

Proposed Annual Budget FY 2012

TOWN OF NEEDHAM



OFFICE OF THE TOWN
MANAGER

JANUARY 31, 2011

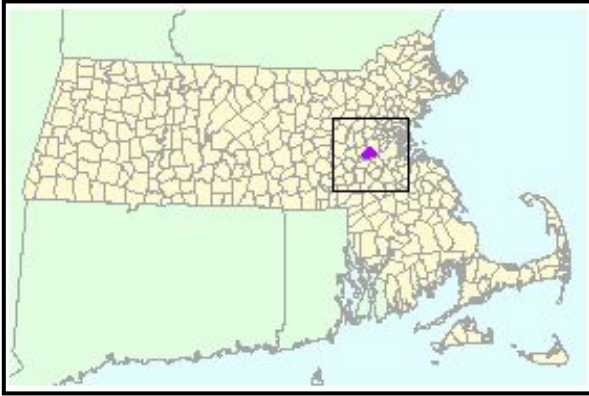


Reader's Guide to the Fiscal Year 2012 Budget

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 FY2012 – 2016 Capital Improvement Plan**, published as a separate document on January 4, 2011.
- ✚ 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.

Figure 1: Needham, Massachusetts

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.

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 (source: U.S. Census).

Resilient Needham: Finding a Way to Thrive in the “New Normal”

As required by the General By-laws of the Town of Needham, and after consultation with the Board of Selectmen, School Committee and Finance Committee, we present the Town’s sixth balanced budget proposal based on the principles of sustainability – meeting the needs of today without compromising the ability of future generations to meet their own needs, and resilience – withstanding the unexpected and continuing to provide high quality services.

The FY2011 budget was presented as the first year of a “bridge to 2013.” The budget message noted that a bridge is a structure carrying a pathway or roadway over a depression or obstacle, or a time, place or means of connection or transition. And, although many would prefer the bridge conversation to be over, we are – as expected – still traveling the bridge to 2013. There are indications, however, that revenue growth will begin to rebound in FY2013.

While our goal is to maintain our existing services to the extent possible given the level of revenue available for appropriation, our particular emphasis in the development of this budget has been fourfold: 1. to contain the rate of growth in RTS rates; 2. to more easily account for the challenge of meeting the growing regulation of the Town’s storm drain system; 3. to slow the rate of growth in legacy costs such as health insurance, pensions, and other post-employment benefits; and 4. to take steps to mitigate (and not worsen) the structural budget gap projected for fiscal year 2013. Specific proposals to meet these objectives are described below.

According to Merriam Webster, resilience is the ability to recover from or adjust easily to misfortune or change. To the extent that sustainability teaches us to live within our means, resilience moves us to a state in which we recognize that change is inevitable and helps us focus on the need to withstand the unexpected. “Ultimately, resilience emphasizes increasing our ability to withstand crises. Sustainability is a brittle state: Unforeseen changes (natural or otherwise) can easily cause its collapse. Resilience is all about being able to overcome the unexpected. Sustainability is about survival. The goal of resilience is to thrive.” ¹

In Needham, resilience is achieved by identifying potential risks and putting safeguards in place to meet those risks. For example, despite the most recent economic downturn and decades of financial uncertainty for municipal governments, the Town of Needham has made a truly extraordinary investment in public infrastructure during the past decade. As noted in the FY2012 – FY2016 Capital Improvement Plan, 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 is willing to forgo growth in programs and services that are needed and desired in order to fund improvements to buildings and other capital assets, such as roads, bridges, sidewalks, and sewer, drain and water infrastructure.

The community has made other spending choices that demonstrate this resilience such as establishing and funding multiple stabilization funds, ensuring adequate levels of retained earnings, fully funding its other post-employment benefits liability, refraining from using non-recurring revenue to support operations, reducing the assumed rate of return and length of funding schedule for the pension system, and implementing alternative service-delivery models to contain personnel-related costs. As with the decision to fund capital investment, such choices are made at the expense of growth in programs and services, and help the Town better weather periods of low revenue growth.

The evidence suggests that as difficult as these choices may be, Needham is in a resilient state. The 2010 Citizen Survey reveals that an overwhelming 96% of those surveyed rate the overall quality of life in Needham as good or excellent, 98% rate Needham as a place to live as good or excellent, and 96% of those surveyed indicated that they are somewhat or very likely to recommend Needham as a place to live – all of these ratings are far above the national norm. Across the board, services offered in Needham increased in satisfaction levels between 2008 and 2010 – the period of the greatest economic recession of our time.

Budget in Brief

The FY2012 General Fund operating budget totals **\$112,243,325** or **\$2,069,046** more than FY2011, representing growth of 2%.

Department spending requests were submitted to the Finance Committee in early December, 2010, and represent an increase of 3.4% over FY2011. Targeted reductions are recommended for some line items, and other lines are recommended for increase. In addition to the noted budget reductions, a total of \$632,313 in performance improvement requests was eliminated from the proposed budget. A few of these requests have been identified, in priority order, if funding becomes available.

The School Superintendent's submitted budget reflects an increase of 4.9% over the adjusted FY2011 budget, and identifies \$800,900 in Federal stimulus and other one-time sources to reduce expenditures in FY2012. We agree with the Superintendent's recommendation to use available funds to meet FY2012 expenses as part of the bridge to 2013, providing more time for the Town to devise strategies for continuing service delivery in FY2013.

However, as in FY2011, we recommend that the reliance on one-time funding be reduced as much as possible. As such, we have recommended that only **\$500,900** of the non-recurring revenue be used to support the operating budget in FY2012, and that **\$300,000** be allocated from the operating budget to support the Superintendent's request. We further recommend that there be a corresponding reduction of \$300,000 in cash capital allocated to the Public Schools, which the District can purchase with the balance of the non-recurring revenue identified for use in FY2012. This measure in turn enables us to recommend funding for other urgently needed capital equipment, specifically the first two items in the secondary cash capital category – Athletic Facility Improvements at Walker Gordon Field, and Snow and Ice Equipment.

Budgeting Best Practices

In developing the FY2012 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

In consultation with the Board of Selectmen, we have 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 FY2011, the primary goal of the Board of Selectmen in consideration of the FY2012 operating budget is the maintenance of existing Town services given the availability of revenue for appropriation. In addition to maintenance of existing services, the Board's priorities for FY2012 include:

1. 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.
2. 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.
3. Promote initiatives that contribute to the Town's economic vitality.
4. Support the stewardship of existing land and resources, including expansion of Town-owned open space for both active and conservation uses.
5. Enhancement and improvement of multi-modal transportation on a local and regional basis.
6. Promote initiatives that contribute to the appearance of the Town.

Budget Process

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

2.2.1 Operating Budget The Town Manager shall issue budget guidelines and instructions for all Town departments to submit their spending requests for the ensuing fiscal year. The Town Manager shall consult with the Finance Committee prior to the issuance of said guidelines and instructions. The Town Manager and School Superintendent will provide the Finance Committee with copies of their respective departmental spending requests on or before the 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

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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 FY2012 budget calendar is shown in Table 1.1.

Table 1.1
FY2012 Budget Calendar

Date			Activity
July	01	2010	Capital Submission Worksheet Review.
August	02	2010	Preliminary Capital Requests Due
August	17	2010	Town Manager budget consultation with Board of Selectmen.
September	21	2010	Town Manager budget consultation with Board of Selectmen.
September	22	2010	Town Manager budget consultation with the Finance Committee.
September	23	2010	Town Manager discussion of FY2012 budget season
September	30	2010	Final budget and capital guidelines and submission information released
October	29	2010	Department Spending Requests and Final Capital Requests Due
November	23	2010	Town Manager consultation with Board of Selectmen
December	08	2010	Department spending requests are due to Finance Committee from the Town Manager and School Superintendent
December	21	2010	Board of Selectmen Votes CIP Recommendation
January	04	2011	FY 2012 – FY 2016 Capital Improvement Plan is Distributed
January	05	2011	Town Manager Consultation with the School Committee
January	11	2011	Board of Selectmen opens the Annual Town Meeting Warrant
January	25	2011	Town Manager's Budget Presentation
January	31	2011	Town Manager's Budget is due to the Finance Committee
February	07	2011	Warrant articles for Annual Town Meeting are due to Board of Selectmen.
February	08	2011	Board of Selectmen closes the Annual Town Meeting Warrant.
February	22	2011	Finance Committee's FY 2012 draft budget is due to the Town Manager
March	15	2011	Finance Committee's recommendations are due for inclusion in the Annual Town Meeting Warrant.
April	12	2011	Town Election
May	02	2011	Annual Town Meeting Begins
July	01	2011	Start of Fiscal Year 2012

Budget guidelines were distributed to departments, boards, and committees on September 30, 2010, with spending requests due on October 29, 2010. 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 18, 2011. As the School Committee had not completed its deliberations by the release of this document, the voted budget of the School Committee will be included as an addendum, if it is different from that contained in this budget.

Departments were asked to use the following guidelines in preparing their requests:

Base Budget Request

The initial budget request reflects the amounts necessary to provide the same level of service in FY2012 as in FY2011. Spending requests include increases for contractual or mandated items, items subject to significant inflationary pressure, and/or any other item deemed appropriate by the Town Manager.

Performance Budget

Departments wishing to request additional funding did so under the performance improvement budget. These requests are identified on Form DSR4. Priority is given to performance improvement requests that are directly related to the identified goals and objectives of the department, the need for which can be demonstrated by performance measures and data, and those that demonstrate forward movement toward sustainability. When seeking performance improvement requests for additional headcount, department managers were required to include a detailed evaluation of other options for providing the proposed service, such as increased hours for other staff members, use of overtime, or use of contracted service providers. This was a critical component of the budget review process. The performance budget may also include items that were deleted from the level-service requests.

Personnel-Related Costs: Key Budget Driver

Because the primary product of local government is services, the operating budget is heavily weighted to salaries and other personnel-related costs. The balanced budget proposal includes the elimination of seven benefit-eligible positions. These reductions will, in general, have little impact on service delivery, but will positively impact the Town's Townwide expense and legacy costs. This represents a 2% reduction in full-time equivalent employees.

