all potholes within 72 hours of report	Percentage completed within 3 days and number of reports open for more than 3 days	CY 2010: 2.96 avg. days to fill; 71% filled within 3 days FY 2010: 2.94 avg. days to fill; 70% filled within 3 days FY 2011: 2.06 avg. days to fill; 79% filled within 3 days FY 2012 2.34 avg. days to fill; 77% filled within 3 days	

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works

FY 2013 Goals

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

FY 2014 Goals

- Increase the annual sidewalk rehabilitation/reconstruction from a three year average of 2.6 miles to 4 miles per year. The combined annual Capital and Operating Funding for sidewalks is near the \$500,000 level for private contractor services.
- Develop Request for Proposals (RFP) for Engineering Firms to provide the Town proposals to implement a Town wide computerized sidewalk inventory, condition and assessment program. The Study would include recommendations where to eliminate low use failed sidewalks as well as the construction of new sidewalk at critical walking locations where none exist.
- Implement a DPW Snow Removal Plan using the Towns new loader mount snow blower.

Parks & Forestry

Parks – Field Maintenance: 88 total acres of fields, parks, and other maintained land

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Increase usability of 25 acres of marquis fields	Mowing & trimming – cut & trim before major events; ideally twice per week mowing and cutting biannually	FY 2011: 50% FY 2012: 75%	Contract school grounds mowing & trimming; coordinate better with Athletic Director and user groups regarding notice of major events
	Fencing maintenance – repair within 2 weeks of notification	FY 2011: 50% FY 2012: 50%	Increase budget for repairs
	Bubbler repairs – repair within 2 weeks of notifications	FY 2011: 25% FY 2012: 0%	Implement on-call plumbing contract or coordinate with Facilities to use Town's Plumber
	Complete litter pickup, leaf removal, bed maintenance, irrigation maintenance	FY 2012: 100%	
Sustain playability & usability of remaining 63 pocket parks	Mowing & trimming, leaf pick-up, limb removal	FY 2011: 66%	

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works

Forestry: Maintain school bus routes, street trees, park tree, Town Forest, Town Nursery, and setback plantings

Objective	Efficiency (Measure)	Effectives (Accomplished)	Action Plan
Plant 125 trees per year	Plant 100 purchased trees from the nursery	FY 2011: 90% FY 2012: 100%	Continue to work with outside contractors on tree spading
Timely pruning of trees	Pruning of trees within 3 months of creation of work orders – approximately 75 work orders per season, 300 per year – current backlog of several years	FY 2011: 50% FY 2012: 100%	Prioritize response according to hazard risk assessment
	Structurally prune pocket parks and field on a 3 year rotation	FY 2011: 75% FY 2012: 25%	Implement a rotation schedule
Arbor Day Celebration to a local school	Educate and plant seedling at one school per year	FY 2011: 100% FY 2012: 100%	

FY 12 Accomplishments:

- Successfully managed and coordinated a timely response to two major weather events; Hurricane Irene and last year's October snow storm.
- Managed and supported the behind the scenes efforts for most of the major Needham 300 events.
- Managed the successful drainage project at Memorial field. This drainage project captured and collected the excess water from the base of the hill at the edge of the new artificial turf field.
- Utilized the newly acquired Crowd Control fencing for over a half dozen Town events. By doing so, the return on this investment was one year.
- Hosted the Town's first ever Chain Saw Safety event at Ridge Hill. This event was widely attended by several local communities as well as DCR.
- Resurrected the Town's Right to Know training. Ever division of the Town's DPW attending this training that was held at the Needham Public Library.
- Improved field conditions on all 25 acres of the Town's marquee fields through the increase in spending on fertilizer and seed as well as through the increase in subcontracted field maintenance.
- Successfully managed to spade 26 Large trees from the Town nursery. Through inter divisional support from both Highway and Water and Sewer these 26 Large trees where planted at several fields and Pocket Parks around Town.
- Managed for the second year in a row to plant over 125 trees throughout the Town with a 99% success ratio. This was accomplished through the addition of utilizing on each and every tree water bags that where filled weekly to help these new trees establish their

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works

roots systems during this transition time period.

- Increased the amount of hours spent of diamond work.
- Continued to work on establishing new xeriscape plantings at fields and parks throughout Town.
- Added whiskey barrels perennial planters throughout Town; including Town Hall and Greene's field as well at roadside locations throughout Town. The planters were created to add some streetscape beautification around Town.
- Continued to keep Needham as a recognized Tree City USA.

FY 14 Goals

- Create a Town wide GPS inventory of street trees.
- Continue to increase the number of set back tree plantings in Town.
- Continue working with outside groups on beautification of Town lands.
- Continue the sustainability/playability of all major sporting fields in Town.
- Work on a Town Of Needham Forestry Management Plan
- Continue to work and communicate with all major Sporting groups on elevating the level of maintenance of Town fields.
- Establish cooperative training between Parks and user groups at the start of each sporting season.
- Continue to meet annually with the Superintendent of Schools as well as all principals of Needham Public Schools to go over program goals.
- Continue to attend the annual Coaches meeting hosted by the Athletic Director.
- Continue to add new planting beds at Parks and Schools around Town.
- Continue to keep the status of a Tree City USA.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,224,416		3,224,416
Expenses	1,475,154	57,030	1,532,184
Operating Capital	7,750		7,750
Total Operating Request	4,707,320	57,030	4,764,350

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Works							
Object				Description					Amount		
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	49		49	49		49	49		49		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes ☐	No ☒
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages								2,981,505		
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends (Tree Warden, Auto Allowance, Office Manager)								14,100		
f.	Uniform								11,600		
g.											
Sub Total 1								3,007,205			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Summer Help - Parks & Forestry								37,440		
b.	Summer Help - Engineering								12,480		
c.	Summer Help - Administration								5,894		
d.											
e.											
f.											
Sub Total 2								55,814			
3. Salary and Wage Overtime (Itemized Below)											
a.	Parks & Forestry								40,733		
b.	Highway & Traffic								78,473		
c.	Garage								15,216		
d.	Engineering								5,125		
e.	Administration								10,250		
f.											
Sub Total 3								149,797			
4. Other Salary and Wage Expenses - (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Department of Public Works
Object	Description	Amount
a. Sick Incentive Pay		11,600
b.		
c.		
d.		
e.		
f.		
Sub Total 4		11,600
5. Total Salary and Wages (1+2+3+4)		3,224,416
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (38,005) Natural Gas (6,962)	44,967
Repairs & Maintenance Services (524x – 525x)	Administration Copier, Printer, & Typewriter Repair (2,810) Engineering Large Document Copies & Survey Equip. Repair (930) Garage Vehicle & Equipment Repair, Fuel Tank Testing, Shop Equipment Inspections (29,000) Highway Roadway Markings (33,262) Specialty Signs (2,100) Repair & Maintenance to Traffic Signals (14,999) Parks & Forestry Electrical Repair (4,000) Irrigation Repair (1,000) Equipment Repair (5,800)	93,901
Rental & Leases (527X)	Garage Shop Supplies, Gas and Welding Supplies (3,000)	3,000
Other Property Related Services (529x)	Highway Roadway Paving (243,300) Road Surface Treatments (90,790)	700,187

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Crack Seal (64,520) Sweeping & Disposal of Street Sweepings (41,420) Fence/Guardrail (10,500) Sidewalk Repair/Rehabilitation (35,500) Curbing (7,500) Handicapped Ramps (11,100) Parks & Forestry Fence Repair (4,900) Winter Moth Spray (1,100) Power Wash Pool (1,500) Contracted Mowing (40,000) Fertilizer (71,360) Field Work (30,000) Soil Sampling (2,000) Turf Field Grooming (4,900) Sod Installation (4,000) Xeriscape Plantings (2,000) Crane Work - Trees (8,000) Tree Spade (2,000) Invasive Weed Control - Carol Brewster (4,000) Top Dressing (19,797)	
Professional & Technical Services (530x - 531x)	Administration Training, Seminars, Conferences (1,275) Engineering Monumentation, Conferences, Seminars (25,450) Garage Training, Seminars, Conferences (1,000) Highway Inspection Services (6,500) Asphalt Cores & Analysis (3,165) Parks & Forestry Consulting (4,000) Trade Shows/Seminars - NE Grows, NESTMA, MTW,	42,765

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	APWA (1,375)	
Communications (534x)	Cell Phones, Postage, Telephones, Printing, Legal Advertising, 2-Way Radio System Administration (3,235) Engineering (3,500) Garage (1,300) Highway (6,100) Parks & Forestry (3,290)	17,425
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Garage Vehicle, Inspections, Admissions Testing (7,000) Highway Police Details (5,900) Parks & Forestry Plant Protectant Application (3,125) Police Details (1,500)	17,525
Office Supplies (542x)	Administration (12,100)	12,100
Building & Equipment Supplies (543x)	Parks & Forestry Light Bulbs, Paint, Hardware (350)	350
Custodial Supplies (545x)	Hand Soap, Paper Goods, Show Towels Garage (500) Highway (1,000) Parks & Forestry (350)	1,850
Grounds Keeping Supplies (546x)	Highway Seed & Fertilizer (1,000) Parks & Forestry Plant Protectant (9,359) Trees & Shrubs (4,000) Mulch (2,000) Tools (4,250) Loam, Sod, & Soil Additives (5,000) Marking Lime (400) Irrigation Supplies (2,500)	60,141

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Beach Sand (350) Seed (27,092) Infield Mix (3,350) Quick Dry Clay (840)	
Vehicular Supplies (548x)	Garage Gasoline (48,750) Diesel (102,770) Vehicle Repair Parts, Batteries, Tires (102,050) Highway Sweeper Brooms & Wear Parts (5,400) Parks & Forestry Parts & Supplies, Fuel Additives (2,200)	261,170
Food and Service Supplies (549x)		
Medical Supplies (550x)	Garage Vehicle First Aid Kits(2,000) Highway Over The Counter Medical Supplies (100) Parks & Forestry First Aid Supplies(750)	2,850
Public Works Supplies (553x)	Engineering Drafting, Engineering & Surveying Supplies (1,100) Garage Steel, Lumber, Welding Supplies, Hardware Supplies (6,000) Highway Asphalt (121,970) Granite Curbing (4,500) Concrete & Masonry Supplies (2,100) Lumber & Hardware (950) Traffic Signals (17,640) Traffic Signal Equipment & Supplies (5,550) Traffic Marking Paint (3,200) Parks & Forestry	173,560

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Lumber, Paint, Tools, Parts & Accessories, Mic. Hardware, Field Marking Supplies (10,550)	
Other Supplies & Equipment (558x)	Administration (1,200) Engineering Plan Size Copy Paper, Large Toner Bar, Books & Manuals (1,100) Garage Clothing Supplies, Shop Safety Supplies, 2-Way Radio Supplies, License Renewal (7,425) Highway Tools (2,250) Traffic Control Supplies (9,477) T-Shirts, Sweatshirts, & Coats (2,275) Safety Clothing (700) License Renewal (200) Dead Animal Supplies (106) Parks & Forestry Clothing, Work & Safety Gear, Supplies & Equipment (9,180)	33,913
Governmental Charges (569x)	Engineering Registry of Deeds Fees (500) Garage CDL Licenses (100) Highway Hoisting & CDL Licenses (200) Parks & Forestry Hoisting & CDL Licenses (360) Pesticide Licenses & Certifications (900)	2,060
Travel & Mileage (571x - 572x)	Administration (2,000) Engineering (600) Garage (50) Parks & Forestry (100)	2,750
Dues & Subscriptions (573X)	Administration	4,640

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works			
Object	Description	Amount		
	APWA Membership (1,200)			
	Engineering			
	Law Books, ASCE/BSCE, MALSCE, Prof. Lic. (1,000)			
	Garage			
	NAFA (700)			
	Highway			
	APWA, MHA, NBM Highway Assoc., Mun. Signal Assoc. (400)			
	Parks & Forestry			
	NESTMA, MTWFA, MCLP, APWA, ISA, MAA (1,340)			
Other Expenses (574 X - 579x)				
6. Total Expenses		1,475,154		
DSR2C				
Capital Equipment Replacement (587X)	Synthetic Turf Sweeper	7,750		
7. Total Operating Budget Capital		7,750		
8. Total Base Request (Line 5 + Line 6 + Line 7)		4,707,320		
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	

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - Highway				
Title	LED Conversion Program		Priority	I	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense			28,070	28,070	
Operating Capital					
Other Costs					
Total Request			28,070	28,070	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Town has undergone a concerted effort to convert the Traffic Light bulbs from incandescent to LEDs. This conversion has partially been motivated by energy savings and partially been motivated due to the lack of availability of incandescent bulbs. The Town is approximately 55% of the way through this conversion and has begun to realize energy savings from this change. The reduction in the operating budget submission for the Highway Department was \$28,070 and this request is to reallocate those funds to allow for further conversion of the traffic signals throughout Town. The funds being requested would be to upgrade the existing Traffic Signals and this should be possible to complete with this funding in one year. In future years this funding may be requested again to address pedestrian level lighting and improvements.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - Admin				
Title	Portable Tablet Pilot Program		Priority	II	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		1,440	2,520	3,960	
Operating Capital					
Other Costs					
Total Request		1,440	2,520	3,960	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?				X	
8. If applicable, will the item(s) being replaced be retained by the Town?					
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
At present there is a lot of interest in utilizing portable tablet computers in the operations of the Department of Public Works. To best determine the number of devices, type of devices, and number of Divisions requiring these devices the Department of Public Works is proposing a four (4) unit pilot to test out the various applications of portable devices within the field of Public Works. During the one year pilot of these devices the Department would be tracking the Division utilizing the device, the purpose, and the amount of time. The information gathered from this pilot will be used to determine the parameters of a portable tablet program in the future. These portable devices are uniquely advantageous for public works applications as they are portable and will allow greater access and input ability for workers that are based of vehicles instead of desks. There are currently several Divisions that are trying to incorporate portable devices into their operations. These uses include: GIS access for Water & Sewer employees who at present must drive back to the PSAB to					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Department of Public Works - Admin		
Title	Portable Tablet Pilot Program	Priority	II
locate water mains; updating street tree inventory including GPS mapping; and remote access to cross connect program. It is the hope of that these devices will increase accountability and efficiency of the division by reducing the number of trips to the PSAB, reduce the time taken to write out information and then manually enter it into a computer database, and allow onsite worker access to controls from remote locations.			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4						
Department	Department of Public Works – Parks and Forestry					
Title	Infield renovation – Warner Field			Priority	III	
DSR4						
Expenditure Classification	FTE	Frequency		Total \$		
		Recurring Amount	One Time Only Amount			
Salary and Wage						
Expense				25,000	25,000	
Operating Capital						
Other Costs						
Total Request				25,000	25,000	
Budgetary Considerations					Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						x
4. Does the request support activities which produce revenue for the Town?						x
5. If the request is not approved, will current Town revenues be negatively impacted?						x
6. Is there an increased exposure for the Town if the request is not approved?						x
7. Is specialized training or licensing required (beyond the initial purchase)?						x
8. If applicable, will the item(s) being replaced be retained by the Town?						x
9. Does this request address a documented health or safety issue?						x
All “YES” responses must be explained in the narrative						
Description and Explanation						
This request is to fund the renovation of areas in and around the infield and foul lines at Warner field. These areas have been aerated and slice seeded numerous times without much success do to the amount of weeds that have taken over this area. Now that the entire outfield has been sodded these areas stick out. If these areas are not renovated properly then it is likely that weed seeds from this area will migrate into the recently sodded areas. This request would be the finishing touch at DeFazio from the Field of Dreams project.						

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																														
Budget Title	Municipal Parking Program																													
Type	Committee		Limited	☒	Townwide																									
Operational Considerations																														
The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town sells parking permits for local businesses to purchase for their employees so they may park in the permitted areas in the business centers. The Town maintains and enforces parking regulations in these lots. The municipal parking program no longer includes the commuter parking lots, which were transferred to the Massachusetts Bay Transportation Authority (MBTA) during FY2011. The budget was reduced significantly as the rental costs the Town paid to the MBTA disappeared with their assuming responsibility of the lots. However, the Town has been working towards a plan to increase general parking in the downtown business area. This includes an expansion of parking spaces in some lots, and retaining existing parking on other property for which the Town has a use license. The Town has license agreements with private property owners and with the MBTA for local parking. The Town is in process of renewing the license agreement which provides parking off Dedham Avenue, we anticipate the fee will increase in FY2014. The Town has also moved to increase the number of spaces that may be available for use by customers and employees of the downtown businesses and offices by abandoning of the Eaton Square right of way, so that the Town and Needham Bank could move forward with a public/private partnership to increase available parking in Eaton Square. The Bank began the construction of the new and larger parking lot in the fall of 2012. Town Meeting also approved the purchase of a parcel four parcels located on Lincoln and School Streets to increase the number of parking spaces available in the downtown. Revenue associated with the business center lots over the past eleven years is as follows: <table border="0"> <tbody> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2006/2007</td> <td>\$32,110</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2007/2008</td> <td>\$33,072</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2008/2009</td> <td>\$32,995</td> </tr> <tr> <td>2004/2005</td> <td>\$25,585</td> <td>2009/2010</td> <td>\$32,560</td> </tr> <tr> <td>2005/2006</td> <td>\$28,395</td> <td>2010/2011</td> <td>\$32,220</td> </tr> <tr> <td></td> <td></td> <td>2011/2012</td> <td>\$35,075</td> </tr> </tbody> </table> A review of the permit structure is underway and a recommendation for changes, if any, will be made in late winter.							2001/2002	\$16,860	2006/2007	\$32,110	2002/2003	\$17,305	2007/2008	\$33,072	2003/2004	\$14,360	2008/2009	\$32,995	2004/2005	\$25,585	2009/2010	\$32,560	2005/2006	\$28,395	2010/2011	\$32,220			2011/2012	\$35,075
2001/2002	\$16,860	2006/2007	\$32,110																											
2002/2003	\$17,305	2007/2008	\$33,072																											
2003/2004	\$14,360	2008/2009	\$32,995																											
2004/2005	\$25,585	2009/2010	\$32,560																											
2005/2006	\$28,395	2010/2011	\$32,220																											
		2011/2012	\$35,075																											
Expense Detail																														
Does this request include funding for salary or wage expense?				Yes	☒	No																								
If yes, does the current year budget include this expense?				Yes	☒	No																								
If the salary and wage expense funds a permanent position, indicate the FTE.					0																									

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Municipal Parking Program		
Description				Amount
a.	Personnel Expense (overtime)			11,200
c.	Rentals & Leases			27,750
d.	Other Property Related Services			25,000
e.	Grounds Keeping Supplies			2,500
f.	Other Supplies			3,800
Total				70,250
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel	11,200		11,200	
Expense	59,050		59,050	
Operating Capital				
Total	70,250		70,250	
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																		
Budget Title		Municipal Lighting Program																
Type	Committee		Limited	X	Townwide													
Operational Considerations																		
The Town's contract for street light maintenance and repair was recently put back out to bid. The current contract is renewable at a flat rate until June 30, 2015. The maintenance unit price has been decreased from the prior year and is now \$0.73 per month per fixture. There are approximately 2,900 fixtures for an annual cost of \$25,404. This is a 58.25% decrease from last year's expenses which is a decrease of \$18,213. The other contractual items in this agreement include new fixture and lamps, tags and labels, and street light transfers. There are currently 70 street light transfers necessary due to utility pole replacement which in FY 12 was estimated at \$14,000. These costs have increased over the last contract by approximately 60% for a new budget total of \$22,400. Additionally, it is anticipated that there will be knockdowns of polls by accidents. It is estimated that there will be seven knockdowns in FY 2013 based on past experience. The amount budgeted to repair knocked down polls is \$54,000. The total street light maintenance line item is proposed to be set at \$101,804 which is an increase of 35.74% (\$26,804) over the prior year's budget. In FY 2013 the Energy line item is on the expenditures of FY 2012. This item was kept the same as the FY 2012 expenditures. This is a decrease of 20.25% (-\$32,000). The Town has realized energy savings by upgrading the street light fixtures from mercury vapor to high pressure sodium (HPS). All street light fixtures have been converted to HPS as of December 31, 2009. However, the Town continues to increase its street light inventory with the redevelopment of the downtown area so that the additional costs are anticipated from the additional inventory. <table border="1" style="width:100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th align="left">Street Lighting & Parking Lots</th> <th align="center">FY 2008</th> <th align="center">FY 2009</th> <th align="center">FY 2010</th> <th align="center">FY 2011</th> <th align="center">FY 2012</th> </tr> </thead> <tbody> <tr> <td>Energy Usage in kWh</td> <td align="center">1,376,989</td> <td align="center">1,136,855</td> <td align="center">903,934</td> <td align="center">865,634</td> <td align="center">896,506</td> </tr> </tbody> </table>							Street Lighting & Parking Lots	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Energy Usage in kWh	1,376,989	1,136,855	903,934	865,634	896,506
Street Lighting & Parking Lots	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012													
Energy Usage in kWh	1,376,989	1,136,855	903,934	865,634	896,506													
Expense Detail																		
Does this request include funding for salary or wage expense?				Yes		No												
If yes, does the current year budget include this expense?				Yes		No												
If the salary and wage expense funds a permanent position, indicate the FTE.																		
Description				Amount														
a.	Energy			126,000														
b.	Repairs & Maintenance Services			101,804														
c.																		

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Municipal Lighting Program		
d.				
e.				
f.				
Total				227,804
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel				
Expense	227,804		227,804	
Operating Capital				
Total	227,804		227,804	
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

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities

Operational Considerations

The Department of Public Facilities consists of two separate divisions, construction and operations. The construction divisions consists of four full-time employees. The division is responsible for the oversight of larger vertical public construction projects. The construction division also provides clerical and professional support to the Permanent Public Building Committee (PPBC). The operations division is responsible for the day-to-day cleaning and maintenance of the Town's public buildings. The division pays most of the facility support expenses, including utilities, cleaning supplies, and repairs and maintenance. The operations division also oversees contractors hired to due lower cost (usually under \$500,000) building repairs and improvements.

The FY2014 budget proposals include cost of living adjustment (COLA) increases for employees who are members of the ITWA or BCTIA unions, or non-represented employees.

Performance Factors

Refer to the individual division budget forms for detailed measures

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,407,208	0	3,407,208
Expenses	4,645,982	0	4,645,982
Operating Capital	0	0	0
Total Operating Request	8,053,190	0	8,053,190

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Facilities						
Object				Description					Amount	
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	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)	
	54	1	54.8	55	0	55	56	0	56	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?									Yes	No
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages								2,993,598	
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends								14,165	
f.	Uniform								19,400	
g.										
Sub Total 1								3,027,163		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Public Facilities Construction								0	
b.	Public Facilities Operations								35,821	
c.										
d.										
e.										
f.										
Sub Total 2								35,821		
3. Salary and Wage Overtime (Itemized Below)										
a.	Public Facilities Construction								0	
b.	Public Facilities Operations								325,824	
c.										
d.										
e.										
f.										
Sub Total 3								325,824		
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2			
Department		Department of Public Facilities	
Object		Description	Amount
a.	Public Facilities Construction		
b.	Public Facilities Operations		18,400
c.			
d.			
e.			
f.			
Sub Total 4			18,400
5. Total Salary and Wages (1+2+3+4)			3,407,208
DSR2B			
Object		Description	Amount
Energy (521x)		Public Facilities Construction (0)	2,604,148
		Public Facilities Operations (2,604,148)	
Repairs & Maintenance Services (524x – 525x)		Public Facilities Construction (0)	436,814
		Public Facilities Operations (436,814)	
Rental & Leases (527X)		Public Facilities Construction (0)	6,738
		Public Facilities Operations (6,738)	
Other Property Related Services (529x)		Public Facilities Construction (0)	654,271
		Public Facilities Operations (654,271)	
Professional & Technical Services (530x – 531x)		Public Facilities Construction (5,700)	65,008
		Public Facilities Operations (59,308)	
Communications (534x)		Public Facilities Construction (4,000)	162,094
		Public Facilities Operations (158,094)	
Recreational & Cultural Services (535x)		Public Facilities Construction (0)	0
		Public Facilities Operations (0)	
Other Purchased Services (538x)		Public Facilities Construction (300)	41,902
		Public Facilities Operations (41,602)	
Office Supplies (542x)		Public Facilities Construction (1,000)	4,000
		Public Facilities Operations (3,000)	
Building & Equipment Supplies (543x)		Public Facilities Construction (0)	401,697
		Public Facilities Operations (401,697)	
Custodial Supplies (545x)		Public Facilities Construction (0)	218,524
		Public Facilities Operations (218,524)	

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department	Department of Public Facilities				
Object	Description	Amount			
Grounds Keeping Supplies (546x)	Public Facilities Construction (0)	2,259			
	Public Facilities Operations (2,259)				
Vehicular Supplies (548x)	Public Facilities Construction (0)	28,364			
	Public Facilities Operations (28,364)				
Food and Service Supplies (549x)	Public Facilities Construction (0)	250			
	Public Facilities Operations (250)				
Medical Supplies (550x)	Public Facilities Construction (0)	300			
	Public Facilities Operations (300)				
Public Works Supplies (553x)	Public Facilities Construction (0)	0			
	Public Facilities Operations (0)				
Other Supplies & Equipment (558x)	Public Facilities Construction (300)	7,218			
	Public Facilities Operations (6,918)				
Governmental Charges (569x)	Public Facilities Construction (0)	0			
	Public Facilities Operations (0)				
Travel & Mileage (571x – 572x)	Public Facilities Construction (5,000)	8,250			
	Public Facilities Operations (3,250)				
Dues & Subscriptions (573X)	Public Facilities Construction (1,895)	4,145			
	Public Facilities Operations (2,250)				
Other Expenses (574 X – 579x)		0			
6. Total Expenses		4,645,982			
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital		0			
8. Total Base Request (Line 5 + Line 6 + Line 7)					
8,053,190					
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

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Department of Public Facilities - Operations

Operational Considerations

The Department has worked to keep down costs while providing a high level of service. The changes in this year's submission are in Salary & Wages, Energy, Repairs and Maintenance, Rentals and Leases, Other Property Related Services, Professional and Technical Services, Communications, Other Purchase of Services, Building Equipment and Supplies, Custodial Supplies, and Vehicular Supplies. The changes to these lines are detailed below.

The Salary & Wages costs have increase FY 2014 due to a 2.5% pay increase for that year, an increasing differential between senior and regular custodians, and step increases to eligible employees. Additionally, one full time night custodian has been added with the new Sr. Center coming online. This was budgeted for three quarters of the year. The overtime budget was comprised in the same manner as past years where programs for Sunday Coverage at Library, Snow Program, Non-Billable Coverage, Boiler Watch, and Saturday Program to Support Preventative Maintenance are based on the average salary of each employment category. The Grounds Keeping line item was reduced by 572 hours as the ground work at the Elementary schools will be done by an outside contractor. This will reduce the overtime by a budgetary figure of \$22,262. \$20,000 will be transferred to Other Property Related Services.

The energy budget was derived by taking all of the buildings, except for those listed before, and taking the 3 year consumption average and multiplying it by the estimated cost of that energy type for FY 2014. For Electricity the assumed average cost of energy per kWh is \$0.21. The major changes from FY 13 for electricity are the Town Hall is increasing by 33.23% based on actual consumption for the building during its first year of operation and an the Sr. Center Building will be consuming an estimated 155,055 kWh that had not previously been budgeted for an increase of \$32,562. The overall electricity budget is increasing by \$62,056 which is a 3.5% over last year. For Natural Gas the assumed average cost of energy per therm is \$1.17. In FY 2014 the Mitchell School is planned to utilize natural gas, and the Pollard is planned to be running entirely off of natural gas. This is an increase of \$53,877 for the Mitchell and an increase of \$24,516 for the remainder of the Pollard. Additionally, the estimated cost of natural gas at the Newman has decreased based the consumption in the building during the first year of the natural gas conversion. The amount consumed was tripled to account for the limited occupancy and low heating temperatures during the last year. This has resulted in a reduction of \$23,955. There was also a reduction at the Town Hall based on the first year of occupancy. The consumption for that year was only for a little over 8 months, and this was pushed out to 12 months based on the average consumption. This has resulted in a reduction of \$24,344. Additionally, the new Sr. Center Building will be budgeted for 1,106 therms for an increase of \$1,294. The overall natural gas budget is increasing by \$9,568, which is 1.63% over last year. For Fuel Oil the assumed average cost per gallon is \$4.26. Again the removal of the Pollard School and Mitchell School from utilizing fuel oil has an impact on this submission. The Mitchell School is decreasing by \$113,000 and the Pollard School is decreasing by \$80,425 from last year's submission. There are slight increases in all of the other building based on the cost per gallon being used being higher than what was utilized in the past year. The overall fuel oil budget is decreasing by \$172,357, which is 50.28% reduction over last year. Overall the energy line item is being decreased by \$100,733 over last year's submission which is a reduction of 3.72%.

The Repairs and Maintenance line item has been increased to reflect the increase in contracted repair and maintenance service from FY 13 to FY 14. The overall increase is \$61,149 in this line item reflects adjustments made based on an average of three prior years spending. The repair and

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Department of Public Facilities - Operations

maintenance line items for Building Repairs and Mechanical, Electrical, and Plumbing repairs were increased by 3.5%, which is the estimated overall increase in contracted work based on inflators in current agreements. Additionally, the Sr. Center Building line item was increase \$10,150 as the previous building was maintained the management company and it is now being maintained by the Town. The overall increase in this line item from last year is 16.28%.

There is a significant decrease in the Rental and Leases line item due to a major component of that line item, Software Agreements, being relocated to Professional and Technical Services (\$17,000). The remaining line item was decreased by \$5,000 based on an average of three prior years of spending. The overall decrease in this line item from last year is \$22,000, which is a decrease of 76.55%.

There is a slight increase in the Other Property Related Services line item based on an average of three prior years spending. This is an increase of \$31,948. This includes a 20% increase in the pest control services which for most building comprises most of the line item. For the High School and the Pollard Middle Schools which are both cleaned by outside contractors and whose current contracts expire at the end of FY 2013, these lines were raised 5% for the unknown new contract values. Additionally, the Sr. Center Building line item was increased by \$1,232 for new services for this building. Additionally, this line is being increased \$20,000 for added grounds keeping services that are being outsourced. The overall increase in this line item from last year is 5.13%.

The Communications line item was increased based on an average of three prior year's spending, and a new payment structure for payphones that still exist in some buildings. Additionally, the Department will be responsible for all municipal hard wired telecommunications bills, this is a transfer from the Town Manager's budget of \$47,313, and based on prior years trending will be increased by an additional \$17,687. The overall increase in this line item from last year is \$67,200, which is an increase of 73.93%.

There was a significant increase in the Other Purchase of Service category as a result of a biannual contract for mulching and weeding. This was also based on an average of three prior years spending. The overall increase in this line item \$18,752. Additionally, organic lawn maintenance was added to the Library. The overall increase in this line item from last year is 82.07%.

The Building and Equipment Supplies line item was increased slightly based on an average of three prior years spending, and the opening of the Sr. Center Building. The Sr. Center Building line item increase by \$4,500. The overall line item increase is \$9,500, which is an increase of 2.42%

There was also a slight increase in the Custodial Supplies line item. Again, the expanding Sr. Center Building warranted an increase of \$5,642 to that line. Additionally, the increase was due to an assumed 3% increase in costs for the custodial supplies based on information provided by the current vendor. The overall increase in this line item from last year is \$11,813, which is an increase of 5.71%.

Lastly, there was a change in the Vehicular Supplies which is comprised entirely of vehicle fuel costs. This increase is based on a \$3.90 per gallon price and past year's consumption. The overall increase is in this line item from last year is \$6,293, which is an increase of 28.51%

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

The overall change from FY 2013 to FY 2014 submission for Expenses is \$100,992 which is an increase of 2.23%.

Transfer Between Line Items

Object Code	Change from Prior Years Approved Budget	Amount Offset By Transfer	Object Code Transferred To/From	Net Change
Salary & Wage Regular	\$188,256	-\$22,262	N/A	\$165,994
Salary & Wage Temporary	\$6,680	\$0	N/A	\$6,680
Salary & Wage OT	\$48,590	-\$22,262	Other Property Related Services	\$26,328
Salary & Wage Other	-\$21,608	\$22,158	Salary & Wages Regular	\$550
Energy	-\$100,733	\$0	N/A	-\$100,733
Repairs & Maintenance	\$61,149	\$0	N/A	\$61,149
Rental & Leases	-\$22,000	\$17,000	Professional & Technical Services	-\$5,000
Other Property Related Services	\$31,948	\$20,000	Salary & Wage OT	\$11,948
Professional & Technical Services	\$17,000	-\$17,000	Rental & Leases	\$0
Communications	\$67,200	\$47,313	Town Manager - Communications	\$19,887
Recreational & Cultural Services	\$0	\$0	N/A	\$0
Other Purchase of Services	\$18,752	\$0	N/A	\$18,752
Office Supplies	\$0	\$0	N/A	\$0
Building & Equipment Supplies	\$9,500	\$0	N/A	\$9,500
Custodial Supplies	\$11,813	\$0	N/A	\$11,813
Grounds Keeping Supplies	\$0	\$0	N/A	\$0
Vehicular Supplies	\$6,293	\$0	N/A	\$6,293
Food & Service Supplies	\$0	\$0	N/A	\$0
Medical Supplies	\$0	\$0	N/A	\$0
Public Works Supplies	\$0	\$0	N/A	\$0
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Government Charges	\$0	\$0	N/A	\$0
Travel & Mileage	\$0	\$0	N/A	\$0
Dues & Subscriptions	\$0	\$0	N/A	\$0

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

Performance Factors

Completed Work Orders By Building

Building	Fiscal Year 2011		Fiscal Year 2012	
	Number	Percentage	Number	Percentage
All Buildings	7	0.3%	24	0.8%
Town Hall	7	0.3%	79	2.5%
Ridge Hill	33	1.3%	25	0.8%
Daley Building	72	2.9%	61	1.9%
Public Safety Building	115	4.6%	156	4.9%
Fire Station No. 2	38	1.5%	59	1.9%
Broadmeadow	161	6.4%	214	6.7%
Eliot	114	4.6%	119	3.7%
Hillside	154	6.2%	219	6.9%
Mitchell	154	6.2%	213	6.7%
Newman	155	6.2%	81	2.5%
High Rock	106	4.2%	168	5.3%
Pollard	418	16.7%	619	19.5%
NHS	404	16.2%	469	14.7%
Emery Grover	96	3.8%	90	2.8%
DPW	87	3.5%	123	3.9%
Water & Sewer	92	3.7%	93	2.9%
RTS	12	0.5%	20	0.6%
PSAB	94	3.8%	109	3.4%
Senior Center	16	0.6%	22	0.7%
Library	126	5.0%	160	5.0%
Parks & Fields	40	1.6%	58	1.8%
Schools	1762	70.5%	2192	68.9%
Municipal	739	29.5%	989	31.1%
Total	2501		3181	

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

Average Age of Work Order

FY 2011	FY 2012
60 Days	69 Days

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

PM vs. Regular Maintenance Work Orders Complete

Type	Fiscal Year 2011		Fiscal Year 2012	
	Number	Percentage	Number	Percentage
Preventative Maintenance	798	31.9%	984	30.9%
Regular Work Orders	1,703	68.1%	2197	69.1%
Total	2,501		3181	

Permit of Afterschool Activities

*2010 started program in November

Buildings	Fiscal Year 2010*		Fiscal Year 2011			Fiscal Year 2012		
	# of Events	Hours	# of Events	Hours	Fees Charged	# of Events	Hours	Fees Charged
Broadmeadow	414	2,361	576	3,074	\$4,910	844	4,150	\$6,640
Eliot	350	2,286	727	5,119	\$3,060	542	3,342	\$3,135
Hillside	124	1,490	158	1,591	\$1,000	229	2,580	\$1,542
Mitchell	251	1,388	330	1,986	\$525	342	1,655	\$730
Newman	364	1,527	547	3,724	\$4,785	279	1,629	\$0
High Rock	32	181	316	1,788	\$3,115	552	2,904	\$2403
Pollard	363	1,339	731	4,029	\$14,610	817	3,275	\$10,713
NHS	1,264	5,632	2,761	11,804	\$6,455	3,010	14,413	\$6,195
Total	3,162	16,204.	6,146	33,114	\$38,460	6,615	33,946	\$31,356

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

Energy Consumption in MMBTUs

FY 2009 – High Rock offline, PSAB not yet constructed

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

FY 2011 – Town Hall Offline

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

Year	Electricity		Natural Gas		Oil		Total
	kWh	MMBTU	therms	MMBTU	gallons	MMBTU	MMBTU
2009	7,607,407	25,296.02	226,051	22,479.40	204,005	27,928.74	75,704.16
2010	7,949,501	24,610.37	212,600	18,900.30	174,965	24,282.88	67,793.55
2011	8,128,945	27,744.09	263,497	26,349.70	194,096	27,169.66	81,263.45
2012	8,680,870	29,627.81	299,781	29,978.10	84,839	11,962.30	71,568.21

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	3,049,946	0	3,049,946
Expenses	4,627,787	0	4,627,787
Operating Capital	0	0	0
Total Operating Request	7,677,733	0	7,677,733

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Facilities - Operations							
Object				Description						Amount	
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	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)		
	51	0	51	51	0	51	52	0	52		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages									2,642,336	
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends									8,165	
f.	Uniform									19,400	
g.											
Sub Total 1										2,669,901	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Summer Trades Assistants									15,007	
b.	Town Hall Building Monitors									12,960	
c.	COA Building Monitors									3,854	
d.	PSAB Building Monitors									4,000	
e.											
f.											
Sub Total 2										35,821	
3. Salary and Wage Overtime (Itemized Below)											
a.	Sunday Coverage at Library									7,852	
b.	Snow Program									42,915	
c.	Grounds Keeping									29,028	
d.	Non-Billable Coverage and Planned Cleaning									91,733	
e.	Saturday Program to Support Preventative Maintenance & Upgrades									46,148	
f.	Boiler Inspection									108,148	
Sub Total 3										325,824	
4. Other Salary and Wage Expenses - (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Department of Public Facilities - Operations
Object	Description	Amount
a. Sick Incentive Pay		18,400
b.		
c.		
d.		
e.		
f.		
Sub Total 4		18,400
5. Total Salary and Wages (1+2+3+4)		3,049,946
DSR2B		
Object	Description	Amount
Energy (521x)	Electric (1,837,580) Natural Gas (596,153) Oil (170,415)	2,604,148
Repairs & Maintenance Services (524x – 525x)	Alarm and Sprinkler Servicing (33,000) Door Repairs (34,500) Elevator Maintenance (31,500) Electrical Repairs (41,000) Extinguisher Service (14,000) Floor Repair (13,500) General Repairs (70,514) Generator Maintenance (19,500) HVAC Maintenance (66,550) Plumbing Repairs (36,750) Roof Repairs (28,500) Telephone Maintenance (26,500) Vehicle Maintenance (16,000) Window Washing (5,000)	436,814
Rental & Leases (527X)	Rentals of Specialty Equipment	6,738
Other Property Related Services (529x)	Pollard Contract Cleaning (170,506) High School Contract Cleaning (342,226) Pest Control Services (22,584) Fence Repair (10,000)	654,271

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Energy Upgrade Fund (77,036) General Services (11,919) Grounds Keeping (20,000)	
Professional & Technical Services (530x - 531x)	Engineering Consulting (42,308) Software (17,000)	59,308
Communications (534x)	Hardwire Phones (143,794) Cellular Phones (11,500) Printing & Mailing (800) Legal Notices (2,000)	158,094
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Water Filtration (4,900) Landscaping (36,702)	41,602
Office Supplies (542x)		3,000
Building & Equipment Supplies (543x)	Electrical (82,500) Plumbing (62,000) HVAC (132,500) Carpentry (51,500) Glass (10,500) Custodial Equipment (21,000) Misc. Supplies (41,697)	401,697
Custodial Supplies (545x)		218,524
Grounds Keeping Supplies (546x)		2,259
Vehicular Supplies (548x)	Gasoline	28,364
Food and Service Supplies (549x)		250
Medical Supplies (550x)		300
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Uniforms	6,918
Governmental Charges (569x)		0
Travel & Mileage (571x - 572x)		3,250
Dues & Subscriptions (573X)	APWA (800) MFAA (1450)	2,250
Other Expenses (574 X - 579x)		0
6. Total Expenses		4,627,787

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Department of Public Facilities - Operations			
Object	Description	Amount			
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital					
8. Total Base Request (Line 5 + Line 6 + Line 7)					7,677,733
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

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Public Facilities Dept - Construction

Operational Considerations

The Public Facilities Construction division is working on the construction of the new Senior Center; Salt Shed relocation; added garage bays at the DPW Facility on Dedham Avenue; Rosemary Pool Rehabilitation; Pollard Boiler Replacement; Renovation and expansion of the St. Mary's Street Pump Station and feasibility studies for the Hillside and Mitchell Elementary Schools and School Administration."

No position in the Public Facilities Construction division is funded by a revolving fund but some positions are funded in part by the capital project appropriation. Expenses will remain at the same level as FY13.

Performance Factors

Over the summer of 2012 the Newman Elementary School project was completed. The Newman Elementary School population started school in the renovated building on September 5, 2012 and the Pollard Middle School Improvements were completed with the conversion of temporary parking to tennis courts and associated site elements. The construction of a Senior Center at the MBTA parking lot site in the Heights is underway with a substantial completion date anticipated in October 2013. The St. Mary's Pump Station is scheduled to be renovated with a design completion date of October 2013 and construction completion anticipated in July 2015. Prefeasibility studies for the Hillside and Mitchell Elementary Schools are on going. It is expected that this will be developed into full blown projects in participation with MSBA. A feasibility study for the School Administration Building is expected to be completed in 2013. Salt Shed relocation from DPW to the RTS is in design and scheduled to be constructed in the latter part of 2013. Garage Bays at the DPW site are currently in design and anticipated to be constructed in 2013-14. The boilers at the Pollard Middle School are to be replaced with high efficiency gas boilers in the summer of 2013.

Anticipated projects for FY14 are: the completion of the Senior Center, Pollard boiler replacement, design completion and start of construction for St. Mary's Street Pump Station renovation, as well as construction of the Salt Shed at RTS and DPW garage bays at 470 Dedham Avenue, and design completion for Rosemary Pool Rehabilitation options for existing cofferdam and associated site and operational elements.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	357,262		357,262
Expenses	18,195		18,195
Operating Capital			
Total Operating Request	375,457		375,457

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Public Facilities Dept - Construction							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	3	1	3.8	4	0	4	4		4	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages							351,262		
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends							6,000		
f.	Uniform									
g.										
Sub Total 1							357,262			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses - (Itemized Below)										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Public Facilities Dept - Construction
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		357,262
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	PFD Construction (5,700)	5,700
Communications (534x)	PFD Construction (4,000)	4,000
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	PFD Construction (300)	300
Office Supplies (542x)	PFD Construction (1,000)	1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	PFD Construction (300)	300
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	PFD Construction (5,000)	5,000
Dues & Subscriptions (573X)	PFD Construction (1,895)	1,895
Other Expenses (574 X - 579x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Public Facilities Dept - Construction		
Object	Description	Amount		
6. Total Expenses		18,195		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		375,457		
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

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Health

Operational Considerations

In addition to a FY'12 budget of \$465,494, the Health Department received **\$368,753 in grants and donations and \$73,359 from permits and licenses** for an additional \$442,112. The grants and donations helped to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees.

Two expenditures on the DSR 2 have small increases. Postage was increased by \$200 and Legal Notices was increased by \$25 based on usage the past few years.

The **CIP** for the Health Department replacement vehicle for FY15 has been submitted.

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

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

The **Riverside Community Home Based Care** contract has brought outstanding additional services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department, Fire Department, Police Department, Building Department, Needham Housing, and Human Services. In addition Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention. Riverside has also provided a Licensed Clinical Social Worker to the Housing Committee and the Domestic Violence Action Committee. Riverside runs a weekly Parent Group focused on supporting Needham mothers who have a child with chronic and serious mental health issues. **Charles River ARC** continues to provide many services to cognitive delayed residents. The synthetic fields were tested by **Fuss and O'Neill** to proactively monitor chemical exposure. The Board of Health will continue to use these results as a baseline to compare data from year to year.

Riverside Community Care

	FY '10	FY '11	FY '12
Service Hours	2,128	2,590	4,008
Total Individuals	380	402	391
Psychiatric Emergency Interventions	N/A	157	322
Nights/Days Crisis Stabilization Interventions	N/A	N/A	84
Youth Home Based Clients	56	50	65

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Health

Interface has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses for the third year. This was a pilot project that was paid for by the Needham Coalition for Suicide Prevention, Co-chaired by the Health Department, through grant money from the Massachusetts Department of Public Health. The service provides licensed professionals who match client needs within 1-3 days to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster for those with insurance. They also follow up within a few weeks to evaluate the services found. This service is now **available to all residents** in the Town and Physicians at Beth Israel Deaconess Hospital. Interface will be funded for the next two years by Beth Israel Deaconess Hospital Needham and the Kyle Shapiro Foundation. Their website offers valuable educational material and resources on many mental health issues.

Interface Assessments and Referrals

	FY '10	FY '11	FY '12
Total Individuals Served	90	112	125

The mission and vision of the **Needham Coalition for Youth Substance Abuse Prevention** (NCYSAP) and the Senior Substance Abuse Prevention Project Coordinator are centered on collaboratively reducing substance use in our community with prevention initiatives impacting media advocacy, policy and enforcement, access and availability and creating a shift in community norms around the normalization of youth substance use. The work in these vital areas has created community awareness outside of the youth population, resulting in an increase in the adult population seeking services. Initiatives impacting access, through the **Medication Take- Back** and the Needham Police Department **Party Patrols**, accompanied by media advocacy on the justification of these initiatives, have created an enhanced awareness of substance abuse issues. These prevention initiatives have contributed to enhanced awareness of abuse and dependence as a treatable condition as well as visible access to **counseling, treatment and support resources for Needham adults**. The Health department receives calls from adults and parents of youth for counseling and treatment resources for substance abuse and mental health issues reportedly motivated by the community prevention work. The federal funding of the **Drug Free Communities (DFC) grant** program has created awareness of substance abuse and mental health issues for youth while simultaneously extending the reach to Needham adults, motivating their pursuit of support resources and treatment. One new strategy this past year included **Fifth-Quarter**, a substance free events, held following high school sporting events. The **Youth Center** events held at Pollard School on Friday evenings has been pulled into the Health Department with increasing numbers of junior high school youth. The weekly **Parent Support Group**, in its third year, supports parents of youth who are chronically using substances. This program has been funded for the last three years by the **Tolman Trust Fund** but this funding will end in FY'13.

The 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

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Health

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

The **Traveling Meals Programs** continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population.

Currently the Health Department **Co-Chairs** the Needham Coalition for Suicide Prevention, Co-Chairs the Local Emergency Planning Committee, Co-Chairs the Domestic Violence Action Committee, Leads the Needham Youth Substance Abuse Prevention Coalition, Co-Chairs the Eat Well Be Fit Committee, Coordinates the Tobacco Control Program, Chairs the Housing Committee and Coordinates the Medical Reserve Corps. The Health Director is on the **Steering Committees** for CHNA #18, 4-B and NC-7.

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

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

Board of Health Goals FY2013

**Department Information
DSR1**

Department

Health

I. Promote, Protect and Preserve a “Healthy Needham”

1. To work with the Massachusetts Department of Public Health to identify, promote, support, and participate in activities related to the promotion of health and wellness in Needham with town departments and the school system, and to serve as a liaison to community agencies, providers. These would include but not be limited to; substance abuse, suicide prevention, obesity, concussions, domestic violence, communicable diseases, proper nutrition and exercise for all residents across the age continuum.
2. To promote and support substance abuse prevention (including tobacco) efforts for all ages
3. To promote Integrated Pest Management (IPM)
4. To promote and support monitoring of synthetic turf fields
5. To promote healthy schools and address Indoor Air Quality issues.
6. To support science based Public Health initiatives

II. Support Needham Public Health and Human Services

1.To advocate with other town Boards for adequate funding and support for Needham Public Health and Human Services. Human Services consists of the following divisions – Council on Aging, Veteran’s Services and Youth Services.

III. Support Emergency Preparedness

1. Continue to actively support the Public Health Department efforts, including the Medical Reserve Corps, participate in trainings and exercises, and provide community feedback on initiatives and community concerns.
2. To support the leadership of the Public Health Department staff in local (LEPC), regional (Norfolk County-7 and Region 4B), and state (MDPH) Emergency Preparedness endeavors.

IV. Promote Active Partnership and Effective Communication

- 1.Ensure appropriate information flow through a variety of avenues between the Board of Health, the Public Health Department, the Town Manager and her designee, other town departments, the schools, community agencies, providers, legislators and the residents of Needham.
2. To meet twice/year with the Town manger and /or her designee to review goals.

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Health

V. Professional Development

1. Support sufficient funding for professional development opportunities for the department especially those related to current issues and trends in environmental science and public health.

There are 4 **DSR 4 requests** for FY 2014 and one submitted for FY15.

The **DSR4 -1** request for \$10,000 would increase the number of hours the current Social Worker from Riverside Home Based Services offers for visits to high risk adults in the community identified by the Housing Committee and other professionals. The Housing Committee includes Health, Fire, Police, Animal Inspector, Human Services, Building, Needham Housing, Protective Services and Riverside. These families need home visits as they are not able at this time to visit outpatient or inpatient services. The current Riverside Community Care contract is \$60,000 and this would raise that contract to \$70,000. The increase last year brought valuable services to the community and we are asking for additional funding to keep up with the identified demand from the Housing Committee.

The **DSR4 -2** request is for \$3,218 for an increase in Department Assistant hours to help with office coverage and other office duties.

The **DSR4 -3** request for \$1,400 is to contract for a AED/CPR Instructor to oversee the training of Town Employees in each Town building who will respond to an emergency if needed. This contract would provide for four trainings a year for a total of 40 employees. Employees are certified for two years. Forty employees each year will allow 80 employees currently certified at all times to cover all municipal buildings. Currently the Public Health Nurse teaches this to employees. The increasing workload of the nurses necessitates this request. A contractor is currently used in the Needham Public Schools for this service.

The **DSR-4-4** request for \$1,500 would allow the Public Health Director to attend a national conference to learn best practices and develop professional relationships. In a time of decreasing grant monies this would help the Director identify funding sources. This is the fifth year requesting this expense.

The **DSR-4-5** request for \$85,000 is for **FY 15**. The Substance Abuse Prevention and Education Coordinator is working in the fourth year of the five year Federal Drug Free Communities (DFC) grant, currently funded annually at \$125,000. This request is to continue to address this major community health problem if Federal funding is not available for years 6-10. Funding for this position will maintain the collaboration among Needham community partners to support the education, assessment and treatment of the increasing number of Needham residents confronting substance abuse and mental health issues.

Department Information
DSR1

Department**Health****Performance Factors****1.Food Establishment Inspections**

Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health:

FY10	FY11	FY12
149	153	150

2.Communicable Disease Monitoring / Investigation

Investigate all communicable disease investigations reported using the State electronic surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. All reportable disease investigation within 24 hours:

FY10	FY11	FY12
84	84	108

3.Medical Reserve Corps

Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. All trainings completed:

FY10	FY11	FY12
5	6	6

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Health

4. Food, Housing, Nuisance and Tobacco Complaints

Follow up on all complaints received within 24 hours. All complaints followed up on within 24 hours:

FY10	FY11	FY12
119	118	140

5. Fuel/Emergency Assistance to Families

Assist all eligible families seeking assistance to obtain state, private or locally raised monies to provide fuel assistance and emergency funds as needed:

FY10	FY11	FY12
264	316	302

6. Fifth Quarter / Needham Coalition for Youth Substance Abuse

To continue to seek funding and eventually sustainable funding to support Fifth Quarter (the high school substance free events following sporting events). \$10,000 raised in FY'12. Currently raising funds for this year with commitments from Beth Israel Deaconess Hospital Needham and the Norfolk County DA's Office. Have met with several service clubs seeking permanent funding.

7. Traveling Meals Program

Friends of the Needham Board of Health and Traveling Meals will continue to fund raise to provide meals for those vulnerable needy residents unable to pay for meals. Meals provided for free by FRIENDS of the Needham Board of Health and Traveling Meals:

FY10	FY11	FY12
1023	1185	1085

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Health

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	418,295	3,218	421,513
Expenses	87,254	12,900	100,154
Operating Capital	0	0	0
Total Operating Request	505,549	16,118	521,667

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department			Health						
Object			Description				Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	6	5.9	4	6	5.9	4	6	5.9
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	y	No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages						320,643		
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends						1,500		
f.	Uniform								
g.									
Sub Total 1							322,143		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Traveling Meals Packers and Drivers						6,174		
b.	Animal Inspector						2,500		
c.	Recording Secretary						2,605		
d.	SAMSHA Drug Free Community Grant positions (FTE 1.8) Senior Program Coordinator (\$68,990) and 2 Program Coordinators (\$42,892)						0		
e.	Center for Disease Control Emergency Preparedness Grant (FTE .8) Coordinator (\$8,400)						0		
f.									
Sub Total 2							11,279		
3. Salary and Wage Overtime (Itemized Below)									
a.	Emergency Off-Hour Inspections						2,000		
b.									
c.									
d.									
e.									
f.									
Sub Total 3							2,000		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Public Health Nurses		37,149
b. Public Health Program Coordinator		29,651
c. Environmental Health Agent		12,855
d. Department Assistant		3,218
e.		
f.		
	Sub Total 4	82,873
5. Total Salary and Wages (1+2+3+4)		418,295
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Gas Monitor, Thermometers, Hearing and Vision Machines	513
Rental & Leases (527x)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Employee Trainings, seminars	1,500
Communications (534x)	Cell Phones, Postage, Legal Notices	4,678
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Contracts	69,414
Office Supplies (542x)	General office supplies	4,760
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)	Clinics, First Aid, CPR	1,293
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Educational materials, other subscriptions	2,175
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Inspections, increased Regional Meetings,	1,800

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department		Health		
Object	Description	Amount		
Dues & Subscriptions (573X)	Professional Dues and Subscriptions	1,121		
Other Expenses (574 X - 579x)				
6. Total Expenses		87,254		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		505,549		
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Riverside Home Based Care Program Increase \$10,000	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		X		\$10,000,	
Operating Capital					
Other Costs					
Total Request				\$10,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request for \$10,000 would increase the number of hours the current Social Workers from Riverside Home Based Services offers for visits to high risk adults in the community identified by the Housing Committee and other professionals. The Housing Committee includes Health, Fire, Police, Animal Inspector, Human Services, Building, Needham Housing, Protective Services and Riverside. These families need home visits as they are not able at this time to visit outpatient or inpatient services. The current Riverside Community Care contract is \$60,000 and this would raise that contract to \$70,000. The increase last year brought valuable services to the community and we are asking for additional funding to keep up with the identified demand from the Housing Committee.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Increase Administrative Support		Priority	2	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage				3,218	
Expense		X			
Operating Capital					
Other Costs					
Total Request				3,218	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All " YES " responses must be explained in the narrative					
Description and Explanation					
Additional hours are needed for office coverage as the Administrative Assistant is frequently the only staff person in the office. Currently there is funding for 3 hours of additional support time. This request would double that amount to 6 hours a week.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	AED/CPR Course Instructor - Contract		Priority	3	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		X		\$1,400	
Operating Capital					
Other Costs					
Total Request				1,400	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?				x	
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All " YES " responses must be explained in the narrative					
Description and Explanation					
To contract for a AED/CPR Instructor to oversee the training of Town Employees in each Town building who will respond to an emergency if needed. This contract would provide for four trainings a year for a total of 40 employees.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department		Health			
Title	Health Director to Attend One National Conference a Year		Priority	4	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		X		\$1,500	
Operating Capital					
Other Costs					
Total Request				\$1,500	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All " YES " responses must be explained in the narrative					
Description and Explanation					
This would allow the Public Health Director to attend a national conference to learn about best practices on emergency preparedness and emerging topics and strengthen professional relationships. This would help to learn where future grant money will be available. This is the fifth year requesting this expense.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Health				
Title	Substance Abuse Senior Program Director		Priority	5	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage				\$75,000	
Expense				\$10,000	
Operating Capital					
Other Costs					
Total Request				\$85,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
4. Does the request support activities which produce revenue for the Town?					x
5. If the request is not approved, will current Town revenues be negatively impacted?					x
6. Is there an increased exposure for the Town if the request is not approved?					x
7. Is specialized training or licensing required (beyond the initial purchase)?					x
8. If applicable, will the item(s) being replaced be retained by the Town?					x
9. Does this request address a documented health or safety issue?				x	
All " YES " responses must be explained in the narrative					
Description and Explanation					
Currently the Senior Substance Abuse Coordinator is in the 4 th year of a 5 year grant. If the Federal Program continues we will apply for year 6 through 10. If no grant money is available we would ask the Town to fund this valuable position.					

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Operational Considerations

The Human Services Department is comprised of three divisions (Council on Aging, Veterans' Services and Youth Services) into one department with greater ability to share resources toward improving efficiency and overall service delivery to the residents to the Town.

Council on Aging

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 was established to address these issues by Town Meeting vote in 1957. Various community partners such as the YMCA shared space with the department over the years until we officially opened our doors as the Stephen Palmer Senior Center at 83 Pickering Street on October 2, 1979. This address has been home ever since.

Needham can boast that as a proactive community, it was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. History tells us that 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. Documentation indicates that Needham data was used at the First White House Conference on Aging and Dr. Willgoose was invited to be a key participant. Her input continued and helped shape the direction that elder service took on a National and State level.

The Mission and Goals

For the past 56 years our mission has consistently been to respond to the needs of older residents' by providing a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth.

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

The functions of the Council on Aging are not confined by walls. We fulfill our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The division offers programs and services five days a week at the nationally accredited Stephen Palmer Senior Center, located at 83 Pickering Street, where the professional Council on Aging staff has had oversight for services and programs for over 30 years. The Council on Aging, consists of the Executive Director, the Associate Director, the Transportation and Volunteer Coordinator, the Social Work Department, the S.H.I.N.E. program (Serving the Health and Information Needs of the Elderly), and many active volunteers, all of whom contribute to the fulfillment of the department mission and goals. The Center hours are

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Monday-Friday 9:00a.m.- 4:00 p.m. with office hours from 8:30-5 p.m.