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Table 1.2
Full-time Equivalent Benefit-Eligible Positions
FY07 to FY 11

	Funded FY07	Funded FY08	Funded FY09	Funded FY10	Funded FY11	FY07-11 % Change
Town Manager/Selectmen	6.8	6.8	7.9	8.0	8.0	17.6%
Town Clerk	4.0	4.0	4.0	4.0	4.0	0.0%
Finance	21.0	21.0	21.0	21.0	21.0	0.0%
Police	58.0	58.0	58.0	58.0	58.0	0.0%
Fire	74.0	74.0	74.0	74.0	74.0	0.0%
Building	7.0	7.0	7.0	7.0	7.0	0.0%
DPW	87.0	87.0	88.0	89.0	89.0	2.3%
Public Facilities	50.5	52.7	53.2	53.8	53.8	5.9%
Health	4.4	4.6	4.6	4.6	4.6	4.5%
Human Services	8.1	8.1	8.3	8.3	8.3	2.4%
Planning & Community Development	3.3	4.9	4.9	4.9	5.6	114.0%
Library	14.0	14.0	14.0	14.0	14.0	0.0%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	0.0%
Total	342.1	346.1	348.9	350.6	351.3	2.7%
Needham Public Schools	580.8	607.2	607.6	621.4	618.5	6.5%

Source: 2010 Annual Town Meeting Warrant, FY2011 Proposed Annual Budget, FY2012 School Department Spending Request

The number of General Government full-time equivalent employees increased 2.7% from FY2007 to FY2011, but is proposed to decline by 2% in FY2012. The number of School Department FTE's has grown by 6.5% over that same period, partially attributable to the opening of the High Rock School in 2009 (see Table 1.2).

Approximately 75% of the Town's budget is allocated to personnel-related costs, including salary and wages, health insurance, retirement assessments, unemployment and workers compensation. The total increase in employee benefits and assessments costs for FY2012 is lower than might have been expected this time last year, as the Town's employees and bargaining units have actively participated in efforts to moderate salary growth and reduce legacy costs. All general government union and non-union employees received no cost-of-living increase in FY2011, and all have accepted new higher out-of-pocket, lower premium health care plans for new hires. On the School side, the Teacher's Union led the Department in this direction by migrating all of its members to the new "Rate Saver" plans, and the Town and the employees shared in the premium savings to allow the teachers to receive a 1% increase in FY2011.

While insurance rates are expected to increase by 5%, the health insurance portion of this budget is expected to decline by just under 1% due to the conversion of a significant number of subscribers to the "Rate Saver" plans. As of November 1, 2010, 325 (more than 40%) subscribers have enrolled in the lower-premium/higher out-of-pocket cost plans. Employee participation in the Town's group health

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insurance program continues to experience significant fluctuations. As evidenced in table 1.3, health insurance enrollment declined 1% from FY2010 to FY2011.

Table 1.3
Health Insurance Enrollment
FY2007 - 2011

Fiscal Year	Town	School	Total Actives	Retirees	Total Active & Retired
FY07	304	492	796	771	1,567
FY08	287	509	796	775	1,571
FY09	293	491	784	804	1,588
FY10	286	541	827	796	1,623
FY11	290	515	805	799	1,604

Total Change FY07-FY11	-5 %	5 %	1 %	4 %	2 %
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Total Change FY10-FY11	1 %	-5 %	-3 %	0 %	-1 %
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As noted on Table 1.4, annual increases in salary line items from FY2007 to FY2011 have generally met the Town's sustainability guideline by mirroring the historical annual increase in revenue (4.5% overall, 5.1% for the Needham Public Schools, and 3.4% for General Government departments).

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Table 1.4
Changes in Salary Line Items FY2007 – FY2011

	FY2007	FY2008	FY2009	FY2010	FY2011 Current	Average % Change
Board of Selectmen	488,912	504,290	586,099	630,398	639,739	7.1%
Town Clerk	251,009	258,026	276,327	263,081	282,308	3.1%
Town Counsel	64,637	65,464	66,989	68,664	68,664	1.5%
Personnel Board	1,641	1,601	1,641	1,128	600	-19.5%
Finance Department	1,262,829	1,291,273	1,296,242	1,326,597	1,342,043	1.5%
Finance Committee	27,209	28,547	29,261	29,993	27,493	0.4%
Total Municipal Administration	2,096,237	2,149,201	2,256,559	2,319,861	2,360,847	3.0 %
Police Department	4,256,517	4,307,656	4,529,149	4,771,895	4,884,190	3.5%
Fire Department	5,152,611	5,330,631	5,616,784	5,722,539	5,812,408	3.1%
Building Inspector	385,753	407,324	422,358	444,020	445,919	3.7%
Total Public Safety	9,794,881	10,045,611	10,568,291	10,938,454	11,142,517	3.3 %
Education	33,251,907	34,895,067	37,287,966	39,247,086	40,629,489	5.1 %
Public Works	2,962,632	2,971,552	3,137,945	3,258,049	3,393,323	3.5 %
Public Facilities	2,432,903	2,540,529	2,608,373	2,875,501	2,870,212	4.3 %
Planning Department	137,811	188,469	196,791	207,833	215,547	12.6%
Community Development	64,255	86,677	92,366	97,829	99,338	12.2%
Total Development	202,066	275,146	289,157	305,662	314,885	12.5 %
Health Department	318,046	344,624	364,066	377,408	383,012	4.8%
Human Services	468,797	469,698	501,839	525,393	487,240	1.1%
Needham Public Library	963,323	1,000,410	1,033,541	1,075,014	1,072,844	2.7%
Park & Recreation Department	411,918	423,651	430,134	441,142	443,185	1.9%
Total Community Services	2,162,084	2,238,383	2,329,580	2,418,957	2,386,281	2.5 %
Total	52,902,710	55,115,489	58,477,871	61,363,570	63,097,554	4.5%
Total General Government	19,650,803	20,220,422	21,189,905	22,116,484	22,468,065	3.4%

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

Primarily attributable to a reduction in debt service and employee benefits and assessments, the change in the Townwide expense category is a .5% decline from FY2011 to FY2012.

The **Casualty, Liability and Self-Insurance** line has been level funded. We anticipate that the base premium will not be more than 2.5% over the current fiscal year. The Town Hall is scheduled to re-open in FY2012, while a portion of the Newman School coverage will be reduced during the planned construction. The Town will be required to cover the modular units to be placed at Newman. However, we expect that an increased premium will be offset by on-going loss control efforts that earn premium credits.

General Fund Debt Service reflects the amounts to be paid on current and authorized but not issued debt, and includes both general fund debt service within the levy and excluded debt. For the first time, this budget includes a line for debt

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service supported by Community Preservation Funds. Of the total budget of \$10,843,572, \$7,422,275 or 68% is allocated for excluded debt approved by the voters for major capital projects such as the Newman School, High School, Library, High Rock School, Broadmeadow School, and Eliot School. This line decreased by 4.9% over FY2011 (or 7.6% decrease excluding CPA-supported debt).

Employee Benefits and Employer Assessments includes group insurance, payroll taxes, unemployment, workers compensation, and related benefit costs for Town and School employees. The balanced budget includes a proposed 1% increase. While insurance rates are expected to increase by 5%, the health insurance portion of this budget is expected to decline by just under 1% due to the conversion of a significant number of subscribers to the so-called "Rate Saver" plans. As of November 1, 2010, 325 (or more than 40% of subscribers) have enrolled in the lower-premium/higher out-of-pocket cost plans. This is due primarily to an agreement with the school teachers (Unit A). The Town agreed to share half the savings resulting from the conversion with the teachers. In addition, the Town has agreed to fund a Health Reimbursement Arrangement program to provide a "safety net" for employees for the next three years. Based on the proposed elimination of seven benefit-eligible employees, we have recommended a **\$50,000** reduction in the health insurance line. We continue to be concerned about the level of reserves for the Town's workers compensation program, and have recommended that an additional **\$50,000** be allocated to this program line. In addition, we have recommended that the fund be replenished via a special warrant article, possibly over the next several years, as outlined below.

Retirement Assessments includes funding for Town's share of pension costs for non-contributory and contributory retirees. The funded status of the system was 78.2% on January 1, 2010, up from 73.7% the year before. It is anticipated that the system will be fully funded no later than 2027 (one year earlier than the 1/1/09 projection). The historical rate of return since the inception of the system (9% as of 9/30/10) remains favorable and above the required rate of return for actuarial purposes. However, due to the level of uncertainty about future returns, the Retirement Board also adopted a funding schedule that reduces the required rate of return from 8.25% to 8%. The proposed funding is 3.1% higher than the FY2011 appropriation.

The **Retiree Insurance and Insurance Liability Fund** line provides both the "pay-as-you-go" benefits for current retirees, and funding of the Town's post-employment benefit liability (commonly known as "OPEB"). The Town combined retiree insurance and OPEB liability into one line in accordance with an actuarial funding schedule beginning in FY2008. As of July 1, 2009, the Town's Unfunded Actuarial Liability was \$43,879,643, with a funded ratio of 10.2% (as compared to a UAL of \$43,596,991 and a funded ratio of 6.6% as of July 1, 2007). The conversion of a large percentage of existing employees and most new hires to the Rate Saver plans will have a positive impact on the Town's OPEB liability. This line item is projected to increase by 7.7% based on the actuarial funding schedule.

The **Classification, Performance and Settlements** line provides a reserve for funding General Government personnel-related items as they occur during the year. The Town has only one collective bargaining agreement that is settled for FY2012, and the Classification, Performance and Settlements line includes a placeholder amount. The Classification, Performance and Settlements line has been increased by \$172,000.

The Finance Committee evaluates recent spending and a five year average when establishing a recommendation for the **Reserve Fund**. Although the submission for FY2012 was \$1,500,000 a reduction of **\$388,502** is recommended in the balanced budget proposal. This reduction is reflective of the fact that several items that have been traditional draws on the Reserve Fund – fire overtime, legal services, and snow and ice – have been increased in the balanced budget proposal in the amount of \$336,500.

General Government

Board of Selectmen/Town Manager The Town Manager/Board of Selectmen's budget increased .2% from FY2011 to FY2012.

Town Clerk/Board of Registrars This budget is proposed to be 1.2% less than FY2011, attributable primarily to the fact that there is one fewer election planned for FY2012.

Town Counsel The balanced budget proposal includes an increase of **\$36,500** in the Legal budget based on historical spending in this program. A similar request was deferred in FY2011.

Personnel Board This line item is level-funded for FY2012.

Finance Department The recommended increase to the Finance Department budget is 2.4% attributable primarily to the full-year funding of the Assistant Town Accountant position (funded for ½ year in FY2011), changes in personnel, and increasing licensing fees. Several performance improvement requests have been deferred, including a part-time department specialist in Accounting (\$18,306), and copy and mail support services (\$16,204). A study of financial application options proposed for a special warrant article has also been deferred.