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

The Stephen Palmer Senior Center

The senior center is the focal point for aging service issues in our community, and serves residents of all ages. The Center is the gateway to information and services that support and enable a multigenerational group (ages ranging from 60 to over 100) to maintain health, independence and optimal level of functioning in many aspects of life. The growing aging population requires continued support at this level and the Council on Aging continues to fulfill this role by offering relevant programs and services for residents of all ages where ever they may reside in Needham: in their own homes; congregate housing; assisted living facilities or in some cases nursing facilities.

We are proud to report that the Needham Council on Aging Senior Center was the first in Massachusetts, and the 20th in the nation, to achieve national accreditation in 1999 and is only one of a handful of Centers in the Nation to have gone through the process three times completing the last reaccreditation in December 2011.

Highlights from FY 12

- The Needham Council on Aging (COA) continues successful collaboration with the Needham Fire Department as well as the Needham Police Department and their Community Officer. Close interdepartmental working relationships continue to include, but are not limited to, the Health Department, the Needham Schools, the Assessors Office and the Department of Public Works as well as the Town Manager's Office. The COA is represented on the TRIAD Committee as well as the Housing Committee, the Domestic Violence Committee, Healthy Needham and the Needham Coalition of Suicide Prevention.
- Once again it was an incredible year! In September the Selectmen considered recommendations from the Senior Center Exploratory Committee whose membership was charged with evaluating all possible sites for a new Center, studying the size and scope of what a new Center should be, helping to determine the cost, and finishing up their work by providing their findings and suggestions to them. In November the Town Meeting Members voted almost unanimously to provide the funding for a new Senior Center that will be built on a site in the Heights area of Needham. In May we had a Ground Breaking Ceremony with expectations that our new Senior Center will be completed by October 2013.

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- Reaccreditation was formally completed in December when we finally had our long awaited site visit. Through the efforts of many community partners all of the committee work had been completed, the proposed action plan and other necessary documentation had been compiled and provided, policies were made available and the day finally came. During the exit interview the onsite reviewer spoke of the excellence of the reaccreditation documentation that was submitted to her, and complimented the thoroughness of our suggested action plan and diverse programming and service that we have been offering. Her comments were summed up as she shared that from her perspective we have not let the issues with our physical plant hold us back. She explained that she felt that we had handled our difficulty of space with creativity by finding appropriate off site locations so that we could offer educational and recreational programs that were appropriate and addressed the interests of participants. - In July of 2011 we received official notification that the Mobility Assistance Grant that we had applied for, with the financial help of a 20% match from the Friends of the Needham Elderly (FONE), had been awarded. In the spring of 2012 we took possession of a 14 passenger, wheelchair accessible, type C Mini Bus. Additional features such as hand grips on seat backs and the installation of seats that could flip up to allow for more seating configurations to fit the potential needs of riders, were also paid for by the Friends. - National Senior Center month was celebrated in September 2011 with an array of programs that included a Shred-A-Thon, An Exercise and Fitness Demonstration week, and a Wellness health Day. The Kick Off Party's goal was geared to educating our participants about what our Council on Aging offers both in programs and services. Emmett Schmarsow, Program Manager for the Massachusetts Executive Office of Elder Affairs spoke about the important role of Councils on Aging and Senior Centers. During the Fall we were also able to embark on another eight week session of "Sages and Seekers" and during the year continued to offer our "Celebrate Diversity" program, participated in National Depression Screening Day, offered a lecture on Medicare that was pertinent to the open enrollment period, while we continued to offer our regular programs and services. - Transportation continued to be an important concern for the Council on Aging this year. Early in the year the Independent Transportation Network (ITN), through the support of the Metrowest Community Health Care Foundation and Tufts Health Plan Foundation, let us know that this community-based alternative was being gradually phased into the Metrowest area to compliment existing opportunities through community involvement and support. The Needham Council on Aging invited the Executive Director to meet with some community partners to discuss this option. Coinciding with this was our recognition that our transportation brochure needed to be updated to include information about as many transportation options in our area that are known to us in order to make access to service easier for those that need it. A new brochure "Transportation Options for Needham Seniors" was created. During this time our Transportation Coordinator spearheaded a gathering of community organizations and agencies that were currently providing some form of transportation in the area. This serves as another example of how community collaboration can work to benefit the health and wellness of its citizens while fine tuning and developing new programs and/or services. - As mentioned in FY11 we welcomed a new member to our Social Service staff. With a new set of eyes, we found ourselves developing a	

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new approach to client finding for our Friendly Visitor Program and redefining what constitutes an appropriate visiting setting. A fresher, newer view continued to emerge and unfold during FY 12. We started the year with three sets of "friends" and ended the year with twelve matches. Volunteers contributed a total of 474 hours to support this program. Beyond concrete outcome measures related to this program lie intangible changes in scope and creativity. We expanded the program into other settings such as nursing homes and rehabilitation facilities, recruited need specific volunteers (cancer survivors, Hebrew speaking, and dog lovers) and utilized partnerships with other programs to meet special requests of the volunteer or senior.

- The Council on Aging offered over 50 programs on a regular basis at the Stephen Palmer Senior Center and additional sites throughout Needham and our van provided 7,778 rides to include 2,649 rides related to our food shopping program. Some new programs offered in FY12 included Balance and Fall Prevention, Diabetes Self-Management, Meditation Techniques for Beginners, Zumba and Spanish.
- Our phone logs indicated that close to 13,000 calls were received by the Council on Aging staff and volunteer receptionists during FY12 and volunteers throughout our community donated over 30,000 hours worth of service to the department.
- In the late Fall Town Meeting voted almost unanimously to provide funding for the building of our New Center! Work continued throughout the year.

Funding FY 12

Funding for the Council on Aging and the many services and programs that we offer comes from varied sources. This past year the Town of Needham funded part or all of some salaried positions and allocated a sum to purchase services and expenses. As an adjunct to town funding, the Council on Aging received funds through the State Formula Grant which supported some professional staff hours and expenses up to \$40,613. Additionally, the Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information Needs of the Elderly) for 22 cities and towns in the MetroWest region. The funding received, over \$102,000, was used to pay for the part time positions of the Shine Program Director, Assistant Director and Outreach Worker who provided supervision and over site for 46 volunteers and also paid for program expenses. Both grant amounts fluctuate yearly and are dependent on the State Budget as well as the budget for the Center for Medicare and Medicaid (CMS).

Present and future funding for the SHINE program continues to be a major concern and threat to the level of service that we have been able to achieve and our recipients have come to rely on. Beginning in 2006 SHINE has experienced significant and continuous growth serving between 50,000 and 60,000 individuals each year State wide. During this time between 40-49% of funds assigned to the Program came from supplemental funding sources, with limited availability, which enabled the program to provide the amount and scope of services that residents have utilized. In our Metrowest Region we have seen our numbers increase from 3635 contacts in FY08 to 6394 in FY12. These supplemental funds are no longer available, and without additional funding to the Basic SHINE Grant as we go forward the service to our area will be difficult to maintain at present levels although the demand is likely to increase as more people reach the age of 65. As Elder

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Service advocates we continue have conversations with appropriate colleagues. In FY12 46 SHINE Counselors served 889 people from our Needham sites and provided 7,214 hours of service within the 22 Towns served which contributed to an estimated \$5,000,000 savings in health care costs to residents of the towns we serve.

Donations to benefit the department were utilized to supplement the programs and services offered as state and municipal funds do not fully financially support all that the aging service department provides. As a result of a Mobility Assistance Program grant from the Massachusetts Department of Transportation and with a generous donation from the Friends of the Needham Elderly, Inc. of close to \$14,000 this Spring we took possession of a new fourteen passenger, wheelchair accessible, van in June of 2012.

COUNCIL ON AGING GRANTS/DONATIONS					
	FY2009	FY2010	FY2011	FY2012	TOTAL
*SHINE	\$81,829.86	\$108,226.72	\$132,900.40	\$102,030.78	\$424,987.76
FORMULA	\$41,411.00	\$44,597.00	\$44,597.00	\$40,613.00	\$171,218.00
**DONATIONS	\$52,687.00	\$28,216.00	\$20,918.00	\$39,256.85	\$141,077.85
***MASS DOT				\$54,424.25	\$54,424.25
Total	\$175,927.86	\$181,039.72	\$198,415.40	\$236,324.88	\$791,707.86

* Amounts listed are cost reimbursements submitted and received from the Commonwealth.

**\$13,996.85 is from the Friends of the Needham Elderly (FONE) that is comprised of the town's required 10% and some additional features to the grant funded van.

***The grant from MassDot was for a new 14 accessible passenger van.

Please Note: A for FY2013 \$100,000 has been earmarked in State budget and the division is in the process of completing the recently issued request form.

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Veterans' Services

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

The West Suburban Veterans' District (WSVD) was established towards the end of fiscal year 2010. The District includes the Towns of Needham, Wellesley and Weston. On May 30, 2012 the Department of Veterans' Services for Commonwealth of Massachusetts granted conditional approval to the District that allowed for the district to have the Town of Wayland become the fourth community in the District. Wayland's goal and objectives for veterans' services is in line with the District's and given Wayland's population and case history was a good addition to the District. As a result of the District expanding, the Commonwealth required the District to expand its professional staff which now includes one part-time Deputy Director. The Commonwealth has identified some possible future staffing concerns for the District's for which the Board is reviewing its staffing needs to ensure the goals and objectives of the District that includes increasing the Deputy Director position from part-time to full time. In addition to the Director and Deputy Director the District has a full-time Administrative Assistant. The services being provided continue to be monitored, adjusted and expanded to meet the needs of the veterans of yesterday and of today.

In addition, to the district the Town have a dedicated Care of Graves/Coordinator of Ceremonies who works with the Director and Assistant 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.

In FY2012 there were seven (7) clients totaling over \$23,700 in benefits paid and \$4,171.46 for flags and holders and from July 1, 2012 through October 31, 2012 we have six (6) clients totaling \$9,826.87 with a projected cost through June 30, 2013 of approximately \$39,500.

Last year, the Finance Committee supported a request for a Reserve Fund Transfer from the Finance Committee in the amount of \$2,650 and in FY 2013 should the current trend continue another request for a Reserve Fund Transfer will be made to cover Needham's current trend.

This year's request separates out the District Assessment of \$54,000 (\$1,835 reduction from FY2013) and the Veteran Benefits of \$39,500 (\$39,500 increase than FY2013). The cost of the benefits provided is based on the Veteran's personal situation and although the Veterans are aggressive with their employment searches, benefits coverage is provide throughout the search.

Some of the monies spent on Veterans and services are eligible for up to 75% reimbursement and the Town received through the Cherry Sheet and for FY2012 a reimbursement of \$16,077 was listed.

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Youth Services

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

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

The department has focused considerable attention on the area of "outside sources of support" in an effort to meet the growing needs of youth and families without adding a financial burden to the town. In the coming year the department will enhance our budget as described below:

GRANTS, FEES, TRUST FUNDS, AND DONATIONS

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

Babysitter Training Seminars

Estimate of Amount Generated: \$2,500

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

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

Employment Program

Estimate of Amount Generated: \$750

Source: Fee

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

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Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Additional hours for Department Assistant position

Substance Abuse Awareness Program

Estimate of Amount Generated: \$315

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials and supplies, hire consultant for program review

A Conversation...For Parents of Teens

Estimate of Amount Generated: \$500

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials and supplies, food

Project VAN

Estimate of Amount Generated: \$600

Source: Donation

Amount of Fee: (none)

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Purchase of materials, supplies, mailings

Peer Tutor Program

Estimate of Amount Generated: \$1,800

Source: Fee

Amount of Fee: \$45

Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)

Use of funds: Copying, purchase of materials, peer tutor recognition, and supplies;

Make A Statement Day

Estimate of Amount Generated: \$2,000

Source: Donation

Amount of Fee: (none)

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Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)
Use of funds: Purchase of materials, supplies, mailings

VIP Program

Estimate of Amount Generated: \$1,500
Source: Grant

Amount of Fee: (none)
Fees Reviewed/Changed: July 1, 2012 (next review will be in July, 2013)
Use of funds: Purchase of materials, food, consultant

Miscellaneous gifts, donations, and grants

Estimate of Amount Generated: \$2,050
Source: Individuals and businesses
Use of funds: Purchase of materials, supplies, mailings, etc.

REVOLVING ACCOUNT

The amount in our revolving account is approximately \$18,000. Out of this account we pay for consultants and fund all or part of many programs for youth and parents.

SUPPLEMENTAL SOURCES OF SUPPORT

At no cost to the town, the below programs will increase the quality and quantity of services as follows:

Graduate and Undergraduate Internship Program

By continuing the Graduate and Undergraduate Internship Program, the department delivered 975 hours of free skilled service to the community in the past year.

Volunteers

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

Diversion/Restitution Placements

During the coming year the Youth Services will oversee 200 – 750 hours of free community service. Monitored by Needham Youth Services, participants complete their community service hours by providing free support to town departments such as Police, Library, Town Clerk's Office,

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Town Hall Maintenance, and Council on Aging.

- 1) Aside from a change the Town issued Smartphone, our division request for expenses has not risen in two (2) decades --- while our programming has expanded enormously. Our philosophy is to be cognizant of the limitations of the town and if we require additional funds in any given year (which happens every few years), we simply ramp up our efforts to have this donated from the community.
- 2) We generate over 1.75 FTE in services at no cost to the Town of Needham through our Internship and Volunteer Programs. Based on a salary of \$50,000, that is close to \$90,000 of free service to the town that we create each year.
- 3) We generate approximately \$10,000 a year via, fees, donations, and grants. Over the past four years the breakdown was as follows:
 - a. FY 2009 --- \$10,600
 - b. FY 2010 --- \$8,300
 - c. FY 2011 --- \$11,300
 - d. FY 2012 --- \$9,800
- 4) These figures do not include in-kind donations --- from 1,000 t-shirts and six dozen pizzas and drinks for Make A Statement Day (value is approximately \$3,500), to donations of space, food, items, support, paper, pens, time, expertise, etc. which with an approximate value of over \$7,500--- thus a true sense of what we bring in at no cost to the Town of Needham is really this \$10,000 plus the above listed fees/donations/grants.
- 5) The level of "outside funding," inclusive of our internship and volunteer programs has been extremely stable over the past five or more years and looking forward envision the same for the foreseeable future thus do not anticipate the need to seek additional expense money from the town at this time.
- 6) Philosophically we in Youth Services believe in many small grants/donations as this helps a wider spectrum of the community to connect with us. Thus we have partnered with groups as diverse as local religious organizations, Exchange Club, Rotary Club, Needham Women's Club, and even a local restaurant over the years.

SERVICE DEMANDS

As the figures from our FY 2012 Statistical Summary of Services indicate, the volume of work for such as a small department is impressive --- we provided 693 hours of individual therapy, 242 hours of group therapy, and recorded 3,089 participants in our workshops and trainings (our statistical survey is online at the Youth Services website). The demand for the services of this department has been and will continue to be

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greater than this department is capable of meeting. This is due to a variety of factors including 1) Increase in the teen/youth population (e.g. the 6th grade at the High Rock School is close to 500 students in the current academic year); 2) Declining overall mental health of youth and families; 3) Significant need to support parenting raising teens; and 4) The context of the past several years and concerns related to stress, depression, and suicide.

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

Expense Request Changes/Reallocations:

HUMAN SERVICES			
CATEGORIES	FY2013	FY2014	\$ CHANGE FY14 TO FY13
Energy	\$0	\$0	\$0
Repairs & Maintenance Services	\$0	\$0	\$0
Rental & Leases	\$0	\$0	\$0
Other Property Related Services	\$0	\$0	\$0
Professional & Technical Services		\$200	\$200
Communications		-\$100	-\$100
Recreational & Cultural Services		-\$50	-\$50
Other Purchased Services	\$0	\$0	\$0
Office Supplies		-\$500	-\$500
Building & Equipment Supplies	\$0	\$0	\$0
Custodial Supplies	\$0	\$0	\$0
Ground Keeping Supply	\$0	\$0	\$0
Vehicular Supplies	\$0	\$0	\$0
Food & Service Supplies		\$400	\$400
Medical Supplies		\$100	\$100

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Department	Human Services		
Public Works Supplies	\$0	\$0	\$0
Other Supplies & Equipment	\$0	\$0	\$0
Government Charges		-\$1,835	-\$1,835
Travel & Mileage		\$20	\$20
Dues & Subscriptions		-\$70	-\$70
Other Expenses		\$39,500	\$39,500
SUB-TOTAL EXPENSES		\$37,665	\$37,665
LESS: Changes w/ WSVD Assessment and Benefits			
Government Charges		\$1,835	\$1,835
Other Expenses		-\$39,500	-\$39,500
TOTAL EXPENSES		\$0	\$0

Performance Factors

Council on Aging

FY14 Objectives:1) Continue to work with the Town Manager, the Assistant Town Manager/Director of Operations and appropriate Boards and Committees to move towards completion of the new Senior Center project. 2) Facilitate collaboration with Town Departments to ensure a timely transition into the new Senior Center site upon completion. 3) Continue to pursue ongoing funding for the Council on Aging Transportation Program 4) In FY 13 we hope to expand our outreach efforts in the Friendly Visitor Program to add new community partnerships, and to increase volunteer support and appreciation through trainings and social/cultural opportunities perhaps through joint events with other Friendly Visitor programs.

Performance Indicators:1) Completion of the new Senior Center 2) Move to the new Senior Center complete 3) Funding options identified and secured 4) The expansion in scope of our Friendly Visitor Program.

Veterans' Services

During the last year there were approximately 2,500 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 request for such benefits.

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

Youth Services

Five Years Ago:

- 1) Complete extensive website review, redesign, and rewriting (over 150 pages).
Achievement: Considerable time was devoted to this, and website redesign was accomplished.
- 2) Provide three (3) QPR Suicide Prevention Trainings.
Achievement: This was accomplished (and many more than three trainings were held).
- 3) Offer Parenting Programs in collaboration with Sweet Basil restaurant.
Achievement: This was accomplished and this parent program was well received by participants.

Four Years Ago:

- 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults).
Achievement: This was not accomplished.
- 2) Increase participation in "Make A Statement Day" by 15%.
Achievement: This was accomplished.

Three Years Ago:

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

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Two Years Ago:

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

Last Year:

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

This coming year:

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

Projecting over the next three to five years, Youth Services will focus upon:

- Meeting the escalating and evolving needs of youth and families (as our at-risk population grows)
- Expansion of summer Internship Program

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Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	528,872	26,606	555,478
Expenses	114,870		114,870
Operating Capital			
Total Operating Request	643,742	26,606	670,348

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Department Expenditure Detail DSR2											
Department				Human Services							
Object				Description				Amount			
DSR2A											
Personnel	FY2012			FY2013			FY2014				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	7	1	7.8	7	1	7.8	7	1	7.8		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No
1. Salary and Wage Permanent Positions.											
a.	Salary and Wages								499,490		
b.	Career										
c.	Holiday										
d.	Incentive										
e.	Stipends								3,000		
f.	Uniform										
g.											
Sub Total 1								502,490			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Outreach Worker 10 hrs per week								12,299		
b.	Building Monitor 18 hrs per week								10,362		
c.	Recording Secretary 4 hrs per month for 10 months								721		
d.											
e.											
f.											
Sub Total 2								23,382			
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses – (Itemized Below)											

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Human Services
Object	Description	Amount
a. Care of Graves/Coordinator of Ceremonies		2,500
b. Seasonal Assistance		500
c.		
d.		
e.		
f.		
Sub Total 4		3,000
5. Total Salary and Wages (1+2+3+4)		528,872
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Maintenance for MySeniorCenter & Ikon	1,000
Rental & Leases (527X)		
Other Property Related Services (529x)	Care of Graves	900
Professional & Technical Services (530x – 531x)	COA-Expenditures for employee training, seminars or Conferences-YS Programmatic and Clinical Consultation Services,	1,700
Communications (534x)	COA-Postage, VS-Postage and YS-postage and Smartphone phone monthly costs	3,200
Recreational & Cultural Services (535x)	COA-Expenditures for recreational activities to include entertainers, supervision or instruction or recreational activities and VS—Memorial Day Parade	3,050
Other Purchased Services (538x)		
Office Supplies (542x)	All-Office Supplies	1,900
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	COA-Gas and Oil for the Van	3,000
Food and Service Supplies (549x)	Food Supplies related to Programs and Activities	500
Medical Supplies (550x)	Supplies related to medical purposes such as first aid kits	100
Public Works Supplies (553x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Human Services			
Object	Description	Amount			
Other Supplies & Equipment (558x)	VS-Flags and Holders and YS-Program Expenses, off-site printing, books, manuals and literature regarding youth and families	4,840			
Governmental Charges (569x)	VS- West Suburban Veterans' District	54,000			
Travel & Mileage (571x - 572x)	All-Reimbursement for town related business	995			
Dues & Subscriptions (573X)	All -Professional Associations and Subscriptions	185			
Other Expenses (574 X - 579x)	VS-Veterans' Benefits	39,500			
6. Total Expenses		114,870			
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital					
8. Total Base Request (Line 5 + Line 6 + Line 7)		643,742			
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	x	NO	
Does the Department depend on any Federal or State grants to provide services?		YES	x	NO	

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Human Services--COA				
Title	Van Drivers	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	1	26,606		26,606	
Expense					
Operating Capital					
Other Costs					
Total Request		26,606		26,606	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?				X	
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request is to fund 1950 hours in FY2014 for two (2) part-time (with an average of under 20 hours per week) van drivers. The van drivers work a combined 37.5 hours per week with an FY2013 hourly rate of \$13.5915. This request is based on an hourly rate of \$13.5915 X 37.5 hours/wk X 52 weeks=\$26,605.36 (rounded to the nearest dollar =\$26,606). Approximately three years ago the MBTA stopped providing the town with grant of approximately \$13,000/yr which was used by the COA to offset the cost for the van drivers. The remaining portion was through gifts and donations mainly from the Friends of the Needham Elderly (FONE). The COA is extremely thankful for the FONE and everyone else who has been so gracious with their donations, however in this economic climate donations are extremely difficult to come by and Needham residents have been asked to donate to many worthy programs, events and/or causes.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Human Services--COA		
Title	Van Drivers	Priority	1
The Van Programs is a valuable service. The Council on Aging wheelchair accessible van operates 5 days a week. As a division of the Town's Human Service Department, our mission is to respond to the needs of older residents and their families by providing programs, services and resources that enhance their quality of life and provide possibilities for growth. Transportation is considered a critical component in helping us to fulfill our goal. We work within a community context to try and meet the current and future transportation needs of our citizens. Our unique partnership of public and private resources, volunteers and staff, exemplifies the belief that together we can get the job done and has made our system work. The transportation service provided by the Needham Council on Aging addresses several areas referred to in the Coordinated Human Resource Public Transportation Plan. Specified in the Plan is the expectation of improving services for elderly individuals and people with disabilities as well as the idea that a community should strive to maximize service and minimize duplication. Since our van became operational we have provided on average 7,000 rides per year which is done in concert with other service providers in our area. Throughout the development and implementation of our Transportation Program we have been mindful of other Transportation Resources within our community. To this end we work with community partners such as, but not limited to, the Needham Community Council as well as a local taxi transportation service available. Additionally, we work with our local Aging Service Access Point (ASAP) Springwell who offers a Medical Escort Program which matches frail seniors with volunteers to drive and or accompany a person 60 or over who is unable to get to medical appointments. We also assist residents in applying for authorization to use "The RIDE" which is operated by the MBTA and provides medical and non-medical transportation to many destinations, including adult day health centers. With the authorization by Town Meeting to build a new Senior Center, and the advent of an increased number of residents over 60 yrs old, it will be necessary to increase the transportation options both to the Center and to services throughout the town. As we continue to work with community partners that provide transportation to medical appointments and other destinations, we are being made aware of an increased need for this service as well. Since our van hit the road in the spring of 2004 the Council on Aging has been providing trips to and from the Senior Center so that residents can participate in programs and services offered to include on site access to social service support. Transportation helps to foster socialization, offers an opportunity for involvement in a daily meal program and supports participation in educational, recreational and social activities that aid in encouraging good health physically, emotionally and cognitively. Funding for driver salaries, maintenance and much of our fuels costs has been dependent upon donations. In January of 2003 the Council on Aging distributed a transportation survey to the older residents of Needham. The responses indicated a need for more grocery shopping assistance. In August of that year we expanded our grocery shopping service to include assistance for home-bound elders and an additional goal for the program was to expand the program to include volunteers who could assist seniors with side by side assistance inside of the store. The van is utilized three days a week, morning and afternoon, to fulfill this need. Four of our six scheduled weekly shopping opportunities have volunteer shopping assistance available which takes the form of grocery carrying or "side by side" assistance. In each case the resident is participating in the process and therefore maintaining some level of control and independence. Two additional weekly grocery shopping choices are also offered. In FY2012, 7,778 van rides were provided and 2,649 were utilized for our grocery program. We need to ensure			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Human Services--COA		
Title	Van Drivers	Priority	1
that our capacity to address this need continues. As stated, the Council on Aging works collaboratively within our area to ensure that our residents have options that help to increase their ability to travel to desired destinations in convenient and reliable ways that are also accessible and affordable. The Needham Council on Aging Transportation Program is a partner in meeting these goals to include the wish to reduce single-occupant transportation, where possible, to help relieve congestion and to promote a healthier environment. As part of the transportation system that currently exists in this area, we have been providing free transportation to and from the Senior Center as well as multiple grocery shopping trips weekly that help to promote health and wellness of our residents by assisting them in maintaining independence. Transportation continues to be a critical service in promoting the health and wellness of our citizens and our community. We believe that our performance underscores our ability to make transportation services to the elderly and disabled population more accessible and offers an alternative to those who might not meet the criteria for certain more restrictive options the require medical or cognitive justification for not driving their own vehicle.			

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1							
Budget Title	Commission on Disabilities						
Type	Committee	X	Limited		Townwide		
Operational Considerations							
In addition to the \$550 budgeted amount, funding is received from the handicapped parking fines and is used to fund grants to Needham organizations/schools to promote disability awareness and assist in helping those that are disabled. Examples of grants provided in FY 2013 include: - purchased a braille and a ream of braille paper for the Needham Community Council - purchased an accessible piece of playground equipment for the Newman School Playground - speaker fees for Inclusion Awareness for the High Rock/Pollard community - purchased a film called "Including Samuel" for the Inclusion Awareness for the High Rock Pollard community - FLAME performance for Eliot, Mitchell, Newman and Broadmeadow Schools for Disability Awareness Week Budget funds were used to purchase: - Handicapped parking signs to be provided to local businesses in need of proper handicapped parking signage - Digital Camera and memory card for handicapped parking patrol - Pen for handicapped parking survey student volunteer No significant changes are expected to affect revenue.							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	No	X
If yes, does the current year budget include this expense?					Yes	No	
If the salary and wage expense funds a permanent position, indicate the FTE.							
Description					Amount		
a.	Public Works Supplies- Handicapped Parking signs				250		
b.	Other Supplies and Equipment- Voice Recognition recorder, Subscriptions, camera				275		
c.	Travel and Mileage				25		
d.							
e.							
f.							
Total					550		

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Commission on Disabilities							
Spending Request Recap									
Description	Base Request	Additional Request DSR4		Total					
Townwide	0	0		0					
Personnel	0	0		0					
Expense	550	0		550					
Operating Capital	0	0							
Total	0								
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	☒

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1																			
Budget Title			Historical Commission																
Type			Committee		☒		Limited				Townwide								
Operational Considerations																			
The Needham Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham.																			
Expense Detail																			
Does this request include funding for salary or wage expense?										Yes		☐		No		☒			
If yes, does the current year budget include this expense?										Yes		☐		No		☐			
If the salary and wage expense funds a permanent position, indicate the FTE.																			
Description												Amount							
a.		Communications – postage and printing										350							
b.		Office Supplies										250							
c.		Other Supplies & Equipment - Markers										450							
d.																			
e.																			
f.																			
Total												1,050							
Spending Request Recap																			
Description			Base Request			Additional Request DSR4			Total										
Townwide																			
Personnel																			
Expense			1,050						1,050										
Operating Capital																			
Total			1,050						1,050										
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)												Yes		☐		No		☒	
Does the Department depend on any Federal or State grants to provide services?												Yes		☐		No		☒	

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Library

Operational Considerations

Established in 1888 (125th birthday March 5, 2013), the Needham Free Public Library provides the community with access to resources to support its users' evolving educational, intellectual, recreational, and cultural needs. The library provides an open environment for interaction among people of all ages, interests, and abilities.

During FY12 the library circulated a total of 554,482 items to its borrowers, provided answers to 31,000 reference inquiries, obtained 62,627 items from other libraries to fill Needham requests, added 13,416 books and 4,019 audiovisual items to the materials collections, registered 1,831 new borrowers, held 304 children's programs, and had 607 uses of its Community Room.

During FY12 the library's collections had a net gain of 7,785 (4.7%) over FY11. The gain was due to a generous increase in the library's materials budget, plus gifts and donations from local groups (especially the Friends of the Library and the Library Foundation) and individuals. The appropriation and gifts allowed the library to reach its long-standing goal of closing the gap between the number of items Needham requests from other libraries to fill Needham patrons' requests and the number of items Needham sends to other libraries to fill their requests. In FY07 the gap was 19.2%. By FY11 the gap had been narrowed to 2.2%. In FY12 not only was the gap eliminated but Needham also became a 2% net lender.

Between FY08 and FY11, the gap was being steadily reduced, as the library added materials purchased through four \$25,000 cash capital appropriations. The following chart illustrates the library's progress from net borrower to net lender, as well as showing the growing demands on library collections and the increase in inter-library cooperation.

Fiscal Year	Items Borrowed from other libraries	% of Total	Items loaned to other libraries	% of Total	Gap
FY07	45,870	59.6%	31,138	40.4%	19.2%
FY08	47,125	55.9%	37,210	44.1%	11.8%
FY09	56,798	53.4%	49,489	46.6%	5.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
FY11	61,418	51.1%	58,782	48.9%	2.2%
FY12	62,627	49.0%	65,151	51.0%	No gap—2% net lender

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

While the overall materials collection grew by 4.7%, the audiovisual collections increased by 12.5%, reflecting the continuing demand for DVDs,

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Library

CDs, and Books-on-CD. Use of downloadable services increased by a phenomenal 429% over FY11. Use of the library's self-checkout computers grew from 81,292 in FY11 to 114,175 in FY12 (40.5%). The self-checkout figure is 20.6% of the library's total checkouts. Self-checkout has enabled the library staff to keep up with other circulation duties and to take on some new duties that make the Circulation operation more efficient.

Hiring a part-time children's librarian to do children's programming continues to increase both the quality and quantity of the children's programs.

Fiscal Year	Children's Programs	Total Attendance	Average Attendance
FY10	209	9,573	45.8
FY11	271	13,456	49.7
FY12	304	14,273	47

The growing numbers affirm the need for the continuing presentation of quality programming. The library's number one DSR4 request is for funding for the part-time children's programming librarian. If funded, the three DSR4 requests for additional part-time hours will **not** result in anyone being added to the Town's benefited employee list.

The library's other DSR4 request is for funding for the museum pass reservation software (\$725). The museum passes are used more than 150 times each month. This software allows patrons to check the availability of the passes and make their own reservations from their home computer. The software saves the Circulation Desk workers many hours of time that is spent helping the library's customers in other ways.

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

The DSR2 base budget request is \$1,419,551. This is sufficient funding to assure certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Aid Grant (\$29,788 in FY13), the library must:

1. Be open 59 hours per week
2. Receive a town-appropriated budget that is 2.5% higher than the average of the 3 previous years. For FY13 that figure is \$1,394,587.
3. Spend 13% of its total budget on library materials.

The MBLC has a waiver process; failure to obtain a waiver means decertification and loss of the State Aid payment (\$29,788). The library already

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Library

depends on its State Aid Account to cover three salary shortages and pay for parking lot rental; children's, young adult, and adult programming; library banner maintenance; museum pass reservation software.

Budget request increases include:

Rental & Leases

Iron Mountain and NEDCC

\$45 increase to cover price increases

Professional & Technical Services

Minuteman Library Network

\$4,250 increase listed in Minuteman preliminary FY14 budget

Computer Software licenses

\$700 increase. In FY12 software expenses cost \$1,581. The FY13 budget of \$1,300 will not be adequate, as prices keep rising.

There is insufficient funding in this budget item to cover license renewal and/or purchase any new software.

Communications

Postage

\$21 increase to cover postal price increases of January 1, 2013

Other purchased services

Bindery

\$232 increase to cover increasing need to send books to the bindery. The binding on many books published today is not very sturdy

Office Supplies

\$155 increase. In FY12 this line item was overspent by almost \$400. The current budget of \$6,545 is inadequate

Other Supplies and Equipment

Supplies for processing books, periodicals and AV items

\$404 increase. In FY12 this line item was overspent by \$73. The current budget of \$6,096 is not adequate to purchase the supplies needed to process the increasing number of books and AV items that are being purchased

Travel & Mileage

Conference in-state

\$8 increase to cover rising registration fees

Mileage

\$150 increase. Most of this budget is used up by the custodians' morning run to the post office and the Town Hall. This does not leave any funds to cover the library staff in their out-of-town journeys to meetings, workshops, etc.

Dues and Subscriptions

\$5 increase to cover the actual cost of membership in the American Library Association

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Library

Performance Factors

Performance measures for FY14 will include:

1. Network transfer/inter-library loan balance maintenance
2. Continued sponsorship of culturally diverse programs
3. Continued collection building of world language materials
4. Increased encouragement of self-checkout use
5. Continued sponsorship of programs that explain use of electronic reading and listening devices
6. Continued improvement of library publicity

These performance measures support the library's Strategic Plan.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,103,803	43,983	1,147,786
Expenses	315,748	725	316,473
Operating Capital			
Total Operating Request	1,419,551	44,708	1,464,259

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2									
Department				Library					
Object				Description			Amount		
DSR2A									
Personnel	FY2012			FY2013			FY2014		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	13	37	23.6	13	37	23.6	13	37	23.6
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	X	No
1. Salary and Wage Permanent Positions.									
a.	Salary and Wages						792,851		
b.	Career								
c.	Holiday								
d.	Incentive								
e.	Stipends								
f.	Uniform								
g.									
Sub Total 1							792,851		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Part-time Monday - Saturday						279,404		
b.	Sunday Part-time hours (time and a half)						31,548		
c.									
d.									
e.									
f.									
Sub Total 2							310,952		
3. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 3									
4. Other Salary and Wage Expenses - (Itemized Below)									

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department		Library
Object	Description	Amount
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		1,103,803
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Equipment repairs and copy machine maintenance: 1,489 Computer hardware maintenance: 607	2,096
Rental & Leases (527X)	Postage meter rental: 550 Iron Mountain and NEDCC 390 Computer software licenses: 2,000	940
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Minuteman Library Network: 58,803 Computer software licenses 2,000	60,803
Communications (534x)	Postage: 2,106 Printing: 510	2,616
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: 4,800	4,800
Office Supplies (542x)	Paper (copier and other), pens, pencils, printer cartridges, calendars, file folders, etc.: 6,700	6,700
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Library			
Object	Description	Amount		
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Supplies for processing books, periodicals, and AV items: 6,500	236,893		
	Library Materials Budget:			
	Newspapers, Periodicals 22,100			
	Books 131,043			
	Audiovisual 43,000			
	Databases 18,000			
	Total Materials 214,143			
	Computer Supplies and Equipment: 16,250			
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Conference In-State: 150	600		
	Mileage: 450			
Dues & Subscriptions (573X)	American Library Association Membership: 300	300		
Other Expenses (574 X - 579x)				
6. Total Expenses		315,748		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,419,551		
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	

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Children's Programming Librarian		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.51	\$20,207		\$20,207	
Expense					
Operating Capital					
Other Costs					
Total Request	.51	\$20,207		\$20,207	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request is for funding for the Children's Programming Librarian—a part-time, non-benefited position. 19 hours a week x 52 weeks = 988 hours x 20.452 per hour=\$20,207 Quality programming is an essential service for a successful Children's Room operation. Programming is currently being done by a part-time children's librarian. Her storytime, craft, and other programs are well-attended and highly praised. Her hours are funded by the library's State Aid account. Continued use of this fund for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Circulation Desk Hours	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.48	\$14,776		\$14,776	
Expense					
Operating Capital					
Other Costs					
Total Request	.48	\$14,776		\$14,776	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
Part-time, non-benefited position: 18 hours a week x 52 weeks = 936 hours x 15.7855 per hour = \$14,776. Previously, the library's full-time Administrative Specialist oversaw the workings of the Network Transfer/Inter-Library Loan Department. With the change to a part-time Administrative Specialist, the library's two full-time Library Assistants have assumed this duty. In order to do the supervising and checking out the items to be sent to other libraries, these two people have had to decrease the number of hours they spend at the Circulation Desk. Part-time hours, funded by the State Aid Account, have been used to cover their desk time. Continued use of the account for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Network Transfer Pack/Unpack Page		Priority	3	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage	.51	\$9,000		\$9,000	
Expense					
Operating Capital					
Other Costs					
Total Request	.51	\$9,000		\$9,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
Part-Time, non-benefited position: 19 hours a week x 52 weeks = 988 hours x 9.1089 per hour = \$9,000. This is a request to hire a 19-hour-a-week page to pack and unpack the 18-25 bins of materials that are delivered to the library each Monday through Friday. The bins contain Needham materials that have been returned at other libraries in the State, Needham materials that are being sent to other libraries to fill requests, other libraries' materials that have been returned to Needham, and materials that have been sent to Needham from other libraries to fill requests for Needham citizens. The Network Transfer/Inter-Library Loan business continues to increase each fiscal year. In FY11, 58,783 items were loaned to other libraries, and 61,418 items were borrowed from other					

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Page	Priority	3
libraries to fill Needham requests (total 120,201). In FY12 these numbers increased to 65,151 items loaned to other libraries and 62,627 items borrowed from other libraries (total 127,778—6.3% increase). These numbers comprise approximately one-half of the items in the delivery system. After the delivered bins are unpacked, the empty bins are filled with approximately the same number of outgoing materials. These hours are currently being funded by the library's State Account. Continued use of this account for salary items could totally deplete the fund in a few years. See enclosed "State Aid Account" statement.			

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department		Library			
Title	Museum Pass Reservation Software		Priority	4	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage					
Expense		\$725		\$725	
Operating Capital					
Other Costs					
Total Request		\$725		\$725	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					NA
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
The library offers the use of twenty-two museum passes to Needham residents. To reserve a pass, a resident can (1) come to the library or telephone the library and talk to a staff member who uses the Museum Pass Reservation Software program to check pass availability and make reservations or (2) click on the library's page on the Town's website, review the list of passes and the dates available and make his/her own reservation. Having this software program installed has saved the Circulation Desk staff countless hours of dealing with museum pass information and reservations. Two-thirds of the more than 150 monthly reservations are now being made online by patrons. Currently, the \$725 yearly fee for the Museum Pass Reservation software is being paid by the library's State Aid account.					

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Park and Recreation

Operational Considerations

The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; managing Rosemary Pool, the Town's outdoor swimming pool; 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.

The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over about 300 acres of land, including the Town Forest. They set policies for use of all athletic fields. With the Director, the Commission provides long-range planning for recreation facilities and services.

Changes:

Three of the four full-time staff members belong to the Independent Town Worker's Association, and the salary increases reflect the provisions of the current agreement. Two of the staff members are still eligible for step rate increases. The Director and the seasonal staff members at the summer programs and the Pool are non-represented, and recent decisions are reflected in salary and wages. As noted later in this document, the overtime costs to the department have increased, as DPW Parks and Forestry has assumed partial responsibility for playground maintenance with overtime crews. The expense line has been reduced by \$1,875 in an effort to transfer some additional funds into overtime, but a separate DSR-4 has been submitted, too.

Under expenses, energy has been reduced. New hot water heaters were installed at the Pool in June 2012 that are more energy efficient. Interior lighting was replaced several years ago. There will be a slight reduction in the funding needed for plumbing services, as Public Facilities-Operations moves some tasks to the Town's plumber, but others will remain with a contracted plumber. The cost of park restroom cleaning was increased to cover the cost of the current contract. A new contract will be bid through Public Facilities in the next year.

Communication: Providing information to the public and staff is a daily task. The department regularly utilizes the Town's website, providing the seasonal brochures on-line, highlighting special events, and sending information out through several "Notify Me" mailing lists that now also include a text message option. The most popular information request relates to daily Field Status. A "Notify Me" message is sent to more than 1,500 subscribers (an increase over last year), the daily information is updated on the Field Status section of the website, and the status is updated on the Recorded Information line. For more than twenty years, Park and Recreation has produced three seasonal brochures: Summer, Fall, and Winter/Spring. The brochures have been mailed to all Needham households, and additional copies have been provided to several public buildings and to real estate agents. As the department transitioned into an on-line registration system and a full brochure can now be displayed on the website, the amount of requests for copies of the brochure has been reduced. At the same time, the Post Office made it more difficult to process bulk mailing, so Park and Recreation shifted to a "green" model in December 2011, and now print far less copies of the brochure and eliminate bulk mailing. As the Revolving Fund has covered the majority of the costs in recent years, there hasn't been a major savings to the operating budget. Park and Recreation is looking to establish use of social media to assist with the loss of marketing from mailing to each household, and does limited first class mailing for those who still need a paper copy sent home. In some communities, without enough outreach,

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Park and Recreation

registration numbers and revenue have decreased with this change. The registration numbers for summer programs remained in a similar range as in past years for most programs, but increased marketing efforts are still needed.

The on-line registration system continues to be a success. The majority of registrations are handled on-line, and the majority of programs exceed minimum requirements, with many at full capacity. The ability to send e-mail notifications directly to individual programs has been an additional benefit to communication tasks. The on-line program makes regular updates, and a new feature will be the ability for residents to use credits when they register on-line, rather than need to handle the use in the office.

Overtime: In 2011, discussions were held related to playground safety and maintenance. It was agreed that DPW Parks & Forestry would officially handle the regular maintenance of playground surfacing, which is a year-round task. The understanding was that it would be handled as an overtime task and that Park and Recreation would fund the overtime. The overtime costs for the first year of this new plan far exceeded what was available in the Park and Recreation budget. As noted earlier, an effort has been made to find a total of \$1,875 in reductions from the expense line and move that savings into the overtime request, but that will still not be sufficient. A DSR-4 request has been submitted, totaling \$10,000, to cover these costs. The Park and Recreation staff was re-organized in September 2010. With many registration duties handled by the on-line registration program, the Department Assistant 2 position was converted to be a Recreation Supervisor position, to assist with program administration. This has allowed the Assistant Director to provide time to all of the trails projects, including the establishment of the Trail Steward program. The Recreation Supervisor is eligible for overtime, and some of the programs are held in the evenings and on weekends. Though an effort is made to balance the hours of the regular workday with the non-workday activities, there is still an increase in overtime paid. The Recreation Supervisor has assisted the Cultural Council with tasks related to New Years Needham, an increase to overtime hours that was covered by the Park and Recreation budget, but that work has been moved to a different position outside of Park and Recreation, so no major increase in overtime is needed for this position. The Recreation Supervisor serves as the recording secretary to the Community Preservation Committee, and those overtime hours are paid for through the CPC administrative funds.

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

Park and Recreation is formally working with rail trail and community center groups, and has established a Trail Steward volunteer program, and has been in conversations with residents interested in a dog park and individuals with interest in a skate park.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Park and Recreation

The Trail Steward program has been created by the Assistant Director in collaboration with a working group representing Conservation, Park and Recreation and DPW. There are 15 stewards who visit designated trail sections at least once a month, providing written reports, and the majority of the stewards visit their locations more often. In addition to the monthly information, the regular visits have also helped reduce the amount of trash along the trails. The second annual Trail Day was held in 2012 on the trails at Rosemary, a successful morning as the inaugural one held at Ridge Hill in 2011 had been. The "Notify Me" notification list has grown to almost 150 members, and will continue to be increased to reach as many volunteers as possible for projects, or potential participants in special programs. Having the Assistant Director serve as the Town's Trails Coordinator has enabled departments to work more cooperatively and provide better services for the trails. It is an exciting addition to the services provided by Park and Recreation, and has so much more ability to grow into a beneficial asset for the trails system.

Major park projects moving forward include the full renovation of Walker-Gordon Field, with the inclusion of property purchased adjacent to the park. This will include a passive area with benches near the pond. After years of discussion and a year of formal study, a plan to renovate Greene's Field is ready and funds are being sought through the Community Preservation Fund to create a new playground area; renovate the baseball diamond, multi-purpose field and basketball court; revitalize the passive area at the park; and replace fences along the back property line. Trail projects are also being proposed for Community Preservation funds, and more formal work is being done on the possibility of a rail trail. Increased education is underway with athletic field user groups on how changes in how they use fields for practices can improve the quality of the field conditions. These changes are a necessary component of the current maintenance program.

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

The current Open Space and Recreation Plan is expiring and will need to be updated. This plan provides the Town with a tool for prioritizing projects, but also is a requirement for funding opportunities. The Community Preservation Act legislation was updated in July 2012, now allowing for outdoor recreation areas to be funded for capital improvements. The Open Space and Recreation Plan is a useful document for the evaluation of funding requests.

Rosemary Pool: Due to the MA Permit Extension Act, the 2006 permit to drain Rosemary Lake for pre-season maintenance on the pool was re-established in 2011, and the request for the 2010 permit which had been appealed to the DEP by the Town was dropped. Two specialists were hired in 2011 to study the drainage questions related to the appeal, and supported the anecdotal information gathered by the Town in prior years.

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Department Information DSR1

Department

Park and Recreation

The pool opened on time this season, under the provisions of the 2006 permit, and had no major shut-downs. The 2006 permit has received an additional extension under a ruling by the Governor. Park and Recreation is undertaking a long-term study of the pool with PPBC in early 2013.

Indoor Programming Space: Each year, it becomes more difficult to find locations for programs. For decades, Park and Recreation was the primary user of school buildings in the summer, but many school programs are now 12 months long, including Special Education programs, Community Education, and programs held in conjunction with the Athletics Department. In 2011, the Conservation Commission decided that green spaces would not be mowed at Ridge Hill Reservation, which continues to limit activity options for the Outdoor Living Adventure program held on that site. North Hill has been a recent partner providing activity space, but with construction underway, those options are now not available. St. Sebastian's and the Housing Authority have provided some limited programming space. Park and Recreation, with the PPBC, completed a feasibility study of the Cricket Field building, with recommendations for a renovation of the building or replacement of the building on a different section of the parcel. Based on the information from the study, Park and Recreation would not recommend converting the building to year-round use, so the renovation would help existing programs, allow for some additional programming, and provide public restrooms to the park, but would not solve the lack of space problem at other times of the year.

Playgrounds: Park and Recreation oversees 18 public playgrounds at the following areas: Broadmeadow (2); Eliot (2); Hillside (2); Mitchell (1); Newman (3); Claxton; Cricket; DeFazio; Mills; Perry; Riverside; Rosemary Pool and Walker-Gordon. A playground will return to Greene's Field, bringing the total to 19. With the replacement of the wood structure at Newman in Fall 2012, and the new playground to hopefully be installed at Greene's Field in Spring 2013, all 19 sites will have been rebuilt or renovated since 1995. With few exceptions, the new playground equipment was donated through private fundraising efforts. The Board of Selectmen, School Committee, Finance Committee, Permanent Public Building Committee and the Park and Recreation Commission are at the beginning stages of discussing how to shift to a public funding process. A new policy will need to be developed on how requests for additions or renovations are handled as the Park and Recreation budget currently can only handle surfacing replenishment and repairs.

Fees: The Park and Recreation Commission and Department annually review program fees, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The General Fund fees are for Rosemary Pool, including swim lessons, the major summer programs, and the Field Administration Fee. General Fund revenue in FY'12 was \$285,054, an increase of almost \$5,500 over FY'11.

Summer Programs continue to collect revenue exceeding the cost of running the programs. In Fiscal Year 2012, more than \$140,000 was collected in revenue, yet direct costs including payroll and expenses were less than \$80,000. In FY'12, more than \$50,000 was collected in Field Administration Fees, to contribute towards the cost of the work related to scheduling and serving as administrators to the athletic fields and parks. Rosemary Pool's revenues increase by almost \$10,000 in FY'12, covering about 53% of the direct costs. In FY'11, revenue covered approximately 45% of direct costs. Overall pool attendance increased by almost 1,500 visitors in FY'12, continuing the increase seen in recent years.

Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2012, the value of \$16,000 was

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Department Information DSR1

Department

Park and Recreation

provided in free passes to Rosemary Pool, down from \$18,000 in Summer 2011 up from \$14,000 in Summer 2010. In Summer 2012, \$8,000 was provided in free programs, consistent with Summer 2010 and slightly lower than in Summer 2011, but almost double what it was prior to the change in the economy. This is a loss of revenue of just under \$25,000, but a service important to the Commission to offer to its residents.

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

Revolving Fund: The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field *Maintenance* Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Revenue averages \$220,000 per year. Most programs in the Revolving Fund also contribute a small portion of their fees to the General Fund in an effort to reflect the office staff members' time spent on those programs. On average, \$10,000 is deposited into the General Fund from Revolving Fund programs.

Performance Factors

Prior Performance Goals: Some of the tasks related to playground maintenance have shifted from a private contractor to DPW Parks and Forestry as overtime tasks. The surfacing at the majority of sites is being maintained at required levels, but the timing of when the work is done each season needs to be improved. As an example, the goal is to have all the playgrounds resurfaced prior to the opening of the school year, and prior to the busy spring season. This goal was not met in Calendar Year 2012. Four years ago, Public Facilities-Operations cooperated with a training session with custodians on playground safety, with a request for regular raking of the surfacing and reporting of any issues. This program needs to be re-instituted, as it was not enforced after training. The majority of playground structures were inspected by a private contractor and a list of projects has been developed. A long-term goal of the department has been the removal of wooden playground structures. With the 2010 removal of Greene's Field and the 2012 removal of Newman's playground for Grades 1-5, this goal has been accomplished.

The long-time goal of creating a formal program for trails began in FY 2013 with the creation of the Trails Steward Program. Noted in customer surveys for their importance to the community, efforts are underway to increase residents' knowledge of the trails and how much they can be utilized for activities other than walking. Geocache and Letter Boxing are regular events in the Town Forest, and permission is granted for Friday night Geocaching, after dark. Instructional programs have been held, and permission has been given for special events. The Assistant Director has offered pre-school walking programs on trails, and added a family event for owl watching.

FY 2014 Performance Goals:

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Department Information
DSR1

Department

Park and Recreation

Trails: (a) install trail marker signs on 8 designated trails and increase number of informational kiosks; (b) add one annual volunteer trail project on each of the 8 designated trails; (c) increase number of members on "Notify Me" e-mail list as a volunteer resource list, currently at 150

Communication: (a) create social media information site(s) and provide information at least one time per week; (b) post photos of events and programs on website

Playgrounds: (a) upgrade surfacing at each school site by March 30 and August 30; (b) upgrade surfacing at non-school sites by April 30 and September 30; (c) increase the amount of information related to playgrounds on the website, including the addition of photos

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	468,456	10,000	478,456
Expenses	106,000	0	106,000
Operating Capital	0	0	0
Total Operating Request	574,456	10,000	584,456

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2										
Department			Park and Recreation							
Object			Description				Amount			
DSR2A										
Personnel	FY2012			FY2013			FY2014			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	4	0	4	4	0	4	4	0	4	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.										
a.	Salary and Wages						260,015			
b.	Career									
c.	Holiday									
d.	Incentive									
e.	Stipends						3,000			
f.	Uniform									
g.										
Sub Total 1							263,015			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Rosemary Pool: Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 2 (15) - 10 week season, training, pre-season maintenance						108,232			
b.	Summer Programs: Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20) - 8 week season, training, pre-season set-up						87,334			
c.										
d.										
e.										
f.										
Sub Total 2							195,566			
3. Salary and Wage Overtime (Itemized Below)										
a.	Recreation Supervisor overtime						2,500			
b.	Administrative Specialist overtime						500			
c.	DPW overtime for Park and Recreation projects						6,875			
d.										
e.										
f.										

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
Sub Total 3		9,875
4. Other Salary and Wage Expenses - (Itemized Below)		
a.		
b.		
c.		
d.		
e.		
f.		
Sub Total 4		0
5. Total Salary and Wages (1+2+3+4)		468,456
DSR2B		
Object	Description	Amount
Energy (521x)	NSTAR Electric: (4,200) Transcanada: (4,800) NSTAR Gas: (600)	9,600
Repairs & Maintenance Services (524x - 525x)	Plumber: (4,000) Pump Specialist: (2,000) Playground Maintenance: (7,000) Pool Cleaning: (800) Repairs: (500)	14,300
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning	10,000
Professional & Technical Services (530x - 531x)	Water Testing: (450) Training: CPR/First Aid, Staff, Lifeguard (1,000)	1,450
Communications (534x)	Phones: land & cell (3,000) Printing: forms, informational programs (1,200) Postage: (1,000) Legal Notices: (150)	5,350
Recreational & Cultural Services (535x)	Special Events	1,800
Other Purchased Services (538x)	Bus Rentals: (2,500) Misc.: equipment repairs, pest control, assistance with state permits, pond treatment (1,000)	3,500

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
Office Supplies (542x)	Office Supplies	1,200
Building & Equipment Supplies (543x)	Pool Paint: (6,000) Chlorine: (14,000) DE: (14,000) Pool Supplies: (1,200) Misc Repair Supplies: (300)	35,500
Custodial Supplies (545x)	Pool Custodial Supplies	800
Grounds Keeping Supplies (546x)	Playground Surfacing and Replacement Parts	11,000
Vehicular Supplies (548x)	Gas, Oil for Equipment	200
Food and Service Supplies (549x)	Program Snacks, Project Supplies	2,300
Medical Supplies (550x)	First Aid Supplies	200
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts: * (1,600) Lifeguard Uniforms: *+ (400) Red Cross Certificates: (700) Safety Equipment: * (400) Arts & Crafts Materials: (1,200) Program Equipment: (1,000) Training Materials: (100) * = state requirement for pool + = staff reimbursement	5,400
Governmental Charges (569x)		0
Travel & Mileage (571x - 572x)	Mileage Reimbursement: (1,700) Conferences: (1,000)	2,700
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700
Other Expenses (574 X - 579x)		
6. Total Expenses		106,000
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		574,456

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2				
Department	Park and Recreation			
Object	Description	Amount		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Overtime for Projects Completed by DPW Staff		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		\$10,000		\$10,000	
Expense					
Operating Capital					
Other Costs					
Total Request		\$10,000		\$10,000	
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?				X	
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?				X	
All " YES " responses must be explained in the narrative					
Description and Explanation					
Two years ago, the decision was made to shift some of the tasks related to playground maintenance to DPW Parks and Forestry staff, with the understanding that it would need to be done on overtime. Though the Park and Recreation operating expenses were reduced in order to increase the department's overtime budget, it was well under the amount that was needed. The operating expenses have again been reduced by approximately \$1,800 to increase the overtime budget, but it will not be sufficient to cover the actual cost. As some of the FY'12 costs related to bike rack installations, the overtime in FY'13 and FY'14 is not anticipated to be as high, but as pay rates have increased, this request seeks to add \$10,000 to the \$6,875 in the FY'14 budget.					

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1					
Budget Title	Trustees of Memorial Park				
Type	Committee	X	Limited		Townwide
Operational Considerations					
The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation. The primary expenses related to the building include electricity and heat, and they are funded under the Parks and Forestry budget. As of 10/1/08, Park and Recreation assumed the responsibility for the cleaning of the restrooms. ISS Facilities Services was awarded a 5 year contract for cleaning park restrooms, including all of those located at the Memorial Park building. User groups are responsible for cleaning the concession room, second floor meeting spaces, and storage rooms. Efforts are made to reduce the use of the building during the winter to save energy costs, but the building remains heated. The Public Facilities Department handles small repair projects in the building. The Trustees of Memorial Park have a concession room revolving fund with a cap of \$4,100. They have not charged a fee for use of the concession room in several years as the groups using the room have been making donations towards projects in the building and at the park. During the past few months, user groups and residents have been donating improvements to the concession room and building, including new carpeting on the 2nd floor. The Revolving Fund will be used to make the final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents. The operating budget assists with small project costs and maintenance of the garden areas near the memorials. The large corner garden is primarily maintained by volunteers, and efforts were taken in recent years to bring in new volunteers to clean out the overgrown areas. The sign boards were recently repaired. The Trustees are in discussion with volunteers to replace flag poles at the park. The Fields of Dreams project created about \$2 million worth of improvements to the athletic fields at Memorial Park, and added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the park with netting and drainage improvements, and they handle all costs related to athletic field maintenance. The athletic fields are used by Needham High School for physical education and the athletics program. Numerous youth sports organizations use the athletic fields throughout the year.					
Expense Detail					
Does this request include funding for salary or wage expense?				Yes	No
If yes, does the current year budget include this expense?				Yes	No
If the salary and wage expense funds a permanent position, indicate the FTE.					0

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Trustees of Memorial Park		
Description				Amount
a.	Groundskeeping supplies			400
b.	Maintenance			350
c.				
d.				
e.				
f.				
Total				750
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel				
Expense	750		750	
Operating Capital				
Total	750		750	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
			Yes	☐
			No	☒
Does the Department depend on any Federal or State grants to provide services?				
			Yes	☐
			No	☒

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Department of Public Works - RTS

Operational Considerations

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

The Recycling and Transfer Station (RTS) is one of the most utilized facilities within the Town in which approximately 75% of the Needham residents directly utilize the facility. The majority of the remaining 25% of Needham residents utilize the RTS through subscription hauler services. The RTS also provides disposal and recycling services for many Town Departments along with the Materials Processing Area and Snow Dump services for the Department of Public Works. In addition, the RTS maintains municipal agreements with various municipalities for Wood Waste Processing Services (Revolving Fund) and Trommel Screening Services. The RTS also provides a variety of other specialty recycling options for the Town such as books, clothing and many other reusable items for residents to utilize as needed.

Overall Budget

The RTS Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 2.0% (\$38,148) increase from the approved budget of FY 2013. There is an increase of 2.09% (\$13,625) for Payroll, an increase of 0.62% (\$7,523) for Expenses & Services, and an increase of 39.53% (\$17,000) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

Line Item Changes

There were contractual increases and step increases in Wages & Salaries, but there have also been personnel changes that have resulted in decreases. The contractual changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.15% (\$10,825) over the prior years approved budget.

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$490 (8.52%).

The Overtime line item is being increased by 1.59% (\$2,310) over the prior year's submission. This is due to the cost of living adjustment.