Finance Committee The recommended increase to the Finance Committee budget is 2.9%.

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 Director of Planning and Community Development oversees both the Planning budget and the Community Development budget. The full implementation of the consolidation, which included the addition of a part-time administrative assistant shared between the two budgets, as well as salary increases for a relatively new workforce hired at the lower end of the pay scale, is reflected in the atypical increase in the two budgets. The Planning Budget is proposed to increase 7.3% and the Community Development budget is proposed to increase 8.3%. While the FY2011 to FY2012 increase is higher than most other departments, the proposed increase reflects our prioritization of these departments which have historically been underfunded. In keeping with the consolidation plan, this budget assumes an allocation of targeted wetlands funds to support the Director of Conservation.

Public Safety

The Police Department budget is 1% lower than FY2011. The Department continues to experience employee turnover as veteran police officers retire and new recruits are hired at lower salaries. Another factor in the reduction of this budget is that the FY2012 vehicle replacement schedule includes one fewer vehicle than the FY2011 schedule. The recommended budget for the Police Department is **\$4,000** less than the submitted request, reflecting a change to the parking enforcement operation. The full-time, benefit-eligible parking enforcement attendant position has been eliminated, and parking enforcement duties have been assigned to traffic crossing guards. This budget will allow for 30 hours per week of parking enforcement activities.

Fire Department The recommended Fire Department budget is 4.4% higher than FY2011, and includes funding associated with the settled Fire Union contract for FY2012. Over the past several years, the Fire Department has managed to operate with an overtime appropriation that is significantly lower than that which is required by using savings associated with employee turnover to fund the needed shift filling. During periods when staff turnover is low or non-existent, this shifting of salary funds is not possible. This budget includes the elimination of two full-time, benefit-eligible firefighter positions with a corresponding transfer of **\$122,500** from the regular salary line to the overtime line. Moreover, the Department has included in its budget submissions for many years the actual overtime need which is significantly more than the budgeted \$445,000 – the same amount that was appropriated in 1986. The balanced budget proposal includes an additional increase to the overtime line of **\$100,000** to more closely approximate historical and projected spending.

Building Department The recommended budget for the Building Department is 1.4% higher than FY2011. A performance improvement proposal to increase the hours of the Sealer of Weights and Measures from 9.38 to 15 hours per week (\$7,593), and a proposal to add an additional local building inspector (\$53,008) have been deferred. A proposal for a special warrant article to begin the accreditation process (\$4,000) has also been deferred. Building Department activity continues unabated, and these items will be re-evaluated in FY2013.

Education

Minuteman School The Town has received a preliminary assessment from the Minuteman School which is \$193,420 higher than the FY2011 assessment (**\$126,948** higher than the original FY2012 estimate), based primarily on the increase in students attending the school from Needham.

Needham Public Schools The balanced budget includes the Superintendent's submitted budget request. As discussed above, the balanced budget also includes an additional **\$300,000** to reduce the Department's reliance on one-time revenue to fund on-going operations, with a proposed reallocation of this funding for cash capital. After the submission of the spending request, the Superintendent identified a need for additional funding to supplement the Special Education program. This balanced budget recommendation includes an additional appropriation of **\$105,000**

for that purpose. Finally, the budget has been increased by **\$17,557** to account for a transfer of responsibility for the School Department's Internet broadband service from the Public Facilities budget, where there is a corresponding decrease.

At the time of the release of this document, the School Committee had not completed its review of the budget. The recommendation of the School Committee will be appended to this document when it is available, if it is different from the recommendation contained in this balanced budget.

Public Works

The submitted Public Works base budget shows a reduction of 2% which is reflective of a decision to transfer the drains program from the General Fund to the Sewer Enterprise Fund, as will be described more fully below. The base budget was further reduced by a total of **\$86,985**, for a decrease over FY2011 of 3.8%. The Parks and Forestry budget was reduced by **\$109,944** by the elimination of two full-time, benefit eligible employees and two temporary seasonable positions. The Parks and Forestry budget was increased by **\$55,000** to allow for hiring contractors to spread fertilizer on high visibility and high use fields, and to mow and trim all school grounds. Because mowing and trimming activities cannot occur until after school hours (after the regular DPW work day), the use of contracted services is a more effective and economical solution. The budget also includes a **\$20,000** increase to the Parks and Forestry supply line for the purchase of fertilizer to implement a natural turf nutritional program. The total Parks and Forestry budget reduction is **\$34,944**. The proposed budget includes a reduction of **\$40,985** reflecting the transfer of the department specialist who supports the water billing system to the Water Enterprise Fund. The proposed budget also includes an **\$11,056** reduction from the General fund vehicle supplies line.

The balanced budget proposal includes the reallocation of the drain/NPDES program from the operating budget to the Sewer Enterprise Fund budget. The drains program has always operated as an integral part of the Water and Sewer Division, with many employees allocating a portion of their work to the drains program. The FY2012 budget proposal allocates the responsibility to the programs in a more precise and transparent way. The inclusion of the drains program in the Sewer Enterprise Fund is also a structural accounting change – instead of budgeting a portion of several employees in the operating budget, the Town will determine that portion of the Water and Sewer budgets that is attributable to drains and will transfer that amount to the Enterprise Funds for General Fund services.

The purpose of National Pollutant Discharge Elimination System (NPDES) is the improvement of waterways. For Needham, this includes the Charles River, brooks and ponds. The current NPDES requirement is for the identification, cataloging, and improvement of the drainage system, and for the reduction of pollutants in waterways. Pursuant to our current NPDES permit, all streets and parking lots are swept twice per year to improve the cleanliness of the runoff entering the drain system. Catch basins are cleaned on a rotating basis which requires proper disposal of the street sweepings and catch basin cleanings. The Town also inspects, flushes, and repairs drainage pipes as needed, and replaces catch basins in an effort to improve water quality.

Fiscal Year 2012 Proposed Budget

The new requirements, which are not yet finalized, are likely to add testing of water quality at all outfalls, identifying and eliminating illicit discharge, and reducing pollutants identified by EPA. The Town would be required to enhance sweeping using vacuum sweepers, and install and monitor expensive and maintenance-intensive pollutant control structures and/or made-man wetlands. The Town will be required to demonstrate implementation of the reduction of pollutants to EPA limits through testing. Failure to comply with the new requirements will result in fines. There may also be requirements above and beyond EPA requirements within the Charles River watershed. Clearly, increased regulation of the type under consideration in the NPDES program will have a significant impact on the Town's operating budget.

Performance Improvement budget requests submitted by the Department of Public Works that have been included on the Performance Budget include Memorial Park and DeFazio Park fencing (\$17,650), crowd control fencing (\$11,400), and re-taking and monumentation of street layouts (\$25,000). Performance improvement requests that have been deferred include landscape beautification (\$17,000), school grounds staffing (\$83,549), GIS monument grid system (\$10,000), and highway and traffic controls (\$250,000).

Municipal Parking The Town's relationship with the MBTA for management of the Needham commuter lots will change in the winter of 2011, with the "T" assuming responsibility for management of the lots and collection of fees. The municipal parking line has been reduced by \$227,900, with the balance – \$55,000 to support expenses associated with the Town's municipal lots, and a reserve for the possibility of leasing additional spaces in the Needham Center lot that are currently used for commuter parking. The Town and the MBTA are in discussions about this concept and no agreement has yet been finalized.

Municipal Streetlight Program The Municipal Streetlight Program budget increased by 1.1% over FY2011, attributable to increases in energy costs and upgrades to the lighting system.

Public Facilities

The recommended base budget for Public Facilities is 4.6% higher than the FY2011 budget. The Public Facilities Operations base budget has been reduced by \$50,000 to reflect refined estimates of energy use in the Town's newest facilities. The budget request has also been reduced by \$17,557 to reflect the transfer of the Internet broadband system expense to the School Department. A request for \$50,508 for the addition of a shift supervisor will be accomplished by reallocation of an existing position. A request for \$42,607 for Internet bandwidth expansion has been deferred, as the funding for this service is proposed to be transferred to the School Department budget.

Human Services

Health Department The recommended budget for the Health Department reflects a .5% increase over the FY2011 budget. Requested increases of \$2,160 for additional hours for the Public Health Program Coordinator and \$1,500 proposed for

Fiscal Year 2012 Proposed Budget

professional development have been deferred. The Health Department continues to provide services supported by grants that are not reflected in the operating budget.

Human Services The Human Services budget declined by \$157 from FY2011 to FY2012. The budget is reflective of the implementation of the West Suburban Veterans' Services District with the towns of Needham, Wellesley and Weston. The Town of Wellesley is the host community for the District and the Town of Needham pays an assessment to the District for its participation, based on population.

Historical Commission No change is recommended for the Historic Commission budget in FY2012.

Commission on Disabilities No change is recommended for the Commission on Disabilities budget in FY2012.

Public Library Given recent changes in staffing, the Library Director has elected to eliminate a full-time administrative specialist and fund a part-time administrative specialist, a part-time children's librarian, additional circulation desk help, and an additional page to assist with network transfers. This allocation reduces the Town's benefit-eligible employee count by one, and funds three of the Library's long-standing requests for performance funding. 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. We continue to recommend that these services be converted to Town funding over a period of several years. The Library's submitted budget, which is 1% lower than FY2011, falls short of the amount needed for certification by the Massachusetts Board of Library Commissioners. While the Town can seek a waiver from the requirement, the balanced budget proposal includes performance funding of the shortfall – **\$30,802** – to support the Library's collection materials. This is a recurring cash capital item that is now proposed for inclusion in the Library's operating budget. The recommended budget is 1.4% higher than FY2011.

The amount of \$10,324 to convert the children's library function to be funded entirely through the operating budget and \$13,579 to support the existing 9:00 a.m. opening of the Library are included in the Performance Budget. Two requests for the Needham Public Library have been deferred: \$725 for museum pass software and \$1,200 for "Bookletters" software.

Park and Recreation The Park and Recreation budget declined by .5% from FY2011.

Memorial Park No change is proposed for the Memorial Park budget for FY2012.