The Energy budget is based on a two year average consumption multiplied by an estimated cost for that energy type. Electricity is budgeted at \$0.21 per kilowatt. It was shown that there was an average is 129,339 kWh for two years consumption (FY 10 & 11 due to equipment being out of commission in FY 12). This submission has been decreased by 9.46% (-\$2,839).

Repairs & Maintenance as well as Rentals & Leases remained flat from the prior year's budget.

There is a decrease for Other Property Related Services is 2.97% (-\$23,938). This includes a decrease in Mowing (-\$3,500) as the number of mows per year is being reduced from two to one. Additionally, the cost for MSW disposal & hauling was calculated out using the current contract

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works - RTS

pricing with a three year average of 8,550 tons, with a disposal cost of \$75.85 per ton (based on a current fee of \$74.01 per ton and a 10 year average CPI of 2.48%), and a hauling cost of \$329 per haul which is approximately 25 tons each. This has decreased the cost of disposal over last years approved budget (-\$14,471) and has increased the cost of hauling (\$874).

The Communications line item is being increased by 61.22% (\$3,000). This increase is a relocation of Disposal Stickers (\$3,000) from Building & Equipment Supplies.

There is an increase in Other Purchase of Service of 9.31% (\$8,334). This is an increase in the Rock Crushing/Materials Processing which was intended to be increased to two-thirds of its full operation this budget year.

The Office Supply line is flat from the prior year's submission.

There is a decrease of 30% (-\$3,000) in the Building & Equipment Supplies request for the Disposal Stickers which were moved to the Communications line.

There is an increase in Vehicular Supplies of 21.35% (\$19,100). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 500 gallons at a cost of \$3.90 per gallon (1,950). The estimated consumption for Diesel is 17,500 gallons at a rate of \$4.78 per gallon (83,650).

Medical Supplies, Public Works Supplies, Other Supplies & Equipment, Governmental Charges, and Travel & Mileage are all flat from the prior year's submission.

The Dues & Subscriptions request is being increased by 5.88% (\$25).

Operating Capital is increasing by 39.53% (\$17,000) for an open top trailer. This would not be replacing an existing trailer so there will no trade in. With this additional trailer there will be less down time and more preventative maintenance on the existing equipment.

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Department of Public Works - RTS

Synopsis of Transfers

Object Code	Change from Prior Years Appr. Budget	Amount Offset By Transfers	Object Code Transferred To / From	Net Changes
Energy	\$-2,839	\$0	N/A	-\$2,839
Repairs & Maintenance	\$0	\$0	N/A	\$0
Rentals & Leases	\$0	\$0	N/A	\$0
Other Property Related Services	-\$17,097	\$8334	Other Purchase of Services	-\$8,738
		\$25	Dues & Subscriptions	
Professional & Technical Services	\$0	\$0	N/A	\$0
Communications	\$3,000	-\$3,000	Building Supplies & Equipment	\$0
Other Purchase of Service	\$8,334	-\$8,334	Other Property Related Services	\$0
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$3,000	\$3,000	Communications	\$0
Custodial Supplies	\$0	\$0	N/A	\$0
Grounds Keeping Supplies	\$0	\$0	N/A	\$0
Vehicular Supplies	\$19,100	\$0	N/A	\$19,100
Medical Supplies	\$0	\$0	N/A	\$0
Public Works Supplies	\$0	\$0	N/A	\$0
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Government Charges	\$0	\$0	N/A	\$0
Travel & Mileage	\$0	\$0	N/A	\$0
Dues & Subscriptions	\$25	-\$25	Other Property Related Services	\$0
Operating Capital	\$17,000	\$0	N/A	\$17,000

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works - RTS

Performance Factors

	Solid Waste - tons	Solid Waste %	Recycling Material - tons	Recycling Material %	Total – Recycling & Solid Waste- tons	Yard Waste - Tons
FY2007	7,853.83	59%	5,361.68	41%	13,216.10	
FY2008	8,070.15	60%	5,280.03	40%	13,350.78	
FY2009	8,268.30	62%	4,992.43	38%	13,261.35	
FY2010	8,719.88	67%	4,255.94	33%	12,976.49	
FY2011	8,678.38	64%	4,812.79	36%	13,491.81	
FY2012	8,253.00	68%	3,808.00	32%	12,061.00	9,644

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	666,915		666,915
Expenses	1,221,816	26,200	1,248,016
Operating Capital	60,000		60,000
Total Operating Request	1,948,731	26,200	1,974,931
Debt Service	150,000		150,000
Reserve Fund	25,000		25,000
Enterprise Total	2,123,731	26,200	2,149,931

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2												
Department				Recycling & Transfer Station Enterprise Fund								
Object				Description				Amount				
DSR2A												
Personnel	FY2012			FY2013			FY2014					
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)			
	9	0	9	9	0	9	9	0	9			
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No	X
1. Salary and Wage Permanent Positions.												
a.	Salary and Wages								482,864			
b.	Career											
c.	Holiday								23,943			
d.	Incentive											
e.	Stipends											
f.	Uniform								3,200			
g.												
Sub Total 1								510,007				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	1 Summer Help								6,240			
b.												
c.												
d.												
e.												
f.												
Sub Total 2								6,240				
3. Salary and Wage Overtime (Itemized Below)												
a.	Scheduled Overtime								70,533			
b.	Additional Saturday Staff including Paint Collection and HHWD								40,013			
c.	Vacation Backfill - Saturdays Only								8,817			
d.	Monday Equipment Maintenance								21,079			
e.	Leaf Sundays								5,405			
f.	Landfill Monitoring								1,621			
Sub Total 3								147,468				
4. Other Salary and Wage Expenses - (Itemized Below)												

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2			
Department		Recycling & Transfer Station Enterprise Fund	
Object		Description	Amount
a.	Sick Leave Incentive		3,200
b.			
c.			
d.			
e.			
f.			
Sub Total 4			3,200
5. Total Salary and Wages (1+2+3+4)			666,915
DSR2B			
Object		Description	Amount
Energy (521x)		Electricity	27,161
Repairs & Maintenance Services (524x - 525x)		Equipment Services (28,700)	46,200
		Building Services (8,000)	
		Facility Services (9,500)	
Rental & Leases (527X)		Misc. Equipment Rentals	3,000
Other Property Related Services (529x)		Wood Waste Hauling (26,000)	790,573
		MSW Hauling (112,524)	
		MSW Disposal (648,549)	
		Landfill Mowing (3,500)	
Professional & Technical Services (530x - 531x)		Conferences & Trainings (1,500)	42,000
		Software Maint. and Support (1,000)	
		Soil & Compost Testing (2,000)	
		Transfer Station Inspections (2,500)	
		Landfill Grndwater Monitoring & Testing (35,000)	
Communications (534x)		Fax Line (350)	7,900
		Postage (150)	
		Wireless Communication (1,800)	
		Printing & Mailings (2,000)	
		Legal Notices (600)	
		Disposal Sticker (3,000)	
Recreational & Cultural Services (535x)			
Other Purchased Services (538x)		Tire Disposal (1,200)	97,867

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Recycling & Transfer Station Enterprise Fund	
Object	Description	Amount
	Refrigerant Disposal (1,200) HH Hazardous Waste (8,800) Welding Services (4,000) Pest Control Services (1,200) Septic Tank Pumping (1,000) Paint Disposal (29,000) Universal Waste Disposal (6,000) Brush Grinding (18,400) Log Grinding (8,000) Rock Crushing/Material Processing (16,667) Medical Waste Disposal (2,400)	
Office Supplies (542x)	Standard Office Supplies (700) Computer Paper (800) Billing forms (500)	2,000
Building & Equipment Supplies (543x)	Misc. Supplies (5,500) Gates & Signs (1,500)	7,000
Custodial Supplies (545x)	Cleaners (500) Brooms, Mops etc. (300) Paper Products, soap etc. (700)	1,500
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Fuel (85,600) Additives & Fluids (4,950) Parts for Equip. & Tires (18,000)	108,550
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	500
Public Works Supplies (553x)	Pay-Per-Throw Supplies (60,000) Paint (500) Carpentry Supplies (1,000) Calcium chloride, speedy dry etc. (1,000) Tarps & bungee cords (5,750) Landfill flare parts (7,500) Waste Containers (5,000)	80,750
Other Supplies & Equipment (558x)	Employee Boot Allowance (1,200)	3,365

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Recycling & Transfer Station Enterprise Fund			
Object	Description	Amount			
	Employee PPE Gear (2,165)				
Governmental Charges (569x)	Fuel License (160)	500			
	Hoisting and CDL Licensing (340)				
Travel & Mileage (571x - 572x)	Conf. Out of State	2,500			
Dues & Subscriptions (573X)	APWA, SWANA	450			
Other Expenses (574 X - 579x)					
6. Total Expenses		1,221,816			
DSR2C					
Capital Equipment Replacement (587X)	Open Top Trailer	60,000			
7. Total Operating Budget Capital		60,000			
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,948,731			
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – RTS Enterprise Fund			
Title	Waste Container Replacement Program		Priority	I
DSR4				
Expenditure Classification	FTE	Frequency		Total \$
		Recurring Amount	One Time Only Amount	
Salary and Wage				
Expense		13,000	6,000	19,000
Operating Capital				
Other Costs				
Total Request		13,000	6,000	19,000
Budgetary Considerations				Yes No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐ ☒
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐ ☒
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐ ☒
4. Does the request support activities which produce revenue for the Town?				☒ ☐
5. If the request is not approved, will current Town revenues be negatively impacted?				☒ ☐
6. Is there an increased exposure for the Town if the request is not approved?				☐ ☒
7. Is specialized training or licensing required (beyond the initial purchase)?				☐ ☒
8. If applicable, will the item(s) being replaced be retained by the Town?				☐ ☒
9. Does this request address a documented health or safety issue?				☐ ☒
All "YES" responses must be explained in the narrative				
Description and Explanation				
The Recycling and Transfer Station presently has 30 roll-off containers. The expected life for a container is 10-15 years, and none of the containers that are presently at the RTS are new. Many of the containers are in very poor condition. This program would jump start the replacement of these containers by replacing three containers in the first year, and then two containers in subsequent years on an annual basis, to keep up the condition of these containers. This program would provide a 15 year life cycle for the containers. There are presently two types of containers: open and dome. This program would be to replace one of each type of container in each year of the program.				

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4									
Department		Department of Public Works – RTS Enterprise Fund							
Title		Recycling & Transfer Station Educational Material Mailer				Priority		II	
DSR4									
Expenditure Classification		FTE	Frequency				Total \$		
			Recurring Amount		One Time Only Amount				
Salary and Wage									
Expense				7,200				7,200	
Operating Capital									
Other Costs									
Total Request				7,200				7,200	
Budgetary Considerations								Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?									X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								X	
4. Does the request support activities which produce revenue for the Town?									X
5. If the request is not approved, will current Town revenues be negatively impacted?									X
6. Is there an increased exposure for the Town if the request is not approved?									X
7. Is specialized training or licensing required (beyond the initial purchase)?									X
8. If applicable, will the item(s) being replaced be retained by the Town?									X
9. Does this request address a documented health or safety issue?									X
All " YES " responses must be explained in the narrative									
Description and Explanation									
The Recycling and Transfer Station would like to produce an annual mailer to all residents to provide educational information about recycling and disposal. Previously the MassDEP had a program to provide these materials, but this program has since ended. The RTS would like to produce its own mailer on an annual basis. The costs include design, printing, and mailing.									

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Department of Public Works – Sewer Enterprise

Operational Considerations

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:

- I. Legal Mandate
- II. Health and Safety
- III. Liability or Risk Management
- IV. Desired Community Services
- V. Enhanced Quality of Life

The sewer system was established during the mid-1920s nearly 40 years following the creation of the water system. The continued population growth of the region over this period ultimately led to the creation of the Metropolitan Sewage Works to serve the City of Boston and the surrounding territories. This created an opportunity to expand a system into Needham (Category IV). Because of the need to address serious health conditions created by failing private sewage systems (Category III) and the desire to modernize homes with the addition of Mr. Crapper's new invention the indoor flush toilet (Category V) the sewer system expanded steadily throughout town.

The Water & Sewer Division of the Public Works Department is responsible for two systems the Sanitary Sewer System (Sewer System) and the Storm Sewer System (Drain System). As a legislative condition Needham's entry into the Metropolitan system a system of main drains for the collection, conveyance and discharge of sewage was required to be separate from any existing or new system for Stormwater. Therefore, in Needham for over 75 years Public works has been maintaining both systems.

The division oversees collection, pumping and transportation of sewage throughout town to the connection points of the Massachusetts Water Resources Authority (MWRA) interceptor sewers situated along the Charles River. The sewage is then carried to the wastewater treatment plant in Boston, treated and discharges into the ocean

The division also oversees the collection and transportation of Stormwater originating from rain and snow storms for discharge into streams, brooks, rivers, ponds, lakes, flood plains and wetlands throughout town. Stormwater and their discharges is now considered by the federal government as potentially contaminated and have come under increasingly severe discharge performance standards. The intention is to reduce or eliminate contaminants contained in the flow washed from ground surfaces and considered to be harmful to the environment.

Overall Budget

The Sewer Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 1.27% (-\$17,788) decrease from

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Department of Public Works – Sewer Enterprise

the approved budget of FY 2013. This is an increase of 3.12% (\$28,203) for Payroll, a decrease of 18.10% (-\$85,991) for Expenses & Services, and an increase of 160% (\$40,000) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

Line Item Changes

Salaries

Contractual increases and step increases have increased Wages & Salaries. These changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 2.85% (\$21,475) over the prior years approved budget. The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$980 (8.52%). The Overtime line item is being increased by 4.14% (\$5,748) over the prior year's submission.

The Energy budget is based on a three year average consumption multiplied by an estimated cost for that energy type. This submission has been decreased by 12.86% (-\$324). For Electricity the figure that was used for a dollar per kilowatt was \$0.21. It was shown that there was an average three year consumption of 416,090 kWh. This submission has been decreased by 19% (-\$20,493). The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 1,877 therms.

There is a decrease in the Repairs & Maintenance line item. Overall the decrease is 47.24% (-\$60,000). This decrease is due to the decrease of Pipe (-\$50,000) and the Completed West St. PLC Upgrade (-\$10,000). The pipe is being decreased and some of that funding is being reallocated to Operating Capital and the remaining decrease is due to a change of materials from concrete to PVC.

The Rentals & Leases is decreasing by 20% (-\$3,000) in Pump Rentals.

The decreased request for Professional & Technical Services is 12.5% (-\$1,650). The decrease is in MWRA testing (-\$1,250) and Seminars (-\$400).

The Communications line item is being decreased by 6.22% (-\$575). This decrease is in Printing (-\$70), Telecommunications (-\$20), Postage (-\$185) and Cell Phones (-\$300).

The decrease for Other Purchase of Service is 2.33% (-\$1,500) in Construction Services.

The Office Supplies request is level with last year.

There is a decrease of 56.15% (-\$3,650) in the Building & Equipment Supplies request. This is a decrease of Pump Station Supplies (-\$3,500) and Window Repairs and Vandalism Supplies (-\$150).

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works – Sewer Enterprise

The Custodial Supplies request is decreasing from last year by 50% (-\$1,000) based on historical spending.

The Grounds Keeping Supplies request is decreasing from last year by 57.14% (-\$200). This is a decrease in Grass & Seed and is being reallocated to Travel & Mileage.

There is an increase in Vehicular Supplies of 13.92% (\$7,776). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 1,500 gallons at a cost of \$3.90 per gallon (\$5,850). The estimated consumption for Diesel is 10,000 gallons at a rate of \$4.78 per gallon (\$47,800).

There is a decrease in Medical Supply by 40% (-\$100).

The Public Works Supplies request has decreased by 1.67% (-\$1,000). This request was decreased in Precast Manholes and Barrel Blocks (-\$5,000). There were also increases in CCTV Truck Supplies (\$4,000), which has previously been under budgeted. The balance is being used to offset Other Supplies & Equipment.

The Other Supplies & Equipment submission has been increased by 14.29% (\$1,150). There was a reduction in Health & Safety Equipment (-\$200) and Safety Clothing (-\$300). There is the addition of the Work Boots (\$1,650). This increase is being completely offset by reductions in Public Works Supplies & Government Charges.

The Government Charges request is being decreased by 60% (-\$300) for Certificates & Licenses. Part of this reduction is being used to offset Other Supplies & Equipment.

The Travel and Mileage request has been added (\$200) for travel to and from seminars. This is being completely offset by a reduction in Grounds Keeping Supplies.

The Dues & Subscriptions request is being decreased by 88.33% (-\$1,325) based on actual costs.

Operating Capital submission is being increased by 160% (40,000) to include 75ft of pipe replacement South St/Canterbury Lane Easement. This is being completely offset by a decrease in Repairs & Maintenance.

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Department of Public Works – Sewer Enterprise

Synopsis of Transfers

Object Code	Change from Prior Years Approved Budget	Amount Offset by Transfer	Object Code Transferred To/From	Net Changes
Energy	-\$20,817	\$0	N/A	-\$20,817
Repairs & Maintenance	-\$60,000	\$40,000	Operating Capital	-\$20,000
Rentals & Leases	-3,000	\$0	N/A	-\$3,000
Other Property Related Services	\$0	\$0	N/A	\$0
Professional & Technical Services	-\$1,650	\$0	N/A	-\$1,650
Communications	-\$575	\$0	N/A	-\$575
Other Purchase of Services	-\$1,500	\$0	N/A	-\$1,500
Office Supplies	\$0	\$0	N/A	\$0
Building Supplies & Equipment	-\$3,650	\$0	N/A	-\$3,650
Custodial Supplies	-\$1,000	\$0	N/A	-\$1,000
Grounds Keeping Supplies	-\$200	\$200	Travel & Mileage	\$0
Vehicular Supplies	\$7,776	\$0	N/A	\$7,776
Medical Supplies	-\$100	\$0	N/A	-\$100
Public Works Supplies	-\$1,000	\$1,000	Other Supplies & Equipment	\$0
Other Supplies & Equipment	\$1,150	-\$1,000	Public Works Supplies	\$0
		-\$150	Governmental Charges	
Governmental Charges	-\$300	\$150	Other Supplies & Equipment	-\$150
Travel & Mileage	\$200	-\$200	Grounds Keeping Supplies	\$0
Dues & Subscriptions	-\$1,325	\$0	N/A	-\$1,325
Operating Capital	\$40,000	-\$40,000	Repairs & Maintenance	\$0

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Department of Public Works – Sewer Enterprise

Performance Factors

Sewer Infrastructure: Provide free-flowing sewer mains			
Objective	Efficiency	Effectiveness	Action Plan
<i>Flush, Rod and camera 10 % of the 133 miles of sewer mains annually</i>	Complete 13.3 miles of pipe per year (70,334 lf)	10.3 miles (54,551 lf) 77%	Repairs on vehicle and work in drains has contributed to lack of production in this category
<i>Flush and camera 100 % of the business district mains annually</i>	Complete 100% of 4,165 linear feet of pipe	100%	
<i>Flush and camera 100 % of problem locations semi-annually</i>	Complete 12,530 linear feet of pipe semi-annually	100%	
Sewer Pumping Station: Maintain nine pumping stations			
Objective	Efficiency	Effectiveness	Action Plan
<i>Maintain sewerage flow through pumping stations</i>	Inspect each pumping station twice daily; clean wet wells semi-annually; test generators under load monthly Replace pumps on a rotating basis - replace 2 pumps per year, pumps are on 12 year replacement cycle	100% 100%	Develop a schedule for pump replacement. Need to develop an updated preventive maintenance schedule.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works – Sewer Enterprise

Drains:

Provide adequate drainage to prevent flooding

Comply with National Pollution Discharge Elimination Systems (NPDES)

Objective	Efficiency	Effectiveness	Action Plan
<i>Clean catch basins once per year; respond to catch basin and drain blockages and flooding conditions</i>	Reduce catch basin blockages and flooding conditions; respond within two hours of notification, identify and correct problems within two hours of response	100%; 6 complaints logged in FY12	There are several areas in town that have flooding issues because of under sized drains; Drain Master Plan study is being developed
<i>Replace & Repair broken catch basins</i>	Replace as needed within two weeks after report. Replace or repair 20 catch basins	100%; 15 replaced and 20 repaired in FY 12	Investigate possibility of a capital request for contract services to repair and replace catch basins and drain lines.
<i>Replace drain pipes</i>	Reduce number of undersized drain pipes and deteriorated pipes. Install 800 ft of pipe	100% - 2,326 linear feet of pipe installed in FY 12	
<i>Flush and camera 25 % of drain lines annually</i>	Complete 24 miles per year	86%; 20.3miles completed	Repairs on vehicles and work in sewer has contributed to lack of production in this category
<i>Maintain Brooks and Culverts</i>	Clean all brooks and culverts; minor repairs of retaining walls as needed	100%	Note; Many of the brooks retaining walls in Town require major reconstruction. This work is listed in the 5 year CIP

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department		Department of Public Works – Sewer Enterprise	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	931,141	3,120	934,261
Expenses	389,065		389,065
Operating Capital	65,000		65,000
Total Operating Request	1,385,206	3,120	1,388,326
MWRA	5,440,127		5,440,127
Debt Service	1,500,000		1,500,000
Reserve Fund	35,000		35,000
Enterprise Total	8,360,333	3,120	8,363,453

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2													
Department				Public Works – Sewer Enterprise Fund									
Object				Description						Amount			
DSR2A													
Personnel	FY2012			FY2013			FY2014						
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)				
	12		12	12		12	12		12			12	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes		No	X
1. Salary and Wage Permanent Positions.													
a.	Salary and Wages									648,356			
b.	Career												
c.	Holiday												
d.	Incentive												
e.	Stipends (Snow & Ice)									12,000			
f.	Uniform									4,400			
g.	Portion of Water Enterprise salaries that supports the Drains Operations (81,772) Portion of Sewer Salaries assigned to Drains (-199,029) Recalculated Sewer Salaries assigned to Drains in Operating Budget (199,029) Transfer from Water to Sewer (22,996)									104,768			
Sub Total 1										769,524			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.	Seasonal Help									15,600			
b.													
c.													
d.													
e.													
f.													
Sub Total 2										15,600			
3. Salary and Wage Overtime (Itemized Below)													
a.	On-Call Program									20,963			
b.	Monitoring of Pump Stations Weekends & Holidays									42,982			
c.	Unscheduled Overtime Investigations and Blockages									3,373			
d.	Night Sewer Cleaning/CCTV									24,093			
e.	Drains, investigations on blockages, flooding and NPDES requirements									53,326			
f.													

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail
DSR2**

Department		Public Works – Sewer Enterprise Fund	
Object		Description	Amount
		Sub Total 3	144,737
4. Other Salary and Wage Expenses – (Itemized Below)			
a.	Sick Leave Incentive		4,400
b.			
c.			
d.			
e.			
f.			
		Sub Total 4	4,400
5. Total Salary and Wages (1+2+3+4)			934,261
DSR2B			
Object		Description	Amount
Energy (521x)		Sewer Electricity (87,379) Natural Gas (2,196)	89,575
Repairs & Maintenance Services (524x – 525x)		Sewer Electrical On-Call Services (20,000) Mechanical On-Call Services (10,000) Motor Repairs (5,000) Wet Well Cleaning (10,000) Drains Contracting Special Services (15,000) Trench Restoration (7,000)	67,000
Rental & Leases (527X)		Drains Pump Rentals (12,000)	12,000
Other Property Related Services (529x)			
Professional & Technical Services (530x – 531x)		Sewer Seminars (1,200) Training (1,350) MWRA/Mandated Sulfide Testing (9,000)	11,550
Communications (534x)		Sewer	8,665

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail
DSR2**

Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	Telephones, Cell Phones & Radios (7,200) Telemetry Emergency Dialers (550) Printing (200) Legal Notices (215) Postage (500)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer Construction Services (2,000) Drains Street Sweeping (21,000) Debris Disposal, Catch Basin and Sweeping (40,000)	63,000
Office Supplies (542x)	Sewer Paper Products (400) Office Supplies (300)	700
Building & Equipment Supplies (543x)	Sewer Pump Station Supplies (2,500) Paint Supplies (250) Window Repairs and Vandalism (100)	2,850
Custodial Supplies (545x)	Sewer Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer Grass Seed and Fertilizer (150)	150
Vehicular Supplies (548x)	Sewer Diesel (33,460) Unleaded Gasoline (5,850) Vector Truck Parts (5,000) Drains Diesel (14,340) Vector Truck Parts (5,000)	63,650
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer Medical Supplies (150)	150
Public Works Supplies (553x)	Sewer	59,000

Fiscal Year 2014 Proposed Budget

**Department Expenditure Detail
DSR2**

Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	Large Tools (1,500) Hand Tools (3,000) Pump Replacement Parts (8,000) Testing Equipment (1,000) Hardware Supplies (3,000) Mainline Sewer Pipe (2,000) Pipe for Services - PVC (1,000) Special Flushing and Roding Tools (2,500) CCTV Truck Supplies (2,500) Manhole Frames and covers (3,000) Crushed Stone (2,000) Asphalt (7,000) Drains Special Flushing and Roding Tools (2,500) CCTV Truck Supplies (2,500) Manhole Frames and covers (3,000) Precast Manholes (10,000) Crushed Stone (2,000) Sand & Bagged Cement (500) Concrete Blocks (2,000)	
Other Supplies & Equipment (558x)	Sewer Safety Clothing (2,500) Clothing (3,000) Work Boots (1,650) Health/ Safety Equipment (1,300) Drains Misc. Items (750)	9,200
Governmental Charges (569x)	Sewer Certifications and Licenses (200)	200
Travel & Mileage (571x – 572x)	Sewer Conferences (200)	200
Dues & Subscriptions (573X)	Sewer APWA/ NEWEA/ WEF (100)	175

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Public Works – Sewer Enterprise Fund			
Object	Description	Amount			
	Drains APWA/NEWEA/ WEF (75)				
Other Expenses (574 X – 579x)					
6. Total Expenses		389,065			
DSR2C					
Capital Equipment Replacement (587X)	Pump Replacement Program (25,000) Special Project; Replace 75ft of damaged 12" RC drain pipe in South St/ Canterbury Lane easement (40,000)i	65,000			
7. Total Operating Budget Capital		65,000			
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,388,326			
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Sewer				
Title	Temporary Seasonal Help Increase			Priority	I
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		3,120			3,120
Expense					
Operating Capital					
Other Costs					
Total Request		3,120			3,120
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request is to expand the current temporary seasonal help program from 12 weeks to 15 weeks. During the FY 2013 year, the division attempted to cut back the number weeks for this program. In FY 2013 the division only ran this program for 12 weeks. The result of this decrease was that the normal summer productivity was down. The temporary staff backfills for vacations, cut grass, building maintenance, and painting.					

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Public Works – Water Enterprise Fund

Operational Considerations

Duties:

The Department of Public Works plans, designs, constructs, operates, maintains and manages all physical facilities that are necessary or desirable to community life.

Services provided by a municipality can be placed into one or more of several categories based on the impact to the community. These categories tend to fall into a natural hierarchical level of importance for the community as follows:

- I. Legal Mandate
- II. Health and Safety
- III. Liability or Risk Management
- IV. Desired Community Services
- V. Enhanced Quality of Life

The establishment of the water system in the late 1880s is an example of a desired community service (Category IV). Over the years as the system has expanded and the population has grown the water supplies have become subject to increasing risk of contamination (Category III) and therefore a concern for public health (Category II). This has resulted in the Town being required to meet Federally mandated water treatment standards (Category I).

The division oversees the development and production of the water supply in the Charles River Well Field and supplemented by the Massachusetts Water Resources Authority (MWRA) system. The quality and the safety of the potable water are attained at the Charles River Water Treatment Facility (CRWTF). The delivery and distribution of the treated water is accomplished through a network of water mains, storage tanks, service connections and hydrants located throughout town and beneath the streets in town. A team of trained and skilled water supply professionals work to assure the delivery of a reliable supply of clean and safe water to the community.

Overall Budget

The Water Enterprise Fund has submitted a budget for FY 2014 that is for level service. This budget includes a 2.06% (\$42,739) increase from the approved budget of FY 2013. This is an increase of 1.28% (\$13,185) for Payroll, an increase of 1.76% (\$18,054) for Expenses & Services, and an increase of 57.5% (\$11,500) in Operating Capital. The details of the changes that were made in this budget submission from the prior year's approved budget are listed below.

Line Item Changes

Contractual increases and step increases have increased Wages & Salaries. These changes include a 2.5% cost of living increase. The overall increase in the Wages & Salaries and the Other Salary Items line is 4.11% (\$31,718) over the prior years approved budget.

Fiscal Year 2014 Proposed Budget

Department Information DSR1

Department

Public Works – Water Enterprise Fund

The Temporary Salaries line item has been slightly increased to account for any possible increases in wages for temporary employees, estimated for budgetary purposes at 2.5%. This has resulted in an increase of \$980 (8.52%).

The Overtime line item is being decreased by 7.99% (-\$19,513) over the prior year's submission. While this includes a 2.5% cost of living adjustment, it was clear from past history, that the Uni-Directional Hydrant Flushing program had been previously over budgeted. As a result the program was reduced to reflect actual operations. Some of the work for this program will be accomplished during regular work hours.

The Energy budget is based on a three year average consumption multiplied by an estimated cost for that energy type. Overall the Energy line is decreasing by 4.44% (-\$16,599).