Fiscal Year 2012 Proposed Budget

Table 1.5
Town Manager
FY2012 Changes to General Fund Operating Budget Requests

Item	Department	Budget Reductions	Budget Increases	Other Budget Sources
Reserve Fund Reduction	Townwide Expenses	(\$388,502)		
Employee Benefits Reduction	Townwide Expenses	(\$50,000)		
Professional Services Increase	Legal Department		\$36,500	
Parking Enforcement Position Elimination	Police Department	(\$4,000)		
Increased Salaries - Overtime	Fire Department		\$100,000	
Reduce Parks and Forestry Staff 2 FTE, 2 PT	Public Works	(\$109,944)		
Increase Parks and Forestry Services			\$55,000	
Increase Parks and Forestry Supplies (Turf)			\$20,000	
Reduce Vehicle Supplies	Public Works	(\$11,056)		
Transfer Administrative Specialist to Water	Public Works			\$40,985
Change in MBTA Lot Management	Municipal Parking	(\$227,900)		
Reduce Energy Projection Estimate	Public Facilities/Operations	(\$50,000)		
Transfer Broadband Services	Public Facilities/Operations	(\$17,557)		
Collection Materials/Minimum Budget	Public Library		\$30,802	
Reduction in Use of One-Time Funds	Public Schools		\$300,000	
SPED Increase	Public Schools		\$105,000	
Transfer Broadband Services	Public Schools		\$17,557	
Increased Assessment	Minuteman		\$126,948	

Table 1.6
Town Manager
Performance Budget Items Not Included in Balanced Budget Proposal
Priority Order – Operating Budget

Item	Department	Amount
9:00 a.m. Opening in the Operating Budget	Public Library	\$13,579
Part-time Children's Librarian	Public Library	\$10,324
Memorial and DeFazio Fencing	Public Works	\$17,650
Street Layouts	Public Works	\$25,000
Crowd Control Fencing	Public Works	\$11,400

* Included in Balanced Budget Proposal

Total	\$77,953
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Beyond the General Fund Operating Budgets

Capital Budget Summary

The focus of this document is the FY2012 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2012 – FY2016 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2012 – FY2016 CIP. An integral part of the balanced budget proposal contained herein, however, is the funding of capital and other non-recurring items (financial warrant articles) with non-recurring revenue. This budget continues the effort to minimize the Town’s reliance on free cash to support on-going operations by limiting such use to no more than 2% of the prior year’s appropriated departmental budgets, or the actual turn back, whichever is lower.

The general fund cash capital recommendation is broken into two components – primary (\$1,711,359) and secondary (\$733,100). Secondary cash capital is considered part of the performance budget and is recommended only if additional revenue, not yet identified, becomes available. A priority listing of secondary cash capital items is found in Table 1.7.

Table 1.7
Town Manager
Performance Budget FY2012
Priority Order – Capital Budget

Item	Department	Amount
Athletic Facility Improvements/Walker Gordon*	Public Works	\$137,500
Snow and Ice Equipment*	Public Works	\$165,000
Large Specialty Equipment	Public Works	\$139,000
Construction Equipment	Public Works	\$39,700
School Technology	Public Schools	\$201,900
Total		\$683,100

* Included in Tier 1 Cash Capital as part of this Budget Proposal

Enterprise Fund Summary

RTS The RTS budget includes both short and long-term measures to help align revenue with expenses. RTS user fees were increased in 2010 and 2011 as non-fee revenue continued to drop dramatically. Also in FY2011, the sticker fee structure was realigned, to include an increase in the primary sticker and the availability of additional stickers at \$10 each.

Fiscal Year 2012 Proposed Budget

In the short-term, we propose that **\$200,000** in retained earnings be used to support the RTS budget for FY2012. This measure is intended to mitigate the loss of recycling and miscellaneous revenue that has decreased sharply during the current recession. The long-term proposal is to reduce the RTS operating budget by **\$65,000** without changing the service delivery model. The proposed reductions include **\$20,000** from the allocated reserve fund, **\$15,000** from operating capital, and **\$30,000** from expenses. The recommended RTS Enterprise Fund Budget is .3% lower than the FY2011 budget.

Sewer The recommended Sewer Enterprise Fund budget is 7.5% higher than FY2011. The majority of this increase is attributable to the reallocation of the Drain/NPDES program from the operating budget to the Sewer Enterprise Fund budget, as previously discussed. The submitted sewer budget has been reduced by **\$61,879** to account for a reallocation of the assistant superintendent position (one assistant superintendent is funded in the Sewer budget and one in the Water budget), and the division superintendent position, which is allocated 50% to the Sewer Budget and 50% to the Water budget. The MWRA Assessment line has been level-funded as the Town's 2012 assessment is not yet available. Any increase in the assessment is proposed to be funded through retained earnings.

Water The recommended Water Enterprise Fund budget is 1.1% higher than the FY2011 budget. The submitted budget has been reduced by **\$58,409** to account for new estimates of the cost of electricity. The budget has been increased by \$56,950 to account for the reallocation of the assistant superintendent and division superintendent positions as noted above. In addition, the position of administrative specialist in the Administration Division of the Department of Public Works has been transferred to the Water Department budget, as support for water administrative work and billing. This transfer will not result in an increase in FTE's in the Water Enterprise Fund, as one benefit-eligible position will be eliminated. The MWRA Assessment line has been level-funded as the Town's 2012 assessment is not yet available. The anticipated increase in this line is proposed for funding through Water Enterprise Fund receipts.

Community Preservation

The administrative budget of the Community Preservation Fund is unchanged from FY2011.

Other Financial Warrant Articles

Compensated Absences Fund

As in fiscal year 2011, given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year. 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.

Senior Corps Program

The balanced budget includes **\$15,000** funding for the Senior Corps Program, unchanged from the FY2011 budget. The Senior Corps program provides an opportunity for qualified elderly or disabled property owners to work up to 100 hours

for the Town. Over the last 10 years, the appropriation has ranged from \$7,500 to \$10,000. The Senior Corps Program has averaged 14 participants over the last ten year period and 17 participants in the last four year period. The requested appropriation will support 18 participants.

Property Tax Relief Fund

The balanced budget includes **\$15,051** 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 \$15,051 in fiscal year 2010.

Workers' Compensation Fund

The balanced budget proposal includes **\$150,000** to replenish the Workers' Compensation Fund which 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. Typically, the source of funds for this account is any remaining balances in the workers compensation line item contained in employee benefits. The workers compensation line was level-funded from FY2000 to FY2011 when it was increased by \$15,000. Due to increases in salaries and expenses over the past decade, and the resolution of several long-standing cases, the fund balance has been declining and is close to being depleted. The target balance for the fund is \$800,000.

GF/RTS Contribution

The balanced budget includes a **\$547,673** contribution to the RTS Enterprise Fund. 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.

Capital Reserve Funds

No recommendations for appropriation to the Town's two capital reserve funds is included in the balanced budget proposal, as funds available for such appropriation are typically identified later in the budget process and presented to Town Meeting each fall. 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.

This balanced budget proposal is promulgated prior to the start of the budget process for the Commonwealth. As revenue estimates are refined in the winter and

Fiscal Year 2012 Proposed Budget

spring, we will work with the various Town boards and committees in preparing the final budget to be presented to Town Meeting.

These are certainly challenging times for local government. I continue to be impressed with the courageous commitment to sustainability that has been demonstrated by the Board of Selectmen, School Committee, Finance Committee, Town Meeting, and ultimately the community, and am confident that together we can meet the challenges that remain ahead.

We are fortunate as a community 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 Town of Needham.

Kate Fitzpatrick

Town Manager

¹ “The Next Big Thing: Resilience,” James Cascio, Foreign Policy Magazine, May/June 2009

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Town of Needham									
Department Spending Requests									
Description	FY2011 Current Budget (12/2010)	FY2012 Base Request	FY2012 DSR4 Request	FY2012 Total Budget Request	FY2012 % Change from FY2011	FY2012 Town Manager Balanced Budget	FY2012 \$ Change from FY2011	FY2012 % Change from FY2011	FY2012 \$ Change from FY2012 Request
Town Wide Expense									
Casualty, Liability and Self Insurance Program	525,000	525,000		525,000		525,000			
Debt Service - General Fund	11,406,472	10,843,572		10,843,572	-4.9%	10,843,572	(562,900)	-4.9%	
Employee Benefits and Employer Assessments	10,089,125	10,241,203		10,241,203	1.5%	10,191,203	102,078	1.0%	(50,000)
Retirement Assessments	4,612,378	4,755,475		4,755,475	3.1%	4,755,475	143,097	3.1%	
Retiree Insurance Program & Insurance Liability Fund	3,626,375	3,906,275		3,906,275	7.7%	3,906,275	279,900	7.7%	
Classification, Performance and Settlements	30,000	202,000		202,000	573.3%	202,000	172,000	573.3%	
Reserve Fund	1,534,363	1,500,000		1,500,000	-2.2%	1,111,498	(422,865)	-27.6%	(388,502)
Group Total	31,823,713	31,973,525		31,973,525	0.5 %	31,535,023	(288,690)	-0.9 %	(438,502)

Town of Needham									
Department Spending Requests									
Description	FY2011 Current Budget (12/2010)	FY2012 Base Request	FY2012 DSR4 Request	FY2012 Total Budget Request	FY2012 % Change from FY2011	FY2012 Town Manager Balanced Budget	FY2012 \$ Change from FY2011	FY2012 % Change from FY2011	FY2012 \$ Change from FY2012 Request
Board of Selectmen & Town Manager									
Personnel	639,739	646,680		646,680		646,680	6,941		
Expenses	161,450	156,433		156,433		156,433	(5,017)		
Operating Capital									
Total	801,189	803,113		803,113	0.2 %	803,113	1,924	0.2 %	
Town Clerk and Board of Registrars									
Personnel	282,308	279,390		279,390		279,390	(2,918)		
Expenses	39,270	38,290		38,290		38,290	(980)		
Total	321,578	317,680		317,680	-1.2 %	317,680	(3,898)	-1.2 %	
Town Counsel									
Personnel	68,664	68,664		68,664		68,664			
Expenses	193,500	193,500	36,500	230,000		230,000	36,500		
Total	262,164	262,164	36,500	298,664	13.9 %	298,664	36,500	13.9 %	
Personnel Board									
Personnel	600	600		600		600			
Expenses	11,000	11,000		11,000		11,000			
Total	11,600	11,600		11,600		11,600			
Finance Department									
Personnel	1,342,043	1,385,756	34,510	1,420,266		1,385,756	43,713		(34,510)
Expenses	734,889	741,605		741,605		741,605	6,716		
Operating Capital	37,500	37,500		37,500		37,500			
Total	2,114,432	2,164,861	34,510	2,199,371	4.0 %	2,164,861	50,429	2.4 %	(34,510)
Finance Committee									
Personnel	27,493	28,382		28,382		28,382	889		
Expenses	1,125	1,075		1,075		1,075	(50)		
Total	28,618	29,457		29,457	2.9 %	29,457	839	2.9 %	
General Government Group	3,539,581	3,588,875	71,010	3,659,885	3.4 %	3,625,375	85,794	2.4 %	(34,510)
Planning Department									
Personnel	215,547	232,476		232,476		232,476	16,929		
Expenses	16,460	16,460		16,460		16,460			
Total	232,007	248,936		248,936	7.3 %	248,936	16,929	7.3 %	
Community Development									
Personnel	99,338	108,584		108,584		108,584	9,246		
Expenses	11,858	11,858		11,858		11,858			
Total	111,196	120,442		120,442	8.3 %	120,442	9,246	8.3 %	
Land Use & Development Group	343,203	369,378		369,378	7.6 %	369,378	26,175	7.6 %	

Town of Needham									
Department Spending Requests									
Description	FY2011 Current Budget (12/2010)	FY2012 Base Request	FY2012 DSR4 Request	FY2012 Total Budget Request	FY2012 % Change from FY2011	FY2012 Town Manager Balanced Budget	FY2012 \$ Change from FY2011	FY2012 % Change from FY2011	FY2012 \$ Change from FY2012 Request
Police Department									
Personnel	4,884,190	4,863,711		4,863,711		4,859,711	(24,479)		(4,000)
Expenses	248,339	239,858		239,858		239,858	(8,481)		
Operating Capital	146,888	125,891		125,891		125,891	(20,997)		
Total	5,279,417	5,229,460		5,229,460	-0.9 %	5,225,460	(53,957)	-1.0 %	(4,000)
Fire Department									
Personnel	5,812,408	5,995,891		5,995,891		6,095,891	283,483		100,000
Expenses	259,238	240,683		240,683		240,683	(18,555)		
Operating Capital									
Total	6,071,646	6,236,574		6,236,574	2.7 %	6,336,574	264,928	4.4 %	100,000
Building Inspector									
Personnel	445,919	452,113	58,101	510,214		452,113	6,194		(58,101)
Expenses	15,682	16,095	2,500	18,595		16,095	413		(2,500)
Total	461,601	468,208	60,601	528,809	14.6 %	468,208	6,607	1.4 %	(60,601)
Public Safety Group	11,812,664	11,934,242	60,601	11,994,843	1.5 %	12,030,242	217,578	1.8 %	35,399
Minuteman	369,261	435,733		435,733	18.0 %	562,681	193,420	52.4 %	126,948
Needham Public Schools	46,541,078	48,810,714		48,810,714	4.9 %	48,432,371	1,891,293	4.1 %	(378,343) see note
Needham Public Schools (one-time)						500,900			500,900 see note
Department of Public Works									
Personnel	3,393,323	3,176,134	267,049	3,443,183		3,025,205	(368,118)		(417,978)
Expenses	1,308,056	1,224,151	167,550	1,391,701		1,288,095	(19,961)		(103,606)
Operating Capital	5,500	6,700		6,700		6,700	1,200		
Snow and Ice Budget	200,000	400,000		400,000		400,000	200,000		
Total	4,906,879	4,806,985	434,599	5,241,584	6.8 %	4,720,000	(186,879)	-3.8 %	(521,584)
Municipal Parking Program									
Program Total	282,900	282,900		282,900		55,000	(227,900)	-80.6 %	(227,900)
Municipal Lighting Program									
Program Total	253,300	256,000		256,000	1.1 %	256,000	2,700	1.1 %	
Public Works Group	5,443,079	5,345,885	434,599	5,780,484	6.2 %	5,031,000	(412,079)	-7.6 %	(749,484)
Department of Public Facilities									
Personnel	2,870,212	3,058,620	50,508	3,109,128		3,058,620	188,408		(50,508)
Expenses	4,509,505	4,734,492	42,607	4,777,099		4,666,935	157,430		(110,164)
Operating Capital	7,645						(7,645)		
Total	7,387,362	7,793,112	93,115	7,886,227	6.8 %	7,725,555	338,193	4.6 %	(160,672)
Public Facilities Group	7,387,362	7,793,112	93,115	7,886,227	6.8 %	7,725,555	338,193	4.6 %	(160,672)
						152,222	7,539,584		8,038,449

Town of Needham									
Department Spending Requests									
Description	FY2011 Current Budget (12/2010)	FY2012 Base Request	FY2012 DSR4 Request	FY2012 Total Budget Request	FY2012 % Change from FY2011	FY2012 Town Manager Balanced Budget	FY2012 \$ Change from FY2011	FY2012 % Change from FY2011	FY2012 \$ Change from FY2012 Request
Health Department									
Personnel	383,012	385,301	2,160	387,461		385,301	2,289		(2,160)
Expenses	76,829	76,829	1,500	78,329		76,829			(1,500)
Total	459,841	462,130	3,660	465,790	1.3 %	462,130	2,289	0.5 %	(3,660)
Human Services									
Personnel	487,240	493,873		493,873		493,873	6,633		
Expenses	77,160	70,370		70,370		70,370	(6,790)		
Total	564,400	564,243		564,243	0.0 %	564,243	(157)	0.0 %	
Commission on Disabilities									
Personnel									
Expenses	550	550		550		550			
Total	550	550		550		550			
Historical Commission									
Personnel									
Expenses	1,050	1,050		1,050		1,050			
Total	1,050	1,050		1,050		1,050			
Needham Public Library									
Personnel	1,072,844	1,059,646	60,309	1,119,955		1,059,646	(13,198)		(60,309)
Expenses	260,843	261,259	31,925	293,184		292,061	31,218		(1,123)
Total	1,333,687	1,320,905	92,234	1,413,139	6.0 %	1,351,707	18,020	1.4 %	(61,432)
Parks and Recreation Department									
Personnel	443,185	440,395		440,395		440,395	(2,790)		
Expenses	110,875	110,875		110,875		110,875			
Total	554,060	551,270		551,270	-0.5 %	551,270	(2,790)	-0.5 %	
Memorial Park									
Personnel									
Expenses	750	750		750		750			
Total	750	750		750		750			
Community Services Group	2,914,338	2,900,898	95,894	2,996,792	2.8 %	2,931,700	17,362	0.6 %	(65,092)
Department Budgets	78,350,566	81,178,837	755,219	81,934,056	4.6 %	80,708,302	2,357,736	3.0 %	(1,225,754)
Town Wide Expense Group	31,823,713	31,973,525		31,973,525	0.5 %	31,535,023	(288,690)	-0.9 %	(438,502)
Total General Fund Operating Budget	110,174,279	113,152,362	755,219	113,907,581	3.4 %	112,243,325	2,069,046	1.9 %	(1,664,256)

Fiscal Year 2012 Proposed Budget

Revenue Summary

Town of Needham
Revenue Summary
Table 2.1

Description *	FY2010 Recap	FY2011 Recap	FY2012 Estimate	\$ Change	% Change
General Fund	108,896,090	114,561,620	115,533,886	972,266	1%
Enterprise Funds	16,232,419	16,492,878	15,964,357	(528,521)	-3%
CPA	9,063,224	2,065,199	1,940,000	(125,199)	-6%
Total Revenues	134,191,733	133,119,697	133,438,243	318,546	0 %

* 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 **\$115,148,213** (Table 2.2) **or approximately \$1.6 million more than FY2011**. Revenue from property tax is estimated to grow by approximately \$2.6 million; state aid to decrease by \$49,676, and local receipts to decrease by \$153,664. The amount from Other Available Funds will be lower by more than \$1.2 million. The Free Cash certified by the Department of Revenue is \$187,768 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.

Summary of General Fund Resources
Table 2.2

Description	FY2008 Actual	FY2009 Actual	FY2010 Actual #	FY2011 Budget	FY2012 Estimate	\$ Change	% Change
Property Taxes	77,188,642	81,472,619	87,311,147	93,071,745	95,663,097	2,591,351	3%
State Aid	8,336,715	8,469,623	8,374,544	8,972,394	8,922,718	(49,676)	-1%
Local Receipts	11,143,475	9,325,648	8,945,903	7,125,664	6,972,000	(153,664)	-2%
Other Available Funds	918,532	1,490,662	1,376,871	1,823,779	595,802	(1,227,977)	-67%
Free Cash	3,266,326	5,810,170	3,145,416	3,568,037	3,380,269	(187,768)	-5%
Total General Fund Revenue	100,853,690	106,568,722	109,153,881	114,561,620	115,533,886	972,266	1%
<u>Adjustments to General Fund Revenue</u>							
Other Amounts Required to be Provided	(76,690)	(80,675)	(78,278)	(68,559)	(62,953)	5,606	-8%
State & County Assessments	(1,057,780)	(1,103,256)	(1,068,405)	(1,080,311)	(1,112,720)	(32,409)	3%
Provisions for Abatements & Exemptions	(919,602)	(1,100,000)	(960,626)	(1,584,557)	(975,000)	609,557	-38%
Adjustments, Reimbursements & Subsidies	1,602,801	1,710,496	1,760,595	1,659,715	1,465,000	(194,715)	-12%
CPA Share of Debt Service				0	300,000	300,000	
Total	(451,271)	(573,435)	(346,714)	(1,073,712)	(385,673)	688,039	-64%
Available for GF Appropriation	100,402,419	105,995,287	108,807,167	113,487,908	115,148,213	1,660,305	1 %

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

Fiscal Year 2012 Proposed Budget

ceiling is equal to 2.5% of the Town's valuation. The total taxable value as of January 1, 2010 is \$7,576,258,088. This puts the tax levy ceiling at \$189,406,452. The current tax levy including debt exclusions for FY2011 is \$83,071,746, 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 FY2012 tax levy attributable to new growth is estimated based upon consultation with the assessing and building department staff.

State Aid

Most state aid, especially Cherry Sheet aid, is a function of the state budget. The Governor's budget had not yet been released at the time this budget was released to the Town. The FY2012 estimate is \$49,676 lower than the current year, or approximately 1% less. 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.

After the Governor's budget is presented to the Legislature, the House of Representatives will review 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 committee to resolve any difference between the two budgets plans. A single budget document is then presented to the full body of the House and then 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 sixth annual contract assistance payment of \$745,381 for the Broadmeadow School project. We do not expect any reduction in this payment. The Massachusetts School Building Authority (MSBA) began making payments for its share of the school project in FY2007 and is expected to pay its share in equal installments annually through FY2023. 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. The first phase of the Newman School HVAC project has begun, and the major portion of the project will begin in the summer of 2011. The Town expects to receive progress payments from the MSBA for the Newman School project. Under the MSBA program for approved school projects, the State pays its agreed percentage of the approved project cost as the expense is incurred. The Newman School project is approved at 40% of the eligible costs. A benefit of this approach, to both the State and the Town, is lower interest expense. Since the Newman project was approved by debt exclusion, this means that the interest savings is realized with a lower property tax bill than would otherwise have been levied.