Electricity is based on an average of FY 2010 and FY 2011 consumption data multiplied by an estimated cost for that energy type, These two years were used because there was a significant drop in consumption in FY 2012 due to one of the wells being down. For Electricity the figure that was used for a dollar per kilowatt was \$0.18. It was shown that there was an average two year consumption of 1,814,657 kWh. This submission has been decreased by 5.17% (-\$17,812).

The Natural Gas cost per therm is assumed to be \$1.17. The three year average consumption for Natural Gas is 14,428 therms. This submission has been decreased by 12.75% (-\$2,467).

The Heating Oil cost per gallon is assumed to be \$4.26. The three year average consumption for Natural Gas at St. Mary's Pump Station is 3,202. This submission has been increased by 36.94% (\$3,680). This is due to an increase in Heating Oil cost.

There is an increase in the Repairs & Maintenance line item. Overall the increase is 45.03% (\$6,620). This increase is due to the increase of Fire & Security Alarm Maintenance costs (\$1,620) and On-Call Electrical Services (\$5,000).

The increase requested for Professional & Technical Services is 15.65% (\$11,600). The increase is due to an increase in Engineering Services (\$15,000), EPA Testing (\$1,600), and Tank Inspection at Birds Hill and Dunster (\$8,000). This is offset by decreases to SCADA Maintenance (-\$4,000), Well/Pump Performance Testing (-\$300), Leak Detection (-\$3,000), Filter Media Testing (-\$200), Well Development (-\$5,000), and Seminars (-\$500). The addition of Engineering Services for unanticipated repairs to CRWTP, emergency engineering for the water delivery and treatment system and other unanticipated failures that may be require engineering services. The Tank Inspections were added in this submission as they are only required every five years, these are up for inspections in FY 2014.

The Communications line item is being decreased by 5.26% (-\$1,065). This decrease is in Printing (-\$300) and Postage (-\$765).

The decrease for Other Purchase of Service is 26.67% (-\$4,000). This decrease is in Plumbing (-\$1,500) and Trench Restorations (-\$2,500).

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Public Works – Water Enterprise Fund

There is a decrease of 16.67% (-\$200) in the Office Supplies request.

There is a decrease of 66.25% (-\$5,300) in the Building & Equipment Supplies request. This is a decrease of Chemical Feed (-\$3,500), Pipe (-\$1,300), and Process Analyzers (-\$500).

The Custodial Supplies request is increasing from last year by 60% (\$300). This is from an increase in Dedham Pump (\$200) and St. Mary's Pump (\$100).

The Grounds Keeping Supplies request is decreasing from last year by 57.14% (-\$400). This is a decrease in Grass & Seed.

There is an increase in Vehicular Supplies of 20.30% (\$11,168). This is a result in the instability of the Gasoline & Diesel markets. The estimated consumption of Gasoline for FY 2014 is 9,000 gallons at a cost of \$3.90 per gallon (\$35,100). The estimated consumption for Diesel is 6,500 gallons at a rate of \$4.78 per gallon (\$31,070).

There is a decrease in Medical Supply by 40% (-\$200).

The Public Works Supplies request has decreased by 3.27% (\$14,370). This request was decreased in Sodium Hydroxide (-\$14,660), Potassium Permanganate (-\$590), Hand Tools (-\$3,000), Copper Tubing (-\$1,000), Water Services (-\$1,500), Gate Valves (-\$4,500), Hydrant Parts (-1,000) and Repair Sleeves (-\$5,200). There were also increases in Sodium Hypochlorite (\$40), Phosphate (\$540), and Brass Fittings (\$16,500).

The Other Supplies & Equipment submission is level funded. There have been changes in allocations. There was a reduction in CRWTF Supplies (-\$100), Clothing Supplies (-\$700) and Safety Clothing (-\$1,700). There is the addition of the Work Boots (\$1,800) and Educational Supplies (\$200), and an increase in Health & Safety (\$500).

The Government Charges request is being increase by 220.59% (\$30,000). This is for MWRA Residuals, which have previously been absorbed by the operating budget.

The Travel and Mileage request has been added (\$300) for travel to and from seminars

The Dues & Subscriptions request is being increased by 8% (\$200) to include an additional APWA membership.

Operating Capital is increasing by 57.50% (11,500) for the small diameter water main work at Pershing St. and Hamilton Place.

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department		Public Works – Water Enterprise Fund		
	Synopsis of Transfers			
Object Code	Change from Prior Years Appr. Budget	Amount Offset By Transfers	Object Code Transferred To / From	Net Changes
Energy	-\$16,599	\$0	N/A	-\$16,599
Repairs & Maintenance	\$6,620	-\$1,620	Other Purchase of Service	\$0
		-\$200	Office Supplies	
		-\$4,800	Building Supplies & Equipment	
Rentals & Leases	\$0	\$0	N/A	\$0
Other Property Related Services	\$0	\$0	N/A	\$0
Professional & Technical Services	\$11,600	-\$2,380	Other Purchase of Services	\$8,000
		-\$1,065	Communications	
		-\$155	Building Supplies & Equipment	
Communications	-\$1,065	\$1,065	Professional & Technical Services	\$0
Other Purchase of Services	-\$4,000	\$2,380	Professional & Technical Services	\$0
		\$1,620	Repairs & Maintenance	
Office Supplies	-\$200	\$200	Repairs & Maintenance	\$0
Building Supplies & Equipment	-\$5,300	\$4,800	Repairs & Maintenance	\$0
		\$155	Professional & Technical Services	
		\$300	Custodial Supplies	
		\$45	Governmental Charges	
Custodial Supplies	\$300	-\$300	Building Supplies & Equipment	\$0
Grounds Keeping Supplies	-\$400	\$300	Travel & Mileage	\$0
		\$100	Governmental Charges	
Vehicular Supplies	\$11,168	\$0	N/A	\$11,168
Medical Supplies	-\$200	\$200	Dues & Subscriptions	\$0
Public Works Supplies	-\$14,370	\$14,370	Governmental Charges	
Other Supplies & Equipment	\$0	\$0	N/A	\$0
Governmental Charges	\$30,000	-\$14,370	Public Works Supplies	\$15,485
		-\$100	Grounds Keeping Supplies	
		-\$45	Building Supplies & Equipment	
Travel & Mileage	\$300	-\$300	Grounds Keeping Supplies	\$0
Dues & Subscriptions	\$200	-\$200	Medical Supplies	\$0
Operating Capital	\$11,500	\$0	N/A	\$11,500

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Public Works – Water Enterprise Fund

Performance Factors

FY 12 Accomplishments

- ☐ The Completion of Well # 1 Replacement project. The newly installed well is as productive as the original collapsed well. The well also includes a newly installed Variable Frequency Drive Unit (VFD) which was not part of the motor control for the original well. The VFD will allow better control of the amount of water drawn from the well which in turn will allow optimum efficiency of the well field.

Water Supply: Provide clean, safe drinking water			
Objective	Efficiency	Effectiveness	Action Plan
Provide safe drinking water	Perform all required Safe Water Drinking Act sampling on time and have testing fall within standards prescribed	100% - 569 sampling for coliform, fluoride, total suspended solids, metals, volatile organics, trihalomethanes, haloacetic acids, nitrate, nitrite, perchlorate, and radionuclides	
	Water main flushing once per year - 130 miles	Flushed dead end streets only (modified flushing due to Well # 1 being out of service)	Well #1 was placed on line in August 2012. 2013 will resume the full scale Flushing Program
	Water tank inspections (outside) daily performed by staff, (inside) once every five years, contracted service	Performed in FY 2008	Due in Spring of 2013
Provide high quality drinking water	Reduce customer complaints to less than 10 per year	6 complaints FY11/ 100%	
		7 complaints FY12/ 100%	

Fiscal Year 2014 Proposed Budget

**Department Information
DSR1**

Department

Public Works – Water Enterprise Fund

	FY10	%	FY11	%	FY12	%
Needham Well Production:	1,092,182MG	83.3%	952,301 MG	77.1%	808,720 MG	67.7%
MWRA Usage:	108,240 MG	16.7%	283,370 MG	22.9%	386,575 MG	32.3%
Total Water Produced: (MG= Million Gallons)	1,308,622 MG		1,235,671 MG		1,195,295 MG	

Annual fire hydrant, water main and water service connection leak detection survey

	FY 09	FY 10	FY 11	FY 12
Number of leaks found and repaired	No survey done	15	8	5

Meter Replacement Program

	FY 09	FY 10	FY 11	FY 12
Number replaced	920	1,067	1,018	989 Changed/installed, 83 meters converted from touch pad to radio read, total 1,072

Water Distribution:

Repair main breaks

**Maintain and upgrade water mains, service connections,
fire hydrants and meters**

Objective	Efficiency	Effectiveness	Action Plan
Replace old water service connections / 2 yrs ahead of paving schedule	242 water services replaced, 19 service leaks repaired in FY12	100%	
Replace undersized water mains, mains in dead end streets, and small diameter mains	Replace water main in 2 streets annually – scheduled for FY13 are Clark Circle, FY14- Pershing St and Hamilton St	50% - Replaced the main in Beech Street	Prioritize streets by age and severity of undersizing
Replace and repair fire hydrants	Identify hydrants to be replaced or repaired during annual dry test	FY12: 1 replaced, 26 repaired 100%	

Fiscal Year 2014 Proposed Budget

Department Information
DSR1

Department

Public Works – Water Enterprise Fund

		program. Replace obsolete and inoperable hydrants, repair as needed		
	Replace old water meters with radio read meters	Replace at least 900 meters per year; reduce amount of time spent reading water meters	100%	See table below for meter replacements
	Repair water main breaks	Respond within 1 hour of water main break report; repair all water main breaks within 8 hours of report	100% - 5 water main breaks in FY 12	

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Personnel	1,041,273	3,120	1,044,393
Expenses	1,044,960		1,044,960
Operating Capital	31,500		31,500
Total Operating Request	2,117,733	3,120	2,120,853
MWRA	965,737		
Debt Service	1,550,000		
Reserve Fund	75,000		
Enterprise Total	4,708,470	3,120	4,711,590

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2												
Department				Public Works – Water Enterprise Fund								
Object				Description						Amount		
DSR2A												
Personnel	FY2012			FY2013			FY2014					
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)			
	16		16	16		16	16		16			
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	No	X
1. Salary and Wage Permanent Positions.												
a.	Salary and Wages								899,120			
b.	Career											
c.	Holiday											
d.	Incentive											
e.	Stipends (Snow & Ice)											
f.	Uniform								4,800			
g.	Portion of Water Enterprise salaries that supports the Drains Operations								-81,772			
	Portion of Water Enterprise salaries that supports the Sewer Operations								-22,996			
Sub Total 1								799,152				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	2 Seasonal Help @ \$13.000 each for 15 weeks								12,480			
b.												
c.												
d.												
e.												
f.												
Sub Total 2								12,480				
3. Salary and Wage Overtime (Itemized Below)												
a.	On-Call Program								40,469			
b.	CRWTF Monitoring								63,752			
c.	Uni-Directional Hydrant Flushing								59,535			
d.	Hydrant Dry-Testing Program								13,023			
e.	Main Breaks and Service Leaks								48,062			
f.												
Sub Total 3								224,841				

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
4. Other Salary and Wage Expenses – (Itemized Below)		
a. Sick Leave Incentive		4,800
b.		
c.		
d.		
e.		
f.		
	Sub Total 4	4,800
5. Total Salary and Wages (1+2+3+4)		1,041,273
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (326,638) Natural Gas (16,881) Heating Oil (13,641)	357,160
Repairs & Maintenance Services (524x – 525x)	Fire/ Security Monitoring (3,820) Generator Inspection (2,500) Maintenance of Parco and Altitude valves (6,000) Electrical and Mechanical On-Call Services (9,000)	21,320
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate /Nitrite, Sodium / Perchlorate (8,000) SCADA Maintenance and On-Call Services (6,000) Mandated Wetlands Delineation (500) MWRA Testing (1,300) CRWTF Sewer Residuals – MWRA (3,300) Well/Pump Performance Testing (1,500) Leak Detection (9,000) Filter Media Testing (1,000) Certified Testing Labs (incl. Lead and copper testing) Town in Compliance/ Required Tri-annual by DEP (750)	85,700

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Well Redevelopment (25,000) Training (4,850) Seminars (1,500) Tank Inspections at Dunster and Birds Hill (8,000) Engineering Services (15,000)	
Communications (534x)	Telephone, Verizon, Radios (8,300) Telemetry / Emergency Dialers (2,200) Printing - CCR & misc. (7,200) Legal Notices (300) Postage - CCR & misc. (1,200)	19,200
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Police Details (7,500) Plumbing Services (1,000) Trench Restorations (2,500)	11,000
Office Supplies (542x)	Paper Products (500) Office Supplies (500)	1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (1,500) CPVC Pipe and Valves (200) Process Analyzers (500) Paint and Supplies (500)	2,700
Custodial Supplies (545x)	Dedham Ave Pump Station (300) Saint Mary's Pump Station (150) CRWTF (350)	800
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer	300
Vehicular Supplies (548x)	Diesel (31,070) Gasoline (35,100)	66,170
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	300
Public Works Supplies (553x)	Laboratory Chemicals: Reagents (5,000) Laboratory Equipment: 3 Bench top analyzer probes (1,400) Epure Cartridges (1,400) Glassware (200)	425,610

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Process analyzer parts (800) Treatment Process Chemicals: Sodium Hypochlorite (12,950) Sodium Hydroxide (133,500) Potassium Permanganate (5,500) Hydrofluosilicic Acid (29,000) Phosphate (14,360) Hand Tools (3,000) Hardware Supplies (4,500) Water Meters - various sizes (122,500) Meter Parts - various sizes (5,000) Meter Couplings (5,200) Water Services: Brass Fittings - service connections (50,000) Copper Tubing (3,000) Service Valves/ Boxes (3,000) Repair Sleeves (300) Water Mains: Gate Valves (5,000) Hydrant Parts/ Boxes (3,000) Repair Sleeves (4,000) Gravel Fill (5,000) Asphalt (8,000)	
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Safety Clothing/ Vest, gloves and hard hats (300) Work Boots (1,800) Work Clothing (3,300) Health and Safety Equip./ Prescrip. safety glasses (1,000) Educational Supplies (200)	7,100
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certificates/ Licenses (1,600) MWRA/ Water Treatment Plant Residuals (30,000)	43,600
Travel & Mileage (571x – 572x)	Seminars	300

Fiscal Year 2014 Proposed Budget

Department Expenditure Detail DSR2					
Department		Public Works – Water Enterprise Fund			
Object	Description	Amount			
Dues & Subscriptions (573X)	APWA/ NEWWA/ AWWA				2,700
Other Expenses (574 X – 579x)					
6. Total Expenses					1,044,960
DSR2C					
Capital Equipment Replacement (587X)	Special Projects/ Small diameter water main replacement 1. Pershing St./ (400 lf) of 2" main replacement to D.E./increase to 6 inch and hydrant at end of street (18,000) 2. Hamilton Place/ (300 lf) of 2" main replacement/increase to 6 inch and hydrant at end of street (13,500)				31,500
7. Total Operating Budget Capital					31,500
8. Total Base Request (Line 5 + Line 6 + Line 7)					2,117,733
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

Fiscal Year 2014 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Water				
Title	Temporary Seasonal Help Increase			Priority	I
DSR4					
Expenditure Classification	FTE	Frequency		Total \$	
		Recurring Amount	One Time Only Amount		
Salary and Wage		3,120			3,120
Expense					
Operating Capital					
Other Costs					
Total Request		3,120			3,120
Budgetary Considerations				Yes	No
1. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
2. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
3. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
4. Does the request support activities which produce revenue for the Town?					X
5. If the request is not approved, will current Town revenues be negatively impacted?					X
6. Is there an increased exposure for the Town if the request is not approved?					X
7. Is specialized training or licensing required (beyond the initial purchase)?					X
8. If applicable, will the item(s) being replaced be retained by the Town?					X
9. Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This request is to expand the current temporary seasonal help program from 12 weeks to 15 weeks. During the FY 2013 year, the division attempted to cut back the number weeks for this program. In FY 2013 the division only ran this program for 12 weeks. The result of this decrease was that the normal summer productivity was down. The temporary staff backfills for vacations, cut grass, building maintenance, and painting.					

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1							
Budget Title		Community Preservation Committee					
Type	Committee	X	Limited		Townwide		
Operational Considerations							
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. The Community Preservation Committee puts aside the full 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund. The Director of Park and Recreation has been appointed by the Town Manager to serve as staff liaison to the CPC. The CPC administrative budget pays for 3 hours/week of the staff liaison's weekly salary, as well as the hourly rate of the CPC recording secretary, also a member of the Park and Recreation full-time staff. Since the inception of the CPC, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase, the funds would have been returned to the Fund. 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.							
Expense Detail							
Does this request include funding for salary or wage expense?					Yes	X	No
If yes, does the current year budget include this expense?					Yes	X	No
If the salary and wage expense funds a permanent position, indicate the FTE.					0		
Description					Amount		
a.	Salary and Wage, temporary				10,000		
b.	Professional and Technical: Licensed Professional Services				60,000		
c.	Communications: Postage				2,500		
d.	Office Supplies				2,500		
e.	Other Supplies and Equipment				2,000		

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1				
Budget Title		Community Preservation Committee		
f.	Dues and Membership		5,000	
Total			82,000	
Spending Request Recap				
Description	Base Request	Additional Request DSR4	Total	
Townwide				
Personnel	10,000		10,000	
Expense	72,000		72,000	
Operating Capital				
Total	82,000		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

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1									
Budget Title		Minuteman Assessment							
Type	Committee		Limited		Townwide	☒			
Operational Considerations									
Minuteman School is a public regional vocational/technical high school formed by Town Meeting votes in sixteen member communities – Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland, and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation. The Minuteman Assessment has several components based on classes of students – regular FTE, SPED FTE, afternoon middle school pupils, reduced charge students, and adult students. Student enrollments are shown below. The Minuteman Assessment is spread among the 16 member towns and changes based on the total change in the Minuteman budget versus member town enrollments. Student Enrollment for FY2003 Assessment: (2001/2002 school year): 27.78 Student Enrollment for FY2004 Assessment: (2002/2003 school year): 23.08 Student Enrollment for FY2005 Assessment: (2003/2004 school year): 27.00 Student Enrollment for FY2006 Assessment: (2004/2005 school year): 45.69 Student Enrollment for FY2007 Assessment: (2005/2006 school year): 39.56 Student Enrollment for FY2008 Assessment: (2006/2007 school year): 30.17 Student Enrollment for FY2009 Assessment: (2007/2008 school year): 18.00 Student Enrollment for FY2010 Assessment: (2008/2009 school year): 15.00 Student Enrollment for FY2011 Assessment: (2009/2010 school year): 24.00 Student Enrollment for FY2012 Assessment: (2010/2011 school year): 31.00 Student Enrollment for FY2013 Assessment: (2011/2012 school year): 27.00 Given that the Town's enrollment at Minuteman in the 2012/2013 school year – that serves as the basis of the FY2014 Assessment – is 15% lower than the previous year, the FY2013 budget has been used as a placeholder since the actual Assessment is not yet available.									
Expense Detail									
Does this request include funding for salary or wage expense?						Yes	☐	No	☒
If yes, does the current year budget include this expense?						Yes	☐	No	☐
If the salary and wage expense funds a permanent position, indicate the FTE.									
Description						Amount			
a.	Minuteman Assessment					\$780,038			
b.									

Fiscal Year 2014 Proposed Budget

Limited Budget Submission LBS1										
Budget Title				Minuteman Assessment						
c.										
d.										
e.										
f.										
Total										
Spending Request Recap										
Description	Base Request		Additional Request DSR4		Total					
Townwide										
Personnel										
Expense		\$780,038								
Operating Capital								\$780,038		
Total		\$780,038						\$780,038		
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



Needham Public Schools Office of the Superintendent

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

December 4, 2012

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools 
Re: FY14 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2013/14 operating budget for the Needham Public Schools. The proposed plan totals \$54,423,967 and represents a 6.48% increase over the current budget year.

This budget proposal outlines the resources the schools need to support a viable and innovative educational program for our students, one that is consistent with our core values of Scholarship, Citizenship, Community, and Personal Growth.

The budget plan was developed in the context of growing student enrollment, particularly at the secondary level, where more intensive resources are required to meet the complexities of the middle and high school programs. Additional staffing for teachers and an assistant principal at the high school are requested as part of this plan, as well as staff to expand and grow student intramurals and athletics. Student enrollment at the elementary level has not decreased; this budget request seeks an additional grade two teacher at Hillside, as well as additional support to enhance mathematics learning and support for all students in each elementary school.

The budget proposal also takes into account the growing need to provide staff training, professional development, and tools to support the mandated educator evaluation program and to develop teacher increased skills and knowledge, as we integrate new and additional technology into Needham's schools, classrooms, and offices.

This plan also supports the next phase of the special education reorganization, which was begun this year. Due to growing student enrollment and the need for specialized programs at the secondary level to complement similar programs at the elementary schools, this plan calls for the addition of a middle/high school autism specialist and an additional teacher for the 8th Grade Insight Program. Additionally, we include funds for increased special education transportation and tuition costs and have used a conservative "Circuit Breaker" reimbursement rate of 60% as we calculated our funding needs.

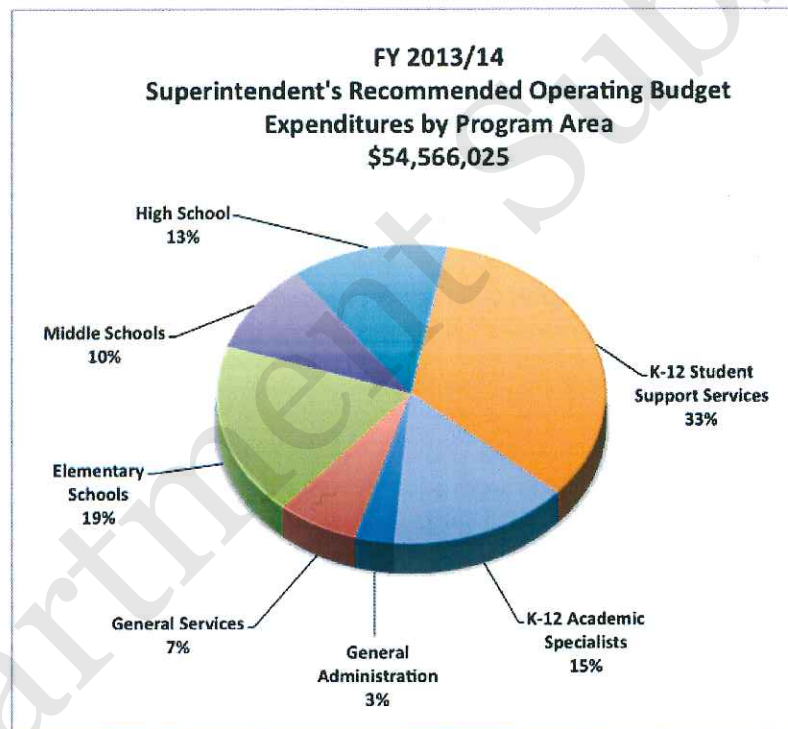
Finally, the plan accounts for the impact of the so-called "Fiscal Cliff" and likely loss of Federal funding in FY14, in the event Congress and the President are unable to reach an agreement on deficit reduction by January 2, 2013. We estimate that the loss of Federal funding to the Needham Public Schools would be approximately \$142,000, representing another increase of about 0.30% to the bottom line. However, the impact of the sequestration on other state programs is unknown, and any further loss of funding at the state level will surely impact our local budget planning.

FY14 Superintendent's Preliminary Budget Fiscal Year 2014 Proposed Budget

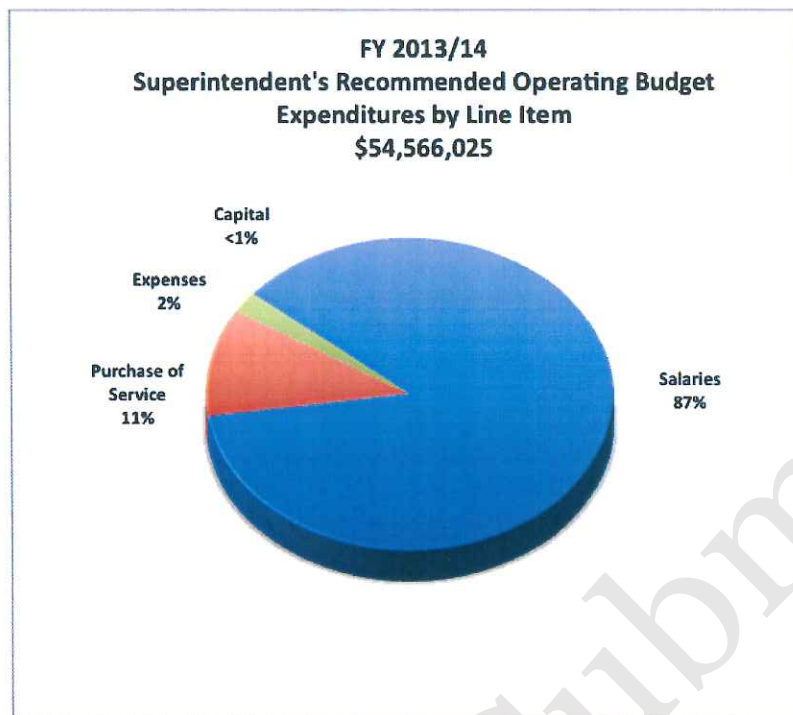
We recognize we have developed a plan that seeks more funding than the Town's projections for new School revenue initially support. At this early date, we also are uncertain what adjustments to state funding may mean to the Town and School budgets. However, of the total budget amount, only 0.8% of the total 6.48% requested represents funds for program improvements - improvements we believe are modest in scope but sufficient to enhance student learning at all levels. Most of the request, or 5.68% is simply to meet contractual obligations and provide for level service, including enrollment growth. We are mindful of the fragile economic situation both locally and globally and have pared requests, repositioned resources where we could, and deferred suggestions for new programs to another year. But we also are obligated to share with the School Committee and the community what resources are required to meet student needs. This budget plan, therefore, is prudent, responsible, and balanced - and it addresses the growing needs of a dynamic and vibrant school community.

I look forward to presenting the budget plan to the School Committee, Finance Committee, and other Town boards and community members in the weeks ahead. We will have thoughtful and sometimes challenging discussions, but I know our focus will be on ensuring a reasonable and appropriate level of funding is available to support the community's greatest assets: Its schools and the young people they serve.

FY14 Budget Summary



Program Area/Department	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Requests	FY14 Sup't Recomm	\$ Inc/(Dec) Over FY13	% Inc/(Dec)	% FY14 TL
General Administration	1,536,945	1,751,721	1,654,101	1,667,123	1,795,746	1,747,146	80,023	4.8%	3.2%
General Services	3,099,132	3,397,231	3,685,838	3,387,453	3,844,512	3,727,594	340,141	10.0%	6.8%
Elementary Schools	9,211,210	9,382,075	9,453,128	9,811,341	10,259,391	10,220,823	409,482	4.2%	18.7%
Middle Schools	4,383,531	4,561,397	4,763,481	5,116,294	6,008,475	5,382,436	266,142	5.2%	9.9%
High School	5,835,321	5,828,148	6,133,241	6,766,093	7,150,369	7,072,172	306,079	4.5%	13.0%
K-12 Student Support Services	13,964,847	14,557,157	15,752,309	16,832,324	18,676,303	18,320,371	1,488,047	8.8%	33.6%
K-12 Academic Specialists	7,149,602	7,057,646	6,974,994	7,532,053	8,233,533	8,095,483	563,430	7.5%	14.8%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	54,566,025	3,453,344	6.76%	100.0%



Category/ Line Item	FY10 Actuals	FY11 Actual	FY12 Actuals	FY13 Budget	FY14 Request	FY14 Sup't Recomm	\$ Inc/(Dec) Over FY13	% Inc/ (Dec)	% FY14 TL
Salaries	39,274,263	39,964,583	40,903,385	44,478,354	48,483,569	47,258,965	2,780,611	6.25%	86.61%
Purchase of Service:	4,520,937	5,197,116	5,908,021	5,546,559	6,169,171	6,098,171	551,612	9.95%	11.18%
Expenses	1,161,659	1,238,159	1,242,984	1,061,769	1,283,589	1,182,889	121,120	11.41%	2.17%
Capital Outlay	223,734	135,515	362,704	26,000	32,000	26,000	0	0.00%	0.05%
GRAND TOTAL	45,180,592	46,535,374	48,417,091	51,112,681	55,968,329	54,566,025	3,453,344	6.76%	100.00%

Significant Components of the FY14 Budget

- The budget represents a proposed 6.48% increase of \$3,311,286 over the current fiscal year. If federal budget cuts are implemented to address the Fiscal Cliff, an additional \$142,058 will be needed, for a total budget of \$54,566,025.
- Contractual costs account for \$1,225,380 of the overall expenditure increase.
- The budget assumes that total PreK-12 enrollment will grow to 5,519 in FY14 (from 5,476 in FY13.) Elementary enrollment is projected to decline slightly from 2,519 to 2,507; middle school enrollment is expected to rise from 1,313 to 1,331 and High School enrollment is expected to increase from 1,562 to 1,598.