Local Receipts

We continue to estimate local receipts conservatively. Our time-honored approach for estimating local receipts is a target range, in which the estimate should not exceed 80 to 90 percent of the prior year's actual receipts excluding non-recurring revenue. This estimate is at 77% of the 2010 amount. With a few exceptions, the Town's receipts are lower now than they were at this same time last year. Economic reports still suggest that the economy is

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recovering, but at a slow pace. The FY2010 local receipts were sluggish and ran behind FY2009 revenues, and FY2009 local receipts were significantly lower than FY2008. FY2010 actual receipts were more than \$379 thousand less than FY2009 actual receipts. The initial FY2011 local receipts estimate was at the higher end of the revenue estimate range, but the final budget estimate had to be scaled back as actual receipts dropped even more than was anticipated. Had the Town not realized the higher New Growth revenue in FY2011, a severe revenue shortfall would have resulted. For this reason and more, the total estimated receipts for FY2012 are lower than the 80% to 90% target.

Other consequences of 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 FY2010 estimated receipts to actual receipts; FY2010 actual receipts to FY2009 actual receipts, and FY2011 estimated receipts to the FY2010 actual and FY2011 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, 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 FY2011 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2011 activity demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments which 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 was certified by the Department of Revenue on January 24, 2011 at \$3,380,269. Overlay surplus amounts must be approved by the Board of Assessors and are based on historical uses of these funds. Other reserves are correlated to expenses.

FY2012 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

PROPERTY TAX LEVY

The property tax levy (Table 2.3) represents approximately 82.8% of all general fund revenues before adjustments. The FY2012 property tax limit is estimated to increase approximately 2.8% over the FY2011 actual tax levy, or approximately \$2.6 million. The limit is calculated by increasing the FY2011 levy limit, exclusive of debt exclusions, by 2.5 percent 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 FY2011 tax rate. There is no operating override proposed for FY2012; therefore the increase in the levy limit above the allowable annual limit and new growth is limited to the amount to be raised to pay the debt that has been excluded from the levy limit by the voters of Needham. The base tax levy, before accounting for debt exclusions, is expected to increase by \$3.2 million over the FY2011 base levy. The amount of debt that is to be paid by property taxes is decreasing by \$624,802 for FY2012 which reflects an overall lower percentage change in tax revenue; the tax revenue to support operations within the level limit is increasing by an estimate of 3.8% over FY2011.

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New Growth tax revenue is expected to continue to slow from the more than \$2.1 million gained in FY2009 to a level seen during the earlier part of the prior decade. 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 new growth revenue that may be realized above the estimate for this budget plan should be used to increase the overlay reserve for FY2012 as it will be a triennial property revaluation year. There is a higher probability, with the continued sluggish real estate market, that disputes over property assessments will be greater and hence it is more likely that additional abatements will result.

Fiscal Year Tax Levy
Table 2.3

Description	FY2008 Recap	FY2009 Recap	FY2010 Recap	FY2011 Recap	FY2012 Estimate	\$ Change
Prior Year Base	68,056,796	72,292,283	76,202,247	82,052,951	85,836,102	
2-1/2 Allowance	1,701,420	1,807,307	1,905,056	2,051,324	2,145,903	
New Growth	1,376,465	2,102,657	1,870,805	1,731,827	1,050,000	
General Override	1,128,670	0	1,887,929	0	0	
Excess Levy (Taxes Not Raised)	(53,724)	(35,024)	(38,375)	(20,250)	0	
General Tax Levy Limit	72,209,627	76,167,223	81,827,662	85,815,852	89,032,005	3,216,153
Total Excluded Debt	6,868,256	6,908,132	7,196,912	8,438,590	7,422,275	
Less Excluded Debt Offsets	(1,126,537)	(1,149,705)	(1,192,448)	(1,182,696)	(791,183)	
Excluded Debt to be Raised on Tax Levy	5,741,719	5,758,427	6,004,464	7,255,894	6,631,092	(624,802)
Property Tax Levy	77,951,346	81,925,650	87,832,127	93,071,745	95,663,097	2,591,351

STATE AID

At the 2011 Massachusetts Municipal Association Annual Meeting, the Governor addressed the body indicated that Chapter 70, SPED Circuit Breaker (a pass through program where the money is paid to school districts directly without need of appropriation by Town Meeting), and Chapter 90 (the State's funding program for local roads) would be increased and that other aid would be reduced. The Chairman of the House Ways and Means Committee also spoke at the Conference and suggested that there may not be the monies to fund the programs at the level the Governor suggested. Based on these statements, continued forecasts of slow economic recovery, the requirements of the Education Reform law, and the Town's current level of funding from the State, we presume that there will be less revenue for FY2012 than in FY2011, but that there will not be as much of a reduction as may be realized in some communities.

State aid (Table 2.4) represents approximately 7.7% of the total general fund before adjustments and offsets. Total state aid for FY2012 is projected to decrease by only \$49,676. At this time we have assumed a 10% across-the-board reduction in most aid programs, except Chapter 70, Police Career Incentive (Quinn), and Veterans' benefits. We assume no funding for Quinn and recognize that the Town will not receive reimbursement for veterans' benefits (which will now support the West Suburban Veterans' District). Overall the budget plan assumes a 0.55% reduction (0.6% excluding MSBA funds) in this revenue category. 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.

Fiscal Year 2012 Proposed Budget

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 more, and in FY2008 \$757,934 more. 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 FY2011 State Budget affords \$6,590,957 for the Town this year.

Based on the comments by the Governor 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 \$6,725,000 for FY2012 or slightly more than 2% over the current year. Although state aid may be reduced for some communities, 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 is scheduled to receive \$1,476,550 in FY2011, a loss of \$61,523 from FY2010. The FY2012 UGGA is estimated at \$1,328,895 or \$147,655 less than FY2011.

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; for FY2012 we assume no funding for this program. The Town is now part of the West Suburban Veterans' District which provides services to veterans and processes payments for benefits. The Town expects that the reimbursement for those benefits will now be paid directly to the District, and therefore there is no estimate for FY2012.

The total estimate for the other Cherry Sheet programs is \$123,442 for FY2012, compared to an estimated \$137,158 for FY2011. This represents a 10% reduction.

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Cherry Sheet Aid
Table 2.4

Description	FY2008 Recap	FY2009 Recap	FY2010 Recap	FY2011 Recap	FY2012 Estimate	\$ Change
Chapter 70	5,124,207	6,118,846	5,996,469	6,590,957	6,725,000	134,043
School Transportation						0
Charter School Tuition Reimbursement	41,541	63,184	5,865	4,479	4,031	(448)
School Lunch	24,429	26,983	29,573	27,019	24,317	(2,702)
State Aid for Education	5,190,177	6,209,013	6,031,907	6,622,455	6,753,348	130,893
Lottery	1,966,680	1,705,544				0
Lottery - Hold Harmless		261,136				0
Additional Assistance	205,993	205,993				0
Unrestricted General Government Aid			1,538,073	1,476,550	1,328,895	(147,655)
Police Career Incentive	121,798	122,793	22,071	12,624	0	(12,624)
Veterans Benefits			5,875	9,724	0	(9,724)
Chapter 58 Chapter 59 Exemptions	72,224	77,429			0	0
Chapter 59 Elderly Exemptions	12,048	11,546			0	0
Exemption Reimbursements			85,661	76,620	68,958	(7,662)
Public Library Aid	32,807	37,540	27,163	29,040	26,136	(2,904)
State Aid for General Government	2,411,550	2,421,981	1,678,843	1,604,558	1,423,989	(180,569)
Total Cherry Sheet Aid	7,601,727	8,630,994	7,710,750	8,227,013	8,177,337	(49,676)
MSBA Payments	745,381	745,381	745,381	745,381	745,381	0
Total State Aid	8,347,108	9,376,375	8,456,131	8,972,394	8,922,718	(49,676)

LOCAL RECEIPTS

Local receipts represent approximately 6.0% 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 FY2012 of **\$6,972,000** (Table 2.5) is a drop of \$153,664 from the revised FY2011 budget. When completing the tax rate setting process, we reduced the estimate of FY2011 local receipts because the FY2010 receipts were ever lower than assumed and the FY2011 revenues were running behind the FY2010 actual at the same point in time. FY2010 receipts were \$379,746 lower than the FY2009 actual receipts, and FY2009 actual was \$1,817,827 lower than FY2008 receipts. The local receipt estimate for the FY2009 budget year was set at \$8,448,294; actual receipts for FY2009 were \$9,325,648 or \$877,354 more than the estimate. We had expected the total receipts for FY2010 to be flat, the adjusted budget estimate for FY2010 was \$8,085,545, and actual receipts were \$8,945,903 or \$860,358 more than the estimate; just under \$17,000 less than the prior year difference between estimated and actual. Because the Town adopted the meals excise during FY2010, the Town received \$110,509 from this revenue; so the true comparison between FY2010 and FY2009 would have shown an even greater drop in revenue.

We also know that one revenue stream will 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

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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) is 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 FY2012 are projected at approximately **\$3.3 million**, or 16% below the FY2010 actual. This is a revenue source that we continue to monitor closely. We do not anticipate increasing this revenue estimate for the foreseeable future, until motor vehicle excise revenue recovers to a level that will generate a minimum of 15% towards 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. The budget estimate for FY2011 is \$385,000. Based on collections to date, this is one of the revenue sources that we are confident can be estimated higher than we would traditionally do at this time. The estimate is **\$475,000** or \$90,000 (23%) over the current year.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The estimate for FY2012 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 FY2012 estimate is currently being held at the same dollar amount as the FY2011 budget of **\$70,000**. This revenue source could decrease if the Federal Government reduces its support for some state programs such as affordable housing.

The category of **Charges for Services** includes charges for ambulance services, fire alarm connections, parking receipts and charges by the DPW. The reclassification of some local receipts involved items tracked under charges for services, fee income, rental income, and other departmental receipts. The changes were made in accordance with the State's UMAS definitions for each of these items. The increase in receipts to \$908,870 in revenue for FY2008 was due mostly to changes in various fee schedules, and in some cases due to reclassification. The increase in revenue for FY2009 is related to the doubling of the parking

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rates that was ordered by the MBTA effective November 15, 2008 (FY2009). Commuters pay \$4 per day to park at the "T" commuter lots. As mentioned previously, the MBTA is now assuming control and management of the commuter lots and therefore a reduction of in revenue will occur in FY2012. The FY2012 estimate has been reduced to **\$649,500** because of the loss of the MBTA commuter lot revenue. This represents a decrease of \$250,500 or approximately 38% less than FY2011.