FY14 Superintendent's Preliminary Budget Fiscal Year 2014 Proposed Budget

- Overall staffing is increased by a net of 25.44 Full Time Equivalents (FTE.), including 21.88 FTE teachers. A total of 3.71 FTE staff are reduced from the FY13 budget in order to provide for increases in staffing at the secondary level. An assistant principal position at the high school is proposed to provide support for the growing high school population.
- Transporting special education students to out of district placements will cost an additional \$122,782; Regular education transportation costs will also increase, resulting in an additional operating budget subsidy of \$65,000 and a fee increase of \$5.00 from \$390 to \$395.
- Two additional math instructional coaches are proposed to support students and teachers at the elementary level; an athletic assistant is also included (and partially funded by the revolving account) to develop the high school's athletic and intramural programs for all students; technical support staffing is increased by 1.5 FTE.
- Support for professional development and technology tools is also increased in this budget plan by a total of \$128,081. This amount will provide training for the new and mandated teacher evaluation model and the expansion of training required to expand the middle school's 1 to 1 technology initiative. In addition, funds are proposed to provide the online tools and data management systems required to support teacher evaluation, library maintenance, and other systems needed to support the administration of all school programs and offices.

Budget Development Process and Priorities

The FY14 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District's values and goals;
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines;
- The ongoing refinement of curriculum, instruction, and assessment practices; and
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

2013/14 Budget Calendar

Sept- School Committee Developed School Budget Priorities & Guidelines

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

Dec 4 - Superintendent's Budget Request Sent to School Committee, Town Manager and the Finance Committee

Dec/Jan - School Committee Holds Public Hearing(s) and Reviewed Superintendent's Request, Both Jointly and in Concert with the Finance Committee.

January - 2013- School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

January - Town Manager Presents Balanced Town-Wide Budget Proposal, Including the Voted Request of the School Committee, to the Finance Committee for Formal Deliberation

Jan/Feb/Mar - Finance Committee Reviews Budget Requests and Holds Public Hearings

March - Finance Committee Votes its Final Budget Recommendation to Town Meeting. The Finance Committee's Recommendation is Considered the Main Motion to be Acted Upon by Town Meeting

May - Annual Town Meeting

July 1, 2013 - New Fiscal Year Begins

What are the Capital Project Priorities for FY14?

The capital project priorities for FY14 are listed below and are described in greater detail within this document:

Technology & Equipment \$809,945 (Tier I Priorities):

- \$441,200 to replace District computers, laptops, servers and other technology
- \$59,620 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$41,600 to replace school furniture at Hillside, Mitchell, Newman and Pollard schools
- \$8,270 to replace graphic arts equipment
- \$14,380 to replace wellness equipment at Pollard and the High School
- \$37,275 to purchase a new radio system for Needham High School
- \$25,000 in technology innovation funds
- \$22,600 to continue the installation of interactive whiteboards throughout the District
- \$145,000 to continue the District's 1:1 initiative

Facilities Construction and Renovation \$500,000 (Tier II Priorities):

- \$500,000 for feasibility design of a renovated Hillside Elementary School

Next Steps

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

- December 4th and subsequent meetings through January: School Committee reviews the Superintendent's budget request
- December 5th: School Committee and Finance Committee liaisons budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review budget requests
- January 15th: The Town Manager meets with the School Committee to discuss the budget and town resources.
- January 15th: School Committee holds public hearing on the budget.
- January 23rd: Finance Committee reviews budget request.
- January 29th: School Committee votes budget recommendation and sends budget to the Town Manager and Finance Committee

Ultimately, the Finance Committee will vote a recommended budget to Town Meeting in the spring.

Conclusion

The Superintendent's preliminary budget has been thoughtfully considered and is consistent with the School Committee and community's high expectations for its young people. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, thoughtful and creative program improvements are proposed to better meet our students' needs in the 21st Century.

I look forward to your questions and comments as you discuss the FY14 proposed budget request.

EXECUTIVE SUMMARY

The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Board of Selectmen, submit in writing to the Board of Selectmen a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the Town. This plan includes the proposed FY2014 Capital Budget, which is recommended to the Finance Committee and ultimately Town Meeting for consideration. The projects presented for FY2015-FY2018 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2014 capital budget is shown in Table 1.

The general fund cash capital recommendation is broken into two components – Tier 1 and Tier 2. Tier 2 cash capital is recommended only if additional revenue, not yet identified, becomes available. Recurring requests for on-going programs and replacement schedules represent by far the largest portion of the available cash capital allocation – 79% of the Tier 1 category for fiscal year 2014. In collaboration with the Finance Committee, we continue to explore methods of increasing the amount of available resources dedicated to cash capital needs.

Table 1
FY2014 Proposed Financing Plan

2014 Capital Recommendation Summary	Cash	Debt	Other	Total
General Fund Tier 1	1,838,672	1,612,277	500,000	3,950,949
General Fund Tier 2	902,993	0	0	902,993
Community Preservation Fund	353,000	0	0	353,000
Solid Waste Enterprise	218,100	320,400	0	538,500
Sewer Enterprise	797,900	0	0	797,900
Water Enterprise	2,013,100	5,565,100	0	7,578,200
Total (all funds)	6,123,765	7,497,777	500,000	14,121,542

Capital Planning 101

Capital Improvement Plan

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

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

Operating Budget and Capital Budget

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

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

Financial Benefits of Capital Planning

Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of communities and allows the Town to borrow at a

Fiscal Year 2014 Proposed Budget

lower interest rate. Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Needham by rating agencies and the result would be higher interest rates on bond issues and the diversion of tax dollars to pay for the interest on loans. Another financial benefit of the capital planning process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, and at times during the economic cycle when the Town can take advantage of low interest rates.

Development of the CIP

The process for preparing the FY2014-2018 Capital Improvement Program and its associated FY2014 Capital Budget involves active participation by the Town Manager, Assistant Town Managers, and requesting departments. The Capital Budget is prepared in the context of a five-year determination of need by Departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 12, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

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

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

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

- *Late Summer*—Following Town Meeting, departments are provided with their previously submitted five year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. Also in the summer, the Assistant Town Manager/Finance Director develops and presents a pro forma budget for the ensuing five year period. The pro forma budget is the basis for the determination of the amount of revenue available to support the CIP.
- *Autumn* —The Town Manager and staff meet with each department to gain a better understanding of each request. Finance Committee Liaisons are invited to participate in these meetings.

Fiscal Year 2014 Proposed Budget

- *Late Autumn/Early Winter* — The Assistant Town Manager/Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the Capital Budget as well as the five-year Capital Improvement Plan, and the Town Manager presents the Board of Selectmen with a proposed five-year Plan.
- *January* – The Town Manager transmits the Capital Improvement Plan, along with any recommendations made by the Board of Selectmen, to the Finance Committee by the first Tuesday after the first Monday in January.
- *January/February* – The Finance Committee reviews each project in the capital budget and makes recommendations for inclusion in the Town Meeting Warrant.
- *May* – The capital budget is presented to Town Meeting for approval.

Financing of Capital Projects

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

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

Free Cash – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash cannot be relied upon as a recurring revenue source, the Town's practice is not to rely upon it as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on free cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated departmental budgets, or the actual turn back, whichever is lower. As such, the plan includes as much as \$2,741,665 to be funded from General Fund revenue (of which \$1,838,672 is in the Tier 1 cash capital category).

Capital Improvement Fund – In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used in future years to fund the acquisition of new equipment, the replacement of existing equipment, and building and facility improvements which cost less than \$250,000, for which the Town may borrow for a period of five years or more. Projects must be included in the CIP in order to be eligible for funding through the CIF. The November 30, 2012 balance in the fund is \$648,222. This plan includes no projects to be funded from the Capital Improvement Fund.

Capital Facility Stabilization Fund – In 2007, the Town created a Capital Facility Fund to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or

Fiscal Year 2014 Proposed Budget

structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town. The November 30, 2012 balance in the fund is \$1,291,951. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

Athletic Facility Improvement Fund – In 2012, the Town created an Athletic Facility Improvement Fund to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities. For the purpose of the fund, athletic facilities include any Town-owned building, structure, pool, synthetic turf and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults, and school teams. The November 30, 2012 balance in the fund is \$282,987. This plan includes no projects to be funded from the Athletic Facility Improvement Fund.

Retained Earnings – Three of the Town's operations – water, sewer, and solid waste – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by general fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Board of Selectmen's retained earnings policies are included in Section 12. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes \$3,029,100 in funding from the enterprise fund retained earnings accounts.

Debt – The Board of Selectmen's debt management policies (Section 12) provide guidance in translating capital expenditures into annual debt service. Section 4 of this plan contains a graphic presentation of the Town's current debt service and a calculation of the Town's debt burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town's long-term debt service schedule that is also included in Section 4. This plan includes a recommendation for \$1,612,277 in projects to be funded through General Fund debt, and \$5,885,500 in projects to be funded through enterprise fund debt.

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

forwarded to the CPC for its consideration. This plan includes a recommendation for \$353,000 in projects to be funded contingent upon Community Preservation Funding.

The CIP Is a Flexible Planning Tool

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service, and prevent unexpected changes in debt service payments.

Prioritizing Investment in Real Property, Facilities and Infrastructure

Asset preservation is defined as committing necessary resources to preserve, repair, or adaptively re-use current assets. Expenditures for asset preservation are intended to keep the physical plant and infrastructure in reliable operating condition for their present use. As noted in previous years, despite the most recent economic downturn and decades of financial uncertainty for municipal governments, the Town of Needham has made an extraordinary investment in public infrastructure during the past decade. While significant investment in many capital facilities is still required and, in some cases, overdue, the Town should be proud of this achievement. The Town's success in this area is a direct result of continued and sustained focus on asset evaluation, needs assessment, careful planning, and prioritization. Such prioritization of spending on infrastructure that is often "invisible" is the hallmark of a community that has refrained from diverting funding from the capital budget to fund operating budget programs and services that are needed and desired. Table 2 shows the Town's investment in facilities and infrastructure over the past five years.

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Table 2
Facility and Infrastructure Investment
2009 to 2013

Description	2009	2010	2011	2012	2013	Total	Five Year Average
Open Space		920,000	800,000			1,720,000	344,000
Municipal Facilities	7,760,000	18,204,837	548,000	8,075,000	40,000	34,627,837	6,925,567
Townwide Facilities and Community Services	1,870,000	507,200	455,600	622,500	1,247,315	4,702,615	940,523
Public Works Infrastructure Program	1,090,000	1,000,000	2,186,300	1,300,000	6,128,000	11,704,300	2,340,860
School Facilities	1,030,000	27,668,728	4,052,000	1,078,000	85,000	33,913,728	6,782,746
Drains, Sewer, and Water Infrastructure	4,322,500	2,533,300	1,483,800	8,269,500	879,300	17,488,400	3,497,680
Total	16,072,500	50,834,065	9,525,700	19,345,000	8,379,615	104,156,880	20,831,376

The need for this level of investment in facilities and infrastructure is generally attributable to three factors. First, the Town is now 300 years old, so its infrastructure, much of which was first installed in the early part of the 20th century, is aging. Second, as a built-up community, the Town has a high number of streets and sidewalks to maintain. There are 138 +/- miles of roadway in Needham, which is a community of approximately 12.5 square miles. Similarly-sized communities that are less-developed will require less investment in capital and maintenance (including snow and ice removal).

Finally, the Town's population grew significantly in the years after the Second World War, from 12,445 in 1940 to 16,262 in 1950 to 25,793 in 1960, according to Town census records. As a result, investment in school buildings increased significantly in the 1950's and 1960's. In fact, with the exception of the High School, all of the school buildings currently in use were built in the same 10 year period from 1951 to 1960. Then, after the advent of Proposition 2 ½ in 1982, the community found it difficult to make necessary investment in its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990's and continuing today. Table 3 shows the date of construction and most recent renovation or rebuilding (if any) of the School and Municipal buildings currently in use in Needham.

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

School Buildings	Year Constructed	Major Renovation Rebuild	Municipal Buildings	Year Constructed	Year Renovated or Rebuilt
Broadmeadow Elementary School	1951	2002	Town Hall	1902	2011
Eliot Elementary School	1955	2004	Public Library	1915	2006
High Rock School - Sixth Grade Center	1955	2009	Public Works/470 Dedham Avenue	1961	1966
Hillside Elementary School	1960	1968	Public Services Administration Building	2009	
Mitchell Elementary School	1951	1968	Police/Fire Station 1	1931	1989
Newman Elementary School	1960	2012	Fire Station 2	1906	
Pollard Middle School	1957	1992			
Needham High School	1930	2008			
Emery Grover School Administration	1898				

The position of the Town with respect to its equipment and technology capital investment is also encouraging. Major categories of this capital spending include Public Safety, Public Works, and Public Facilities vehicles and equipment, School and Townwide technology, and School copiers, furniture and musical equipment. Table 4 shows the Town's investment in these categories of capital spending for the five year period FY2009 through FY2013.

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Table 4
Vehicles, Equipment and Technology Capital
2009 to 2013

Description	2009	2010	2011	2012	2013	Total	Five Year Average
Equipment	448,061	1,083,681	1,364,903	729,763	832,400	4,458,808	891,762
All Other Functions	43,500	25,000	68,000			136,500	27,300
Public Facilities & Works	352,511	977,000	1,189,253	610,063	637,200	3,766,027	753,205
Public Safety					40,000	40,000	8,000
Public School	52,050	81,681	107,650	119,700	155,200	516,281	103,256
Technology	443,520	194,393	389,400	306,596	832,800	2,166,709	433,342
All Other Functions	85,280	25,000	282,800	145,000	160,000	698,080	139,616
Public Facilities & Works							
Public Safety	100,000		68,000	112,496		280,496	56,099
Public School	258,240	169,393	38,600	49,100	672,800	1,188,133	237,627
Vehicles	724,393	516,233	596,446	1,067,500	1,278,418	4,182,990	836,598
All Other Functions	14,000			52,000		66,000	13,200
Public Facilities			65,046	25,000	50,318	140,364	28,073
Public Safety	205,000	35,000	30,000	400,000	785,000	1,455,000	291,000
Public Works	505,393	481,233	501,400	590,500	443,100	2,521,626	504,325
Total	1,615,974	1,794,307	2,350,749	2,103,859	2,943,618	10,808,507	2,161,701

Project Summaries – Recommended Projects

GENERAL GOVERNMENT

ELECTION EQUIPMENT (Request: \$85,000)

The purpose of replacing the Accuvote Electronic Voting System is to update and replace the Town's current voting system purchased in 1994. These machines and the black plastic ballot boxes that hold the machines are currently 19 years old and are beginning to require more and more frequent repairs. There are currently 11 Accuvote machines – one for each of the ten precincts plus one spare machine. Both the read heads and scanner cannot be upgraded due to the age of the equipment. The new Accuvote Voting Machines will have more features. The ballot boxes will be smaller making storage more convenient and accessibility at the polls will be easier. Absentee voters will no longer require special marking pens in order to vote thus making voting easier. Within the next few years, all the machines will be handicapped accessible. The new DS200 Voting Machine is the next generation Optical Scan voting equipment. This voting machine will have a paper ballot and the memory cards have been replaced with memory sticks. Approval of new equipment by the Elections Division of the Secretary of the Commonwealth is required, and has not yet been granted. *(Submitted by: Office of the Town Clerk)*

The Town Manager's recommendation for Election Equipment is \$85,000 in the Tier 1 cash capital category.

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

The fiscal year 2014 funding request for network servers and switches will support the replacement of older servers, spam filter, virus firewall, and internet filtering, and also the replacement of older network switches to connect buildings, departments, and workstations throughout the Town. Newer models of both servers and switches are better able to take advantage of the Town's fiber and will increase the speed of data within the Town's fiber network. Older servers, both application and data, will be replaced with newer, faster, and more energy efficient servers and attached storage configured for virtualization of hardware and software. Not replacing or updating this equipment can affect Town wide access to email, financial applications, Internet, and data. *(Submitted by: Finance Department)*

The Town Manager's recommendation for Network Hardware Services and Switches is \$30,000 in the Tier 1 cash capital category.

PUBLIC SAFETY

FIRE DEPARTMENT CORE FLEET (Request: \$49,200)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. This request is to replace a 2004 Ford pick-up truck with a utility body. The truck functions primarily as a brush fire truck, but has many other uses. In the winter months, the modular brush unit and water tank is removed, and the truck is used to transport materials and emergency equipment. This vehicle is also used to tow fire department rescue boats, the hazardous materials trailer, the firefighting foam trailer, the mass decontamination trailer, and the Health Department Emergency Dispensing Trailer. Presently, this truck has over 29,000 miles of service on it, and at the time of replacement mileage is estimated to be approximately 35,000. *(Submitted by: Fire Department)*

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
C-6	Fire	2004	Pick-up with Utility Body	Same	27,531	\$49,200

The Town Manager's recommendation for the Fire Department Core Fleet is \$49,200 in the Tier 1 cash capital category.

HEART MONITOR/DEFIBRILLATOR (Request: \$27,500)

This request is to replace a 12 Lead Cardiac Heart Monitor/Defibrillator with a new 15 Lead Cardiac Heart Monitor/Defibrillator. The older of the two current units is 8 years old, and due to advancements in technology it will become obsolete in 2013. It is anticipated that replacement parts will no longer be available. The Department's second unit is approximately four (4) years old, and is scheduled for similar replacement in FY2016. These monitors/defibrillators are required by the State Office of Emergency Medical Services (OEMS), as a licensing component of the Town's Advanced Life Support (ALS) ambulance, and are essential to the provision of emergency services. *(Submitted by: Fire Department)*

The Town Manager's recommendation for the Heart Monitor/Defibrillator is \$27,500 in the Tier 1 cash capital category.

BUILDING DEPARTMENT CORE FLEET (Request: \$45,042)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. The FY2013 – 2017 Capital Plan included a recommendation for the replacement of Unit #456, a 2002 Ford Taurus Sedan, with a Ford Hybrid Escape. Since that time, the Department has experienced a reduction in the availability of Unit#454 due to the number of repairs. As a result, the Building Commissioner has evaluated the previous request, and proposes the elimination of the request for a Ford Escape, and the replacement of two Ford Taurus vehicles (units 456 and 454) with Ford Fusion vehicles. The MPG for the Fusion is a combined 28 MPG. *(Submitted by: Building Department)*

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Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
456	Building	2002	Ford Taurus	Ford Fusion	68,707	\$22,521
454	Building	2005	Ford Taurus	Ford Fusion	48,714	\$22,521

The Town Manager's recommendation for the Building Department Core Fleet is \$45,042 in the Tier 1 cash capital category.

WIRELESS MUNICIPAL RADIO MASTER FIRE BOX SYSTEM (\$164,000)

The long-term plan is to eliminate the older style fire alarm master boxes and install wireless radio master box systems where needed. All pole mounted fire alarm boxes (222) would be permanently removed. Building master boxes (129) would be replaced with radio box transmitters. The 129 master boxes are privately owned, and property owners pay the Town an annual monitoring fee of \$480. Privately owned buildings would not be required to change over to the new municipal system if they chose to use their own private alarm company. Of the \$164,000 requested for this project, \$52,000 would be for the head-end equipment to be located within the fire dispatch center. An additional \$112,000 would be to purchase radio boxes for 28 Town buildings at approximately \$4,000 each. This cost would be for the box and installation at each Town building. With this new system, the fire dispatch center will be capable of monitoring alarms, troubles, security/intrusion, and any other alarm or status that uses a contact closure. Wireless systems are more reliable in storm conditions when often times overhead lines are out of service. Once the wireless system is complete, the Fire Department will evaluate the continued need for staffing and equipment in the Fire Alarm Division. *(Submitted by: Fire Department)*

The Town Manager's recommendation for the Wireless Municipal Radio Master Fire Box System is \$164,000 in the Tier 2 cash capital category.

POLICE STATION UNDERGROUND STORAGE TANK REMOVAL (Request: \$28,500)

This funding will enable the Department of Public Facilities to remove the underground fuel storage tank behind the Police Station. Public safety vehicles will utilize the fueling station at the Department of Public Works. This request includes potential clean up should there be any contamination. The removal is required both because of the age of the facility and the need to redesign the boundary of the Police Station parking lot and the new parking lot on land acquired by the Town. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Police Station Underground Storage Tank Removal is \$28,500 in the Tier 1 cash capital category.

PUBLIC SCHOOLS

NEEDHAM HIGH SCHOOL RADIO SYSTEM (Request: \$37,275)

This funding will support the purchase and installation of a radio repeater, antenna and 25 portable radios at Needham High School, for the purpose of implementing a unified and reliable administrative radio system for communicating during lockdowns and emergencies. Currently, a limited number of two-way radios are in use. However, the existing equipment is aged and does not possess the power or range necessary for building-wide communication. The funding will increase the number of functioning radios so that all personnel can communicate in an emergency. The purchase includes: a radio repeater, programming for the repeater, UHF antenna system, two and four-way portable radios, spare batteries, set up, programming and tuning, FCC licensing & frequency coordination. *(Submitted by: Needham Public Schools)*

SCHOOL COPIER REPLACEMENT (Request: \$59,620)

Photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 44 copiers and 4 RISO duplicating machines. Copier replacement is planned on a lifecycle analysis, which projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity. Copiers that are heavily used are replaced more frequently than copiers that are lightly used. A seven-year maximum duty life is assumed for most machines, even if they have not yet reached maximum copy allowances, given the additional operating expense associated with servicing and maintaining older equipment, as well as the difficulty in obtaining replacement parts. This analysis assumes that copiers are re-deployed around the District, as needed, to match copier use with equipment capacity. The requested funding will support the replacement of eight (8) copiers/RISO machines. *(Submitted by: Needham Public Schools)*

SCHOOL FURNITURE, MUSICAL INSTRUMENTS, FITNESS EQUIPMENT AND GRAPHIC ARTS EQUIPMENT (Request: \$79,250)

Musical Equipment – The purpose of this program is to replace musical instruments, especially large string instruments and pianos, which are over 25 years old. After decades of heavy use, many of the School Department's string instruments are no longer usable or repairable. The older pianos, while still usable, are costly to repair and maintain. The Department is in the ninth year of the replacement cycle, and continues to see major improvement in the quality of musical instruments available for student use. Funding in the final year of the replacement cycle (FY2014) would replace the grand piano in the Newman School Auditorium. The Department intends to change the replacement program to an expansion program due to population growth in fiscal years 2015 – 2018 and beyond.

School Furniture - This purpose of this program is to continue the replacement cycle for school furniture in poor and fair condition at Hillside, Mitchell, Newman and Pollard. In these schools, furniture is 10-20+ years old and in a state of disrepair

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after decades of heavy use. By FY2015, all furniture in poor condition will have been replaced at these schools. Unless circumstances dictate otherwise, the FY2014 funding is planned for the Newman School.

Fitness Equipment - The Needham High School renovation project budget included a large amount of fitness equipment for student use, which will need to be replaced as the components age and the equipment reaches the end of its useful life. In addition, the Pollard Middle School owned a number of strength circuit machines, which will need to be replaced on a regular basis going forward. The manufacturer's estimated life cycle is five (5) years for treadmills, six (6) years for cross trainers, eight (8) years for recumbent and upright bicycles, 23 years for rowing machines, and 25 years for circuit training equipment. The Department's request is based on a longer replacement cycle of: five to seven (5 – 7) for treadmills, nine (9) years for cross trainers, eight (8) years for recumbent bikes, 12 years for upright bikes, 19-20 years for rowing machines and 11-16 years for circuit training equipment. Unless circumstances dictate otherwise, the FY2014 funding is planned for three spinning bikes and one treadmill.

High School Graphics Production Room - This program continues the equipment replacement cycle for equipment used in the Graphics Production Center at Needham High School. This program provides convenient and cost effective service, and also provides hands-on educational training in the field of professional graphics and printing production for students. Unless circumstances dictate otherwise, the FY2014 funding is intended for purchase of a vinyl cutter – heavy duty, a thermal transfer press, a flash dryer, and a paper joggin machine. *(Submitted by: Needham Public Schools)*

INTERACTIVE WHITEBOARD TECHNOLOGY, 1:1 INITIATIVE, TECHNOLOGY INOVATION, AND TECHNOLOGY REPLACEMENT (Total Request: \$633,800)

Interactive Whiteboard Technology - This program funds the purchase and installation of whiteboard technology in the Needham schools. Unless circumstances dictate otherwise, the FY2014 funding is planned for Broadmeadow, Mitchell and Pollard. The overall number of whiteboards to be installed at Pollard and Broadmeadow has increased due to the reallocation of rooms and the use of the modular classrooms at the Pollard School.

School Department NPS 1:1 Initiative - This program continues the initiative to introduce tablet technology on a 1:1 basis at Pollard, High Rock and Needham High School. The FY2014 funding is planned for the expansion of the program to all grade eight students during the 2013 – 2014 school year, and preparation for expansion to students in the seventh grade and current students attending the High School in the following year. The FY2014 request will support the installation of additional wireless access points at Pollard and Needham High School and the purchase of tablet devices for the remaining Pollard Grade Eight teachers as well as High School teachers and Pollard Grade Seven teachers preparing for the implementation.

Technology Innovation - In years past, the School Technology Request has been organized as funding for computer replacements, interactive whiteboards, and, most recently, inclusion of the NPS 1:1 Initiative. The funds received are earmarked for the replacement cycle, as guided by the constraints of the technology plan. This framework does not allow

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School staff to evaluate and experiment with emerging technologies to foster student learning and achievement in the District. The requested funding will support experimentation on a small scale, which will be useful for assessment and for building staff capacity. The FY2014 funding is for the purchase of eReaders, such as Kindles and Nooks, for use in School libraries, and for the purchase of iPads for experimentation at the elementary school level.

Technology Replacement – The FY2014 school technology funding request includes The replacement of 313 teacher, administrator, student, lab and laptop computers that have reached or are functioning beyond the end of their seven-year lifecycle. A total of 124 of these computers are for teachers and administrators throughout the District. Another 163 are lab and classroom computers at Eliot, Hillside, Newman, Pollard and the High School. The majority of the computers being purchased will be deployed at the High School. FY2014 represents the second year of the anticipated five-year timeframe to replace the High School computers. The request also includes the replacement of four school-based servers, the High School Foreign Language lab server and five district data servers that are housed at the ETC. These servers have been running 24/7 for three and four years and will be repurposed to less critical functions for two and three years respectively. This category also includes the replacement of eight UPS batteries that support critical servers throughout the District. Other requested items are the replacement of 47 printers across the District, and funding to analyze the impact of the recent operating system conversion to Apple's new operating system, Lion, on the hundreds of software packages owned by the District. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for Consolidated School Copiers, Musical Instruments and Equipment, High School Radio System and Technology is \$542,092 in the Tier 1 cash capital category and \$267,853 in the Tier 2 cash capital category.

POLLARD BOILER REPLACEMENT (Request: \$612,277)

This request will fund the replacement of the two (2) boilers in the back boiler room of the Pollard Middle School with three (3) high efficiency condensing boilers. Currently, the building is designed to operate with two (2) boiler rooms with two (2) boilers in each of those rooms. These boiler rooms are presently oversized, and there have been logistical problems with running the boilers in both of these rooms simultaneously. An inability to successfully run boilers in both rooms simultaneously does not allow for sufficient redundancy should any failure in one of these boilers occur. Upgrading the front boiler room with three (3) high efficiency boilers and removing the boilers in the back boiler room will allow the front boiler room to carry the heating load of the entire building without any of the problems currently being experienced. The current boilers are over twenty (20) years old, and are becoming problematic. The new boilers will be designed for natural gas and will increase the energy efficiency of the heating systems at the Pollard School. This project should be eligible for NStar energy efficiency rebates to offset the cost of buying a more efficient model. The project also includes funding for the removal of the current oil tank at the Pollard School. The elimination of underground fuel storage reduces the Town's liability in case of leakage or tank failure. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Pollard Boiler Replacement is \$612,277 in the Tier 1 debt financing category.

POLLARD TELEPHONE SYSTEM REPLACEMENT (Request: \$53,000)

This request will fund the upgrade of the telephone system at the Pollard Middle School to a more modern system. There are presently more telephone users at the Pollard than the current equipment can handle, and the manufacturer no longer supports the existing equipment. This system has required frequent repairs and has caused intermittent disruption of phone service to the building occupants. This request would include rewiring areas where appropriate and procuring and installing the new system. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Pollard Telephone System Replacement is \$53,000 in the Tier 1 cash capital category.

HILLSIDE SCHOOL FEASIBILITY (Request: \$500,000)

Constructed in 1960, the Hillside Elementary School has undergone both addition and renovation, including the installation of modular classrooms, over the past 40 years, but is in need of additional total replacement to address building deficiencies and modernize the learning environment. This request would bring the Hillside facility to a level of modernization comparable to that of the Eliot School. This is a preliminary request, and assumes the construction of a new facility on the Hillside site, with modular classrooms leased for a two-year period to house students during the construction phase. Given the environmental and access issues associated with the Hillside site, however, it is possible that the Hillside School could be relocated or an alternative project scope considered. Final decisions will be made following a feasibility study, conducted jointly with the MSBA. Project timing assumes that a Statement of Interest will be submitted to the MSBA in early 2013, and that a request for Town Meeting funding for the feasibility study will be presented in November, 2013. Project costs are for an 80,650 s.f. building with a capacity of 487 students, and are estimated to be \$57.3 million. The current estimate is that MSBA funding, if approved, would be 31% of the project costs, less relocation expenses.) *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for the Hillside School Renovation or Replacement Feasibility is \$500,000 in the Extraordinary cash capital category.