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, which have 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 have shown some improvement in FY2011. Interestingly, building permit activity still remains high, but most are for small residential projects. The estimate for FY2012 is **\$875,000** or \$75,000 more than FY2011 (approximately 9%).

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 FY2008 was \$121,422, which was a decrease from the prior year. This was related to both a slow down in activity and reclassification of some fees as mentioned previously under charges for services. FY2009 revenue increased to \$130,515, but dropped in FY2010 to \$92,046. The estimate for FY2011 had to be decreased from the original estimate of \$130,000 to \$75,000. The estimate for FY2012 is level dollar at **\$75,000**.

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, with \$170,811 for FY2005, a decline in FY2006 to \$139,354, a recovery in FY2007 to \$155,975, an increase in FY2008 to \$199,101 and again in FY2009 to \$206,953. FY2010 showed a decrease of \$17,855 to \$189,098. The decline in FY2006 was directly related to limited staff resources during part of the year. The increase in revenue in from FY2007 to FY2009 was related to changes the Police Department made with parking enforcement. The department increased support by using temporary help to provide greater enforcement coverage in the downtown areas during the business day. As anticipated last year, free parking that the Board approved due to construction in the downtown area contributed to the reduction. The estimate for FY2011 was reduced to **\$165,000** and will be held level dollar for FY2012.

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 FY2011 projection was lowered to \$250,000 because of the issues related to the Rosemary Pool activities which reduced attendance; FY2012 is also level dollar at **\$250,000**.

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

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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 furthered reduced to \$325,000. As of December 31, 2010 the Town had earned \$168,356. The estimate for FY2012 is **\$325,000**. This is another local receipt line that we monitor regularly. It is revised if necessary until the submission of the tax rate to the Department of Revenue.

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 FY2012 is **\$305,000** or \$15,000 less than FY2011. This decrease is also attributable to the MBTA assuming control of the commuter lots.

Library Income includes book fines and other fees charged by the Needham Free Public Library. Library receipts declined significantly in FY2005, which was attributable to the relocation of the library to High Rock School, while the construction of the new facility took place. The new and larger library opened in the spring of 2006, and as expected revenues increased in FY2006 to \$49,782, and increased again in FY2007 to \$64,667, but declined to \$54,027 for FY2008. Revenues increased in FY2009 to \$57,614, and increased in FY2010 to \$61,491. The FY2012 estimate of **\$55,000** is level dollar.

Rental Income from the Ridge Hill facility is now nonexistent due to elimination of advance bookings as the Town decides the future use of the facility. No income has been realized from the Ridge Hill facility since mid 2008. The Town also has a long term lease with the Needham Golf Club (NGC) which is for twenty years. The **\$140,000** estimate is being held level for FY2012. The decline in rental income from FY2008 to FY2009 was due to both the loss of Ridge Hill rentals, and treatment of the property leased to the NGC. The land which the NGC leases is considered taxable. The income in FY2009 was \$151,887 and increased to \$172,796 in FY2010.

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 decreased in FY2009 to \$185,544 or a 34% drop in revenue. This revenue continued to decline in FY2010 with only \$85,863 being received. There has been an increase in Medicaid reimbursements, so the FY2011 estimate of **\$72,500** is being assumed for FY2012.

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. At this time no revenue meeting this criterion has been identified and therefore the projection is zero.

Fiscal Year 2012 Proposed Budget

Local Receipts
Table 2.5

Description	FY2008 Actual	FY2009 Actual	FY2010 Actual#	FY2011 Recap	FY2011 Actual+	FY2012 Estimate	\$ Change
Motor Vehicle Excise	4,392,444	4,129,367	3,879,790	3,250,000	525,351	3,250,000	0
Other Excise	338,278	284,274	389,215	385,000	455,711	475,000	90,000
Penalties & Interest	201,421	270,991	310,910	265,000	130,102	265,000	0
Payment in Lieu of Tax	78,196	120,809	82,040	70,000	47,000	70,000	0
Charges for Services	908,870	1,016,683	1,045,245	900,000	430,307	649,500	(250,500)
Fees	121,422	130,515	92,046	75,000	53,771	75,000	0
Rents	245,090	151,887	172,796	140,000	84,816	140,000	0
Library Department Income	54,027	57,614	61,491	55,000	29,042	55,000	0
Recreation Department Income	265,967	264,862	278,220	250,000	68,956	250,000	0
Other Department Income	326,362	338,804	371,067	320,000	192,657	305,000	(15,000)
Licenses & Permits	2,086,461	1,192,088	1,150,532	800,000	704,093	875,000	75,000
Special Assessments	4,202	4,739	4,854	0	0	0	0
Fines & Forfeits	199,101	206,953	189,098	165,000	112,741	165,000	0
Investment Income	1,253,286	714,066	497,129	325,000	168,356	325,000	0
Miscellaneous Income	269,448	185,544	85,863	72,500	40,852	72,500	0
Nonrecurring Income	398,900	256,454	335,606	53,164	129,088	0	(53,164)
Total	11,143,475	9,325,648	8,945,903	7,125,664	3,172,843	6,972,000	(153,664)

Final audit pending
+ Revenue through December 2010

OTHER AVAILABLE FUNDS AND FREE CASH

Other available funds represent 0.5% of the total general fund before adjustments and offsets, and Free Cash represents approximately 2.9%.

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 FY2012 was certified by the Massachusetts Department of Revenue at \$3,380,269. This is an \$187,768 decrease (5.6%) from that which was available for the FY2011 budget.

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, and should be, expected to support operating expenses. It is recommended that not more than 2% of the adjust FY2010 operating budget or the actual turn back by those budgets, whichever is less be used for operating expenses in FY2012. The final budget for FY2010 was \$105,634,966. Excluding the budgets for the retirement assessment, OPEB assessment, debt service, and the reserve fund, the FY2010 operating budget was \$87,760,308. Two percent of the adjusted budget would be approximately \$1.7 million, which is less than the actual turn back for FY2010. The budget plan has approximately \$1.5 million of the estimated Free Cash being used for operating expenses.

Fiscal Year 2012 Proposed Budget

Free Cash History
Table 2.6

Budget Year	General Fund Undesignated Fund Balance at Year End	Free Cash Certified	Percentage of Undesignated Fund Balance Certified by DOR	Free Cash Reserved for Budget Year	Undesignated Fund Balance Rolling to the Next Fiscal Year
FY 2010	6,184,718	3,380,269	55%	FY 2012	2,804,449
FY 2009	6,140,369	3,568,037	58%	FY 2011	2,572,332
FY 2008	6,347,010	3,145,416	50%	FY 2010	3,201,594
FY 2007	7,751,792	5,810,170	75%	FY 2009	1,941,622
FY 2006	5,948,846	3,266,326	55%	FY 2008	2,682,520
FY 2005	6,284,759	3,895,235	62%	FY 2007	2,389,524
FY 2004	5,753,159	3,260,346	57%	FY 2006	2,492,813
FY 2003	5,601,925	3,270,834	58%	FY 2005	2,331,091
FY 2002	5,770,274	3,473,452	60%	FY 2004	2,296,822
FY 2001	5,038,901	3,226,740	64%	FY 2003	1,812,161
FY 2000	5,106,550	3,749,945	73%	FY 2002	1,356,605

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.

We anticipate that \$500,000 in residual overlay account balances will be available for declaration as overlay surplus to fund FY2012 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 occurred.

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 2010 which lowered the amount of revenue that will be collected in FY2011.

FY2012 is the first operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be \$300,000 in FY2012. We reflect \$300,000 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 2.7

Description	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Budget	FY2012 Estimate
Property Taxes	76.5%	76.5%	80.0%	81.2%	82.8%
State Aid	8.3%	7.9%	7.7%	7.8%	7.7%
Local Receipts	11.0%	8.8%	8.2%	6.2%	6.0%
Other Available Funds	0.9%	1.4%	1.3%	1.6%	0.5%
Free Cash	3.2%	5.5%	2.9%	3.1%	2.9%
Total General Fund Revenue *	100 %	100 %	100 %	100 %	100 %

*May not equal 100% due to rounding

Fiscal Year 2012 Proposed Budget

ADJUSTMENTS TO GENERAL FUND REVENUE

Proposed as part of the FY2012 budget plan is the relocation of the expenses associated with the Drains Program that have been carried in the DPW General Fund Operating Budget to the Sewer Enterprise Fund Budget. The staff that performs a majority of the drains-related work are assigned to either the water or sewer division. There are benefits for the Town to have the water and sewer 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 suggests that it will be easier to process the finance-related tasks through one of the enterprise funds, rather than the current 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 \$469,610 for FY2012. The FY2011 drains program budget is \$400,579.

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, data processing, 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 FY2012 is based on the current year and is estimated at \$240,000.

Enterprise Reimbursements to the General Fund
Table 2.8

Description	FY2008 Recap	FY2009 Recap	FY2010 Recap	FY2011 Recap	FY2012 Estimate	\$ Change
Solid Waste	120,734	134,890	134,180	241,778	240,000	(1,778)
Sewer	660,019	580,923	632,483	480,971	425,000	(55,971)
Water	822,048	994,683	993,932	936,966	800,000	(136,966)
Total	1,602,801	1,710,496	1,760,595	1,659,715	1,465,000	(194,715)

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, data processing, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The projected amounts for FY2012 for sewer and water are estimated at \$425,000 and \$800,000, respectively.

The total estimate is lower due the continued restructuring of the DPW and fewer expenses being incurred by the general fund. Some of the lower cost is related to the proposed 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 will now be 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.

Fiscal Year 2012 Proposed Budget

Because other indirect costs associated with the three funds are a factor of Town Meeting appropriations, the actual FY2012 transfers may be adjusted accordingly.

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 **\$1,112,720** for FY2012 is an increase of 3% over FY2011.

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 FY2012 is estimated at **\$50,453**, or a 10% decrease from FY2011.