PUBLIC WORKS

TWO-WAY RADIO UPGRADE (Request: \$47,700)

Effective January 2013, the Federal Communications Commission has mandated that all existing licensees must convert their wideband (25kHz systems) radio systems to narrowband (12.5kHz). The majority of the two-way radios installed in DPW vehicles have been converted to radios that are capable of functioning on narrowband. This proposal would provide for the purchase of ten two-way radios to be installed in vehicles that have radios that do not presently comply with the narrowband requirement and are not up for replacement. An additional six radios will be purchased to provide the DPW Garage with replacement narrowband compliant two-way radios should any of the existing radios fail. Twelve portable radios and chargers will be purchased to be used during snow and emergency events. Additionally, base radios for the first floor of the PSAB and portable radios for Public Facilities and Building Department Staff are included in this request. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the DPW Two-Way Radio Upgrade is \$47,700 in the Tier 1 cash capital category.

GENERAL FUND CORE FLEET (Request: \$387,000)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2014 include:

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
65	Parks & For.	2008	4WD F350 Pick-Up Truck	Same	41,393	\$51,900
66	Highway	2007	One Ton Dump Truck	Same	46,749	\$78,300
6	Highway	2000	Six Wheel Dump Truck	Same	39,895	\$178,400
72	Parks & For.	2007	One Ton Dump Truck	Same	42,106	\$78,400

(Submitted by: Department of Public Works)

The Town Manager's recommendation for the Public Works Core Fleet is \$387,000 in the Tier 1 cash capital category.

GENERAL FUND SMALL SPECIALTY EQUIPMENT (Request: \$130,800)

This program provides funding to purchase new and replace existing Public Works specialty equipment. This equipment is critical for the efficient operation of the Department's maintenance programs. The purchase of this equipment will increase productivity and expand the use of maintenance dollars. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2014 includes:

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Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
186	Parks & For.	1963	Leaf Collector	Same	n/a	\$25,900
303	Parks & For.	1985	Tractor	Same	2,749	\$74,900
356	Parks & For.	1985	Aerator	Same	n/a	\$30,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Small Specialty Equipment is \$130,800 in the Tier 2 cash capital category.

GENERAL FUND SNOW AND ICE EQUIPMENT (Request: \$210,300)

This request will provide funding for equipment used primarily in the Snow and Ice Program. Unless circumstances require otherwise, the vehicles and equipment proposed for replacement in FY2014 are as follows:

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
6A	Highway	2000	Material Spreader	Same	n/a	32,200
116	Highway	1998	Sidewalk Tractor (Track)	Same	3,609	169,300
66A	Highway	2006	Material Spreader	Same	n/a	8,800

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Snow and Ice Equipment is \$210,300 in the Tier 2 Cash capital category.

DPW PHASE II (GARAGE BAYS) (Request: \$1,000,000)

The recently completed Public Services Administration Building was occupied by the DPW in November 2011, eliminating the space problems and air quality issues experienced on the second floor of the current DPW Operations Building. However, deficiencies continue to exist throughout the 470 Dedham Avenue building internally and the DPW site externally. Ultimately the expansion and renovation of the DPW Operations Building and site, referred to as DPW Phase II, will be required to address both storage space for equipment and storm water quality issues. In FY 2013, Town Meeting appropriated \$40,000 for a feasibility study of the proposed DPW storage garage. The work proposed for FY2014 is the construction of six garage bays. The work addresses part of the storage space needs for DPW equipment and will provide for enclosed vehicle coverage. *(Submitted by: Department of Public Works and Public Facilities- Construction)*

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The Town Manager's recommendation for the DPW Complex Renovation Phase 2/Garage Bays is \$1,000,000 in the Tier 1 category (\$400,000 in tax levy supported debt and \$600,000 in alternate financing through Water and Sewer Enterprise Funds.)

PUBLIC WORKS INFRASTRUCTURE PROGRAM (Request: \$1,408,000)

Street Resurfacing - This purpose of this program is to improve the structural and surface integrity of the Town's miles of accepted streets. The primary strategy of this program is asphalt paving and incidental work, such as asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings and signs.

Traffic Signal & Intersection Improvements - This program funds traffic signal and intersection improvements, and new traffic signal installations. Unless circumstances dictate otherwise, FY2014 funding is proposed for Forest Street at Central Avenue.

Combined Sidewalk Program - This Program funding addresses the failing network of sidewalks throughout the community. There are over 160 miles of accepted sidewalks in Needham. Over half of the Town's sidewalks do not comply with current standards and require significant improvements including the installation of handicapped ramps. Sidewalk improvements must comply with Federal and State laws and construction standards.

Storm Drain Capacity Improvements - This program provides funding to improve roadway drainage capacity. The Town has identified and prioritized a number of areas throughout Needham where improvements are required to resolve flooding problems and illicit discharge. These measures include installation of additional storm drains, and storm drain replacement, extension, and capacity increases.

Brooks and Culverts – Repair and Maintenance - This repair and maintenance program was developed to address flooded and poor draining brooks, streams, waterways and culverts throughout the Town that have been severely damaged by heavy rains/storms. Proposed work includes cleaning and debris removal and restoration of retaining walls. Unless circumstances require otherwise, FY2014 funding will be directed to continued wall repair along Rosemary Brook. (Submitted by: Department of Public Works)

The Town Manager's recommendation for the Public Works Infrastructure Program is \$600,000 in the Tier 1 debt financing category.

PUBLIC FACILITIES

100KW PORTABLE GENERATOR (Request: \$61,250)

It has been determined by emergency planning personnel that the new Senior Center will be an ideal location for use as a respite shelter for residents during power outages. This request will fund the purchase of a 100kW portable generator that can be temporarily installed at the Senior Center to ensure comfort and safety to those occupying the site. The Center has been designed to accommodate the use of an external, portable generator. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the 100KW Portable Generator is \$61,250 in the Tier 2 cash capital category.

CORE FLEET (Request \$33,600)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicle scheduled to be replaced in FY2014 is a 2001 Ford F250 Pick-Up Truck with a cab that is primarily used by the Town's carpenter. The current vehicle has an odometer reading of over sixty thousand miles and is due for replacement as it is currently beyond its useful life.

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
702	PFD	2001	Ford 250 Pick-up with Cab	Same	65,780	\$33,600

(Submitted by: Public Facilities Department)

The Town Manager's recommendation for the Public Facilities Core Fleet is \$33,600 in the Tier 2 cash capital category.

ENERGY EFFICIENCY UPGRADE IMPROVEMENTS (Request: \$113,078)

The Town conducted an engineering study for energy upgrades in 10 key buildings in the summer of 2011. The results of this study revealed that if the Town makes an initial investment in selected and recommended energy upgrades, the cost of these upgrades will pay for themselves within 10 years. FY2014 funding is planned for some of the more involved projects at the Eliot and Broadmeadow Schools, which will upgrade the already modern buildings and improve their energy usage. Some of these items include retro-commissioning the HVAC system at Broadmeadow, installing motion sensors for the lighting at Broadmeadow, installing timers on the roof top exhaust fans in both buildings, and converting the lighting to more energy efficient lighting in both buildings. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for Energy Efficiency Upgrade Improvements is \$113,078 in the Tier 1 cash capital category.

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PUBLIC FACILITIES MAINTENANCE PROGRAM (Request: \$465,750)

This project funds annual maintenance of public buildings throughout the Town and School Department including but not limited to: asbestos abatement, small equipment replacement, duct cleaning, painting, and other repairs and necessary upgrades. FY2014 funding is planned for duct cleaning at the C & D Buildings of the High School, asbestos abatement at Hillside and Mitchell Schools, flooring replacement at the Eliot and Broadmeadow Schools, and xeriscaping at the High School. Flooding issues at the Hillside School will be addressed as will containment of fuel oil, accessible routes to and from the building, and water fountain replacement at the Pollard School. With the natural gas line installation on Brookline Street and the replacement of the Pollard boilers, the Department will convert the existing Mitchell School boilers to natural gas using remaining parts from the old Pollard boilers. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Public Facilities Maintenance Program is \$430,560 in the Tier 1 cash capital category and \$35,190 in the tier 2 cash capital category.

COMMUNITY SERVICES

ATHLETIC FACILITY IMPROVEMENTS (Request \$158,000)

The Department of Public Works and the Park and Recreation Department have developed a maintenance plan for all fields, which includes new or total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches and miscellaneous equipment) for multi-use fields and ball diamonds. Athletic facility improvement funding for FY2014 is proposed for engineering and design of the Newman School athletic field renovation project for diamonds #1 and #2 and the multi-use field. The reconstruction would involve elevating the level of the fields, the addition of drainage, new irrigation, fencing and player benches, and related work. The Newman fields are currently at the level of the water table, resulting in low utilization during the spring and fall playing seasons. The unavailability of the Newman fields has resulted in the overuse of other fields, so making the Newman fields available during the spring and fall sports seasons will improve conditions and playability on the other fields. The estimated cost of construction is \$1,475,200. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Athletic Facility Improvements is \$158,000 in the Tier 1 cash capital category contingent on Community Preservation Funding.

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MILLS FIELD IMPROVEMENTS (Request: \$40,000)

Mills Field has been the location of several park improvements in the past four years including renovated tennis courts, new playground equipment, addition of high barrier fencing between the baseball diamond and tennis courts, irrigation work and replacement of backstop and outfield fencing. Fencing around the playground area has also been replaced. The purpose of the current project is to provide safety and aesthetic renovations to the park, including the creation of new parking areas at a circular drive (24 spaces) and along Hampton Avenue (10-12 spaces); basketball improvements including an asphalt overlay to basketball court, striping, and replacement poles and backboards; replacement of picnic tables and grills; and xeriscape gardening in appropriate locations. The ballfield will also be stripped and sodded. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Mills Field Improvements is \$40,000 in the Tier 1 cash capital category contingent on Community Preservation Funding.

TRAIL IMPROVEMENT PROJECT – NEEDHAM RESERVOIR (Request: \$65,000)

This request is for the design and permitting of a handicap accessible perimeter trail (with boardwalks) around the Needham Reservoir. The development of an accessible trail around one of the Town's important amenities – the Needham Reservoir – was a key priority identified in the Town's Trail Master Plan. This project will provide a unique recreational opportunity for those with mobility problems, and will include the installation of an accessible fishing dock/pier. The primary purpose of designing and subsequently constructing a formal trail system at this location is to preserve the sensitive wetland system that surrounds the reservoir. In order to protect the functions and values of this area (including but not limited to wildlife habitat, storm damage prevention, and pollution prevention) it is necessary to direct pedestrians to a predefined and appropriate space. Creating a functional, dry and obvious trail around the reservoir will address the haphazard and detrimental routes that are developing and will discourage encroachment into the vegetated portions of the property. Furthermore, replacing the outdated access drive with a solid, non-erodible surface will decrease the potential sediment loads to both the surrounding wetlands and the reservoir. *(Submitted by: Community Development)*

The Town Manager's recommendation for Trail Improvement Project – Needham Reservoir is \$65,000 in the Tier 1 cash capital category contingent on Community Preservation Funding.

TRAIL IMPROVEMENT PROJECT – NEWMAN EASTMAN (Request: \$90,000)

The trail system in the Eastman Conservation land behind the Newman School is utilized as part of the curriculum of the Needham Public Schools and its Science Center. It is planned that this project will be coordinated with a project that is proposed by the Department of Public Works to improve the athletic fields at the Newman School. Design and permitting estimates include assistance from a structural engineer for bridges and walkways within the wetland areas. With the recent purchase of the Carol/Brewster properties, the trail built on those properties will now be able to be officially connected with

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those in the Eastman Conservation area. Access to recreational trails continues to be a high priority for residents as evidenced in the Town's biannual citizen survey. *(Submitted by: Community Development)*

The Town Manager's recommendation for Trail Improvement Project – Newman/Eastman Conservation is \$90,000 in the Tier 1 cash capital category contingent on Community Preservation Funding.

RECYCLING/TRANSFER STATION (RTS) ENTERPRISE FUND

CONSTRUCTION EQUIPMENT (Request: \$320,400)

The construction equipment proposal is for the replacement of the waste handler. The waste handler is a track style machine used to grind and compact trash in the tipping floor building. This provides compacted materials for hauling.

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
105	RTS	1998	Waste Handler	Same	n/a	\$320,400

(Submitted by: Department of Public Works)

The Town Manager's recommendation for RTS Construction Equipment is \$320,400 in the Tier 1 RTS debt financing category.

LARGE SPECIALTY EQUIPMENT (Request: \$218,100)

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. The vehicle scheduled to be replaced in FY2014 is a [truck with a tilt frame that loads and unloads roll-off containers](#). The roll-off [is](#) used to move the trash and recycling materials around the RTS yard.

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
42	RTS	1999	Roll-Off	Same	n/a	\$218,100

(Submitted by: Department of Public Works)

The Town Manager's recommendation for RTS Large Specialty Equipment is \$218,100 in the Tier 1 RTS cash capital category.

SEWER ENTERPRISE FUND

CORE FLEET (Request \$47,900)

The Core fleet consists of passenger vehicles such as sedans and wagons, vans, pick-up trucks, small dump trucks, and utility trucks. Unless circumstances require otherwise, the vehicle scheduled to be replaced in FY2014 is:

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
94	Sewer	2008	4WD F250 with Utility Body	Same	75,314	\$47,900

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Sewer Core Fleet is \$47,900 in the Tier 1 Sewer cash capital category.

DRAIN SYSTEM IMPROVEMENTS - WATER QUALITY (EPA) (Request: \$71,000)

The Town is required under its NPDES Permit to take measures to improve its storm water drainage system to upgrade the quality of the water discharged to the Charles River and other impaired water bodies in Needham. FY2014 funding will support the development of a watershed management plan. Currently, the Town is divided into four large sub-watershed areas. The purpose of the plan is to better manage and control the quality of stormwater by creating approximately 12 to 15 sub-watershed areas; design measuring and testing locations; and develop an operations procedure that will help direct the Town's investigation and remediation efforts.

The Town Manager's recommendation for Drain System Improvements/Water Quality – EPA is to defer action until the Town's NPDES Permit is completed.

SEWER SYSTEM REHABILITATION INFILTRATION AND INFLOW REMOVAL PROGRAMS (Request: \$600,000)

This request is for the second phase of the study of Infiltration and Inflow (I/I) in the existing sewer system. The Town of Needham, along with numerous other communities, is under Administrative Orders from the DEP to identify and remove Infiltration and Inflow (I/I) in existing sewer systems. Infiltration is defined as groundwater or storm water runoff that enters the system thru deteriorated pipe or manhole structures that by definition need to be repaired. Inflow is defined as clean, non-septic water, which is introduced to the system. This water is generally produced by residential sump pumps that drain basements. The on-going infiltration study will identify the areas of the collection system that are contributing high volumes of I/I into the system. On the basis of volumes of flow and knowledge of local sewer system overflows (SSO) or basement flooding, a new order of priority will be established to determine the scheduling of the engineering, design and remediation work. The master plan that the Sewer Division is using to identify areas of work is outdated. The first phase of the current study was funded in fiscal year 2013 and included engineering, and permanent and portable flow meter installation. The

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components of the second phase include engineering (\$100,000) and closed circuit TV services (\$500,000). *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Sewer System Rehabilitation Infiltration and Inflow Removal Program is \$600,000 in the Tier 1 Sewer cash capital category.

WATER ENTERPRISE FUND

SMALL SPECIALTY EQUIPMENT (Request \$57,300)

This program provides funding to purchase new and replace existing Public Works specialty equipment. This equipment is critical for the efficient operation of the Department's maintenance programs. The purchase of this equipment will increase productivity and expand the use of maintenance dollars. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2014 is a Vac. Tech Trailer. The Vac. Tech Trailer is used to wash down and vacuum debris from water gate shut-offs and also to exercise gate valves.

Unit	Division	Year	Description – Existing	Description - Request	Miles	Cost
160	Water	2006	Vac. Tech Trailer	Same	n/a	\$57,300

(Submitted by: Department of Public Works)

The Town Manager's recommendation for the Water Small Specialty Equipment is \$57,300 in the Tier 1 Water cash capital category.

FILTER MEDIA REPLACEMENT (Request: \$75,000)

Filter media is used for manganese removal at the Charles River Water Treatment Facility. FY2014 represents the second year of the five year replacement cycle using a synthetic product as a substitute for natural greensand. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Filter Media Replacement is \$75,000 in the Tier 1 Water cash capital category.

IRRIGATION SUPPLY FACILITY DESIGN (Request: \$80,000)

This feasibility study will determine the potential yield of the two previously abandoned wells that are located at 480 Dedham Ave. These wells were originally abandoned due to water quality issues, but the water produced from these wells would be

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acceptable for irrigation. This study will determine if these wells will provide sufficient water to supply the DeFazio Playfields, Pollard Playfields, and the Needham Golf Club. The potential benefit of this project is reduced reliance on potable water - produced both by the Town and the MWRA - for irrigation. The study will provide an estimated cost for construction and potential revenue generation if the project is feasible. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Irrigation Supply Facility Design is \$80,000 in the Tier 1 Water cash capital category.

SCADA SYSTEM UPGRADE (Request: \$435,000)

This purpose of this request is to update the existing SCADA system, add a power monitoring system, and install a video monitoring system. A design study was conducted in the Fall of 2012 for this system. SCADA is an acronym that stands for Supervisory Control and Data Acquisition. The Town's Water SCADA System collects data from various sensors at the Charles River Water Treatment Plant as well as remote locations throughout the system. The data is then sent to a central computer which efficiently manages and controls the operations of the entire Water System. The current SCADA system is outdated. It communicates through copper communications lines owned and services by Verizon. These lines are unreliable and have resulted in an increase in communications failures over time. This new system will utilize a different method of communication which will make the system more reliable and efficient. Additionally, this project will include replacing the PLCs. These are programmable logic converters for the remote terminal units that relay information. A power monitoring system is being included as part of this upgrade for the primary pumps associated with the Town's Water facilities. This system will increase the efficiency of the operations and reduce energy consumption. This project will also include the installation of video monitoring equipment at water treatment facility and tanks, in accordance with guidance issued by Homeland Security. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for SCADA System Upgrade is \$435,000 in the Tier 1 Water cash capital category.

SERVICE CONNECTIONS (Request: \$200,000)

The purpose of this program is to remove old iron pipe water services that contain lead from the water distribution system. Old iron and lead water services are replaced prior to a road reconstruction/paving project. If the water service connections are not replaced, an element of the subsurface infrastructure is susceptible to failure before the useful life of the reconstructed roadway has been realized. The FY2014 funding will provide approximately one year's value of water service replacements, which will fall in line with the road resurfacing program schedule. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Service Connections is \$200,000 in the Tier 1 Water cash capital category.

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ST. MARY'S PUMP STATION (Request: \$5,565,100)

The St. Mary's Pump Station, built in 1957, was designed to pump potable water from the MWRA aqueduct to supplement the Town's demand for water. There are five pumps located within the station; however only two of the pumps are operable, resulting in less capacity than the permitted 6.5 million gallons per day (mgd). This request will provide necessary improvements - either renovation or total reconstruction - to meet future water demands, and to ensure the station has emergency back-up electrical power. The budget includes design and engineering, project management, contract management, owner's expenses, site development, general contractor, heavy equipment, F, F&E, and technology. Town Meeting previously appropriated \$490,000 for design and engineering. *(Submitted by: Department of Public Works/Public Facilities - Construction)*

The Town Manager's recommendation for St. Mary's Pumping Station is \$5,565,100 in the Tier 1 Water debt financing category.
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WATER SYSTEM REHABILITATION PROGRAM (Request: \$715,800)

The annual Water System Rehabilitation Program draws from the recommendations of the Water System Master Plan. The master plan recommends that pipes 85 years or older be considered for replacement or relining. This list of older pipes is evaluated and prioritized, and then cross-referenced with work proposed for other utilities, road repairs, or reconstruction. Unless circumstances require otherwise, FY2014 funding will support construction of a new eight inch pipe (2,500 linear feet) on Grant Street from Junction Street to Dedham Avenue. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water System Rehabilitation is \$715,800 in the Tier 1 Water cash capital category.

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GLOSSARY

Provided below are some of the commonly used terms in budget and capital planning and fiscal and debt management.

Account - A classification of appropriation by type of expenditure.

Accounting Period – A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Actuarial - A person or methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

ADA - Americans with Disabilities Act

American Reinvestment and Recovery Act - The American Recovery and Reinvestment Act of 2009, abbreviated ARRA or Federal Stimulus, is an economic stimulus package enacted by Congress in February 2009. The Act includes federal tax cuts, expansion of unemployment benefits and other social welfare provisions, and domestic spending in education, health care, and infrastructure, including the energy sector.

Appropriation – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

ARRA - See American Reinvestment and Recovery Act

Assessment – The official valuation of property for purposes of taxation.

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

Balanced Budget – A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

Betterment (Special Assessment) – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years.

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Bond – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Bond Anticipation Note (BAN) – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. Notes are retired from proceeds from the bond issue to which they are related (also referred to as a BAN).

Borrowing Authorization – The action of Town Meeting authorizing the Board of Selectmen to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the selectmen.

Capital Budget - A plan for capital expenditures for projects to be included during the first year of the capital improvement plan.

Capital Exclusion – A *temporary* increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require 2/3 vote of the entire Board of Selectmen and a majority vote in a town-wide election. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Capital Facility Stabilization Fund - This fund was created at the 2007 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town.

Capital Improvement Fund – This fund was created at the 2004 Annual Town Meeting. The purpose of this Fund is to allow the Town to reserve funds for the acquisition of new equipment and/or the replacement of existing equipment (for which the Town may borrow money for a period of five years or more), and/or for building/facility improvements with a cost of less than \$250,000 (for which the Town may borrow money for a period of five years or more). Only general fund capital that has been recommended in the Capital Improvement Plan (CIP) is eligible for funding in this manner.

Capital Improvement Plan (CIP) – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

Capital Project – Major, non-recurring expenditure involving one or more of the following: acquisition of land for a public purpose; construction of or addition to a facility such as a public building, water or sewer lines, play field, etc.; rehabilitation or repair of a building, facility, or equipment, provided the cost is \$25,000 or more and the improvement will have a useful life of five years or more; purchase of equipment costing \$25,000 or more, with a useful life of five years or more; and any planning, engineering, or design study related to an individual capital project.

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Cash Basis - A basis of accounting under which transactions are recognized only when cash changes hands.

Chapter 90 – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the life of capital facilities; routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 reimbursement only for pre-approved projects.

Cherry Sheet - Originally printed on a cherry-colored form, this document reflects all Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

Collective Bargaining - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

Community Preservation Act (CPA) – Enacted as Massachusetts General Laws Chapter 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. The local program is funded by a local surcharge up to 3 percent on real property tax bills and funds from the state generated from registry of deeds fees. The voters of Needham approved a 2 percent surcharge effective July 1, 2005.

Community Preservation Fund - A special revenue fund established pursuant to Massachusetts General Laws Chapter 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

Conservation Fund – The Town may appropriate money to a conservation fund. This money may be expended by the Conservation Commission for lawful conservation purposes as described in Massachusetts General Laws Chapter 40 Section 8C. The money may also be expended by the Conservation Commission for damages arising from an eminent domain taking provided that the taking was approved by two-thirds vote of Town Meeting.

Contingent Appropriation – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under Massachusetts General Laws Chapter 59 Section 21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual Town Meeting, voter approval of the contingent appropriation must occur by certain date after the Town Meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void.

Debt Exclusion – A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion

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question on the ballot requires a 2/3 vote of the entire Board of Selectmen. The debt exclusion question requires a majority vote by voters for passage.

Debt Exclusion Offset – Other funds that are used to reduce the amount of the debt paid by the tax levy. An example is a bond premium which is the difference between the market price of a bond and its face value. A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Debt Limit – The maximum amount of gross or net debt that is legally permitted under State Law.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. The Town of Needham has debt policies that have been developed in consultation with the Finance Committee and reviewed and approved by the Board of Selectmen.

Debt Service – The amount paid annually to cover the cost of both principal and interest on a debt issuance until its retirement.

Department - A service providing entity of the town government.

Division - A budgeted sub-unit of a department.

Encumbrance - Funds set aside from an appropriation to pay a known future liability.

Enterprise Fund – A municipal fund established for the operation of a municipal utility, health care, recreational, or transportation facility whereby the operations are fully funded by the fees associated with that enterprise rather than by the tax levy. The "surplus" or retained earnings generated by the operation of the enterprise remain with the fund to offset future capital improvements, extraordinary maintenance expenses, or to reduce future fees and charges of the fund.

Expenditure Account Code - An expenditure classification according to the type of item purchased or service obtained, for example, regular compensation, energy expense, communications, educational supplies, and vehicle equipment.

Fiscal Year - The twelve-month financial period used by the Town beginning July 1 and ending June 30 of the following calendar year. The Town's fiscal year is numbered according to the year in which it ends.

Fixed Assets – Assets of a long-term character, which are intended to continue to be held or used, such as land, building, and improvements other than buildings, machinery, and equipment.

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Free Cash – Free cash is the amount of the General Fund unassigned fund balance that may be used as a source to fund appropriations. The Massachusetts Department of Revenue certifies the amount of “free cash” resulting from closing the financial books as of June 30, the end of the fiscal year. Free cash may only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2012 certified amount may be used to fund supplemental appropriations voted during fiscal year 2013, or applied as a revenue source to support the fiscal 2014 appropriations that may be voted in the spring of 2013.

Full Faith and Credit – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

Full-time Equivalent Position or FTE - A concept used to group together part-time positions into full-time units.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources with all related liabilities, obligations, reserves, and equities that are segregated for specific activities or objectives. Among the fund types used by the Town are General, Special Revenue, Capital Projects, Trust, and Enterprise.

FY - Fiscal Year

GASB – This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

GASB 34 –GASB Statement Number 34 set new GAAP requirements for reporting major capital assets, including infrastructure such as roads, bridges, water and sewer facilities, and dams. The Town of Needham has implemented the Governmental Accounting Standards Board’s (GASB) Statement Number 34, Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring new entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

GASB 45 – The Town of Needham’s financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement Number 45 for other post employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post employment health care and other non-pension benefits, such as the Town’s retiree health benefit. Historically, the Town’s cost was funded on a pay-as-you-go basis. GASB 45 requires that the Town accrue the cost of the retiree health insurance and other post employment benefits during the period of employees’ active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

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Generally Accepted Accounting Principles (GAAP) - The basic principles of accounting and reporting applicable to state and local governments, including the use of the modified accrual or accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed to provide a basis of comparison for governmental units.

General Fund - The fund into which the general (non-earmarked) revenues of the municipality are deposited and from which money is appropriated to pay the general expenses of the municipality.

General Obligation Bonds - Bonds for the payment of which the full faith and credit of the issuing government are pledged.

Infrastructure - The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

Lease-Purchase Agreements - Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

Levy Limit - Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

Mandate - A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

Massachusetts Water Pollution Abatement Trust (MWPAT) - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act.

Massachusetts Water Resources Authority (MWRA) - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information. Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Note Payable - In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

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Official Statement - The municipal equivalent of a bond prospectus.

Operating Equipment -- Equipment that has a life expectancy of more than one year and a value of less than \$25,000 dollars. Equipment with a useful life of five or more years and a value greater than \$25,000 dollars is capital equipment.

Overlay Surplus - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. At the end of each fiscal year, unused overlay surplus is "closed" out to fund balance, in other words, it becomes a part of Free Cash (see Undesignated Fund Balance).

Override – A permanent increase of the Town's levy limit (but not the levy ceiling) when a majority of voters in an election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the ballot requires a majority vote of the Board of Selectmen.

Pay-As-You-Go – A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Pay-As-You-Use – A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

Performance Measure - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

Proposition 2 ½ - That measure which limits municipal property taxes to 2½ percent of the community's full and fair cash value (levy ceiling), and which limits the amount of revenue a municipality can raise through property taxes (levy limit) to 2½ percent each year, plus a factor for new growth. A municipality may exceed its levy limit in two ways: override or debt exclusion.

Provisional Capital – A capital request that is submitted by a department to identify a future need or obligation, but the department is not in the position to provide the necessary details so that the request can be evaluated.

Reserve Fund - An amount set aside annually by a vote of Town Meeting to provide a funding source for extraordinary or unforeseen expenditures. Only the Finance Committee can authorize transfers from the reserve fund. Any balance remaining in the reserve fund at the end of the fiscal year is "closed" out to fund balance and ceases to be available.

Special Revenue Fund - Used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or sources for major capital projects) that are legally restricted to expenditures for specific purposes. A special revenue fund is accounted for in the same manner as a General Fund.

Stabilization Fund – Massachusetts General Laws Chapter 40, Section 5B allows a municipality to appropriate annually to such fund

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an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The Treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated by Town Meeting. The appropriation may be used for any lawful purpose.

Technology Infrastructure - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

Trust Funds - Funds held by the Town in a fiduciary role, to be expended for the purposes specified by the donor.

Uniform Procurement Act – Enacted in 1990, Massachusetts General Laws Chapter 30B establishes uniform procedures for local government to use when contracting for supplies, equipment, services and real estate. The act is implemented through the Office of the Inspector General.

Addendum

School Committee Budget

The General By-laws of the Town of Needham require that the Town Manager's Proposed Annual Budget include the voted request of the School Committee if different from the number recommended in the Town Manager's balanced budget.

At its meeting on January 29, 2013, the Needham School Committee voted to approve a budget request for fiscal year 2014 of \$54,265,114. This request represents a \$3,152,433 – or 6.17% - increase over the FY2013 adopted budget of \$51,112,681.