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 **\$975,000**. The final amount is determined by the Department of Revenue when it approves the tax rate in December. Approximately \$190,000 is intended to fund statutory exemptions that are granted to the elderly, the infirmed, and veterans. The State should reimburse the Town approximately \$86,000 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 FY2012, the amount of overlay should 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 FY2009 was \$510,270, FY2010 was \$535,681, and the current year was based on \$654,215. However, due to the drop in RTS revenue and given the restrictions on estimating revenue above the actual amount of the prior year, an additional \$138,457 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 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. The estimate for FY2012 is **\$547,673**, a decrease of \$245,000 from the actual payment in FY2011. The \$547,673 represents a \$106,543 decrease from the amount that was planned for FY2011. If the designated amount is appropriate, no increase in the RTS sticker rates will be necessary. The RTS pay-per-throw rates may increase, but this will not be known until the rates charged to the Town for the disposal of solid waste are set by the vendors for FY2012.

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

Fiscal Year 2012 Proposed Budget

for in this allowance. No amount has been set aside for this purpose for FY2012. However, the amount certified by the tax collector for tax title purposes is assumed to be level dollar for FY2012 at \$12,500.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2010 is \$3,539,228. 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, 2010 is \$560,238.

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, 2010 is \$732,222.

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).

For FY2012, enterprise fund revenues will be estimated at \$15,964,357, although \$1,775,000 of this amount reflects use of retained earnings for capital investment in the three operations and an additional \$200,000 in retained earnings to offset a decline in recycling and other income from RTS operations. No sewer or water user rate increases are necessary under this budget plan. The budget plan also provides for a **\$547,673** General Fund appropriation to the RTS Enterprise (payment for avoided general fund related costs). The \$200,000 of RTS retained earnings proposed to fund the RTS operation is to ensure that a subsidy will not be required for FY2012. In FY2011 a subsidy of \$138,457 by the General Fund was necessary because RTS revenues could not be estimated at the amount required for approval by the Department of Revenue. Rate increases may be necessary if the recommended amounts are not appropriated or if the market for recyclable products does not improve.

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 were certified on January 24, 2011 by the Department of Revenue. Below are the amounts certified that are available:

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RTS Enterprise Fund -	\$ 419,180
Sewer Enterprise Fund -	\$2,905,380
Water Enterprise Fund -	\$2,176,413

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 FY2010 CPA surcharge revenue in October 2010 was 27.2%. We believe the distribution range in FY2012 will be between 18% and 25% and our state revenue estimate is at the low end. The current estimate based on FY2011 collections that will be received as state matching funds in FY2012 is \$315,000 or 20%. The 2% CPA surcharge on FY2012 property tax bills is estimated at \$1,625,000. The total estimated FY2012 CPA revenue is \$1,940,000.

The \$1,940,000 estimate provides for a budget plan of \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$213,400 credited to both the Community Housing Reserve and Open Space Reserve. The \$213,400 figure is approximately 11% of the new revenue estimate for FY2012. 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 FY2012 debt budget includes \$300,000 of debt service for the Town Hall project. The amount that is recommended is usually adjusted downward to reflect amounts that may be appropriate to specific qualifying projects. The Town Hall project was previously designated as historic preservation project and therefore the \$300,000 appropriation to the General Fund operating budget will satisfy minimum requirement for Historic Resources. The balance of the CPA revenue estimate of \$1,131,200 would be transferred to the Community Preservation Fund General Reserve for FY2012. 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.

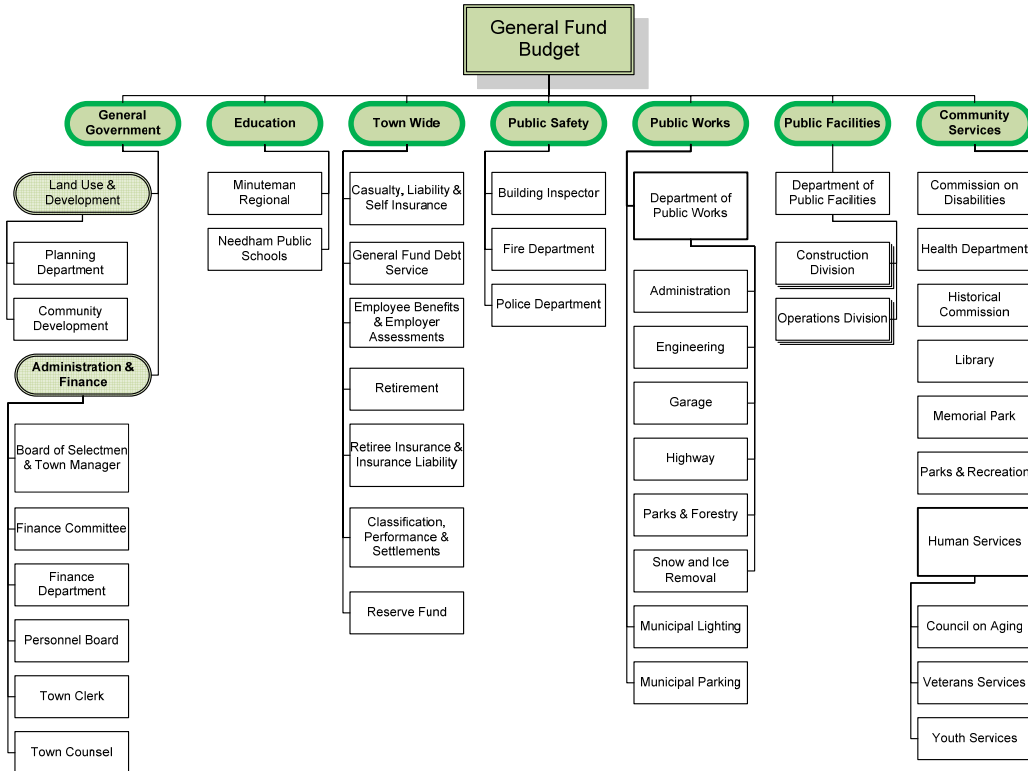
The certified CPA Free Cash balance as of December 31, 2010 is **\$979,973** and remains available for appropriation until June 30, 2011. The CPC has not yet made any funding recommendations for FY2012. The amounts currently held in the three required reserves as of December 31, 2010 are as follows:

Open Space Reserve-	\$213,500
Community Housing Reserve	\$401,700
Historic Reserve -	\$155,820

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Town of Needham Community Preservation Fund Revenue and Appropriations FY2012	
<u>FY2012 Community Preservation Fund Revenue Estimates</u>	
FY2012 Surcharge Revenue Estimate	1,625,000
State Trust Fund Distribution Estimate	315,000
Total CPA Revenue Estimate	1,940,000
<u>FY2012 Community Preservation Fund Appropriation Estimates without Projects</u>	
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	213,400
Historic Resources Reserve	
Open Space Reserve	213,400
Community Preservation Fund Reserve	1,131,200
Specific Appropriations (see below)	300,000
Total	1,940,000
<u>Specific Appropriation Requests</u>	
Town Hall Project Debt Service (GF Debt Operating Budget)	300,000
Total	300,000

Fiscal Year 2012 Proposed Budget



TOWN WIDE ACCOUNTS

RETIREMENT

GENERAL PURPOSE

This line item funds pensions for Non-contributory (M.G.L. c.34) and Contributory (M.G.L. c.32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937, or their surviving spouses. There are currently 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 78.2% on January 1, 2010.

Retirement Assessments	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retirement Assessments	4,133,705	4,231,565	4,612,378	4,755,475	4,755,475	
Total	4,133,705	4,231,565	4,612,378	4,755,475	4,755,475	

RETIREE INSURANCE & INSURANCE LIABILITY

GENERAL PURPOSE

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

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

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

Retiree Insurance Program & Insurance Liability Fund	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Retiree Insurance Program & Insurance Liability Fund	3,702,211	3,446,556	3,626,375	3,906,275	3,906,275	
Total	3,702,211	3,446,556	3,626,375	3,906,275	3,906,275	

EMPLOYEE BENEFITS & EMPLOYER ASSESSMENTS

GENERAL PURPOSE

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

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

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

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

Fiscal Year 2012 Proposed Budget

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

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

Employee Benefits and Employer Assessments	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Employee Benefits and Employer Assessments	8,321,804	9,147,166	10,089,125	10,241,203	10,191,203	
Total	8,321,804	9,147,166	10,089,125	10,241,203	10,191,203	

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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Debt Service - General Fund	9,545,423	9,943,218	11,406,472	10,843,572	10,843,572	
Total	9,545,423	9,943,218	11,406,472	10,843,572	10,843,572	

CASUALTY, LIABILITY AND SELF INSURANCE

GENERAL PURPOSE

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

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Casualty, Liability and Self Insurance Program	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Casualty, Liability and Self Insurance Program	454,735	473,981	525,000	525,000	525,000	
Total	454,735	473,981	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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Classification, Performance and Settlements	Transfers Only	Transfers Only	30,000	202,000	202,000	
Total			30,000	202,000	202,000	

RESERVE FUND

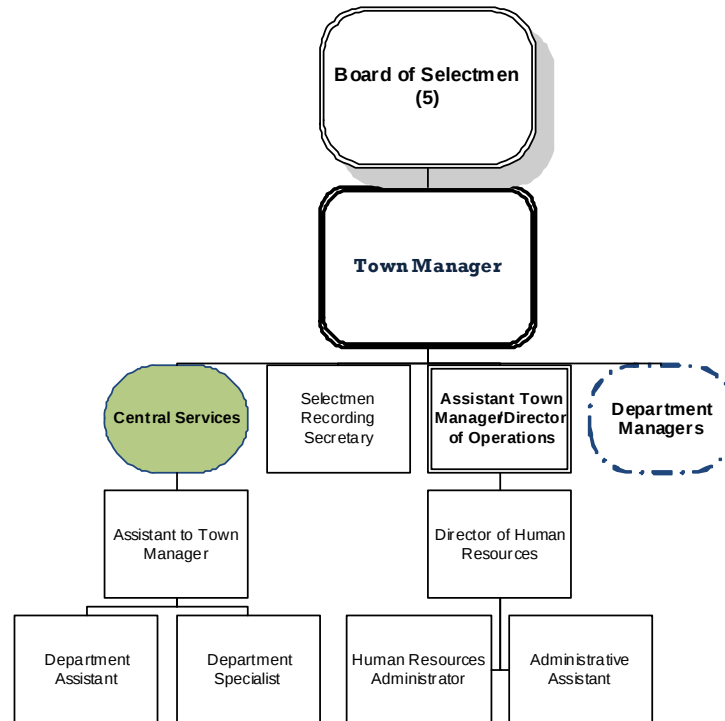
GENERAL PURPOSE

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

Reserve Fund	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Reserve Fund	Transfers Only	Transfers Only	1,534,363	1,500,000	1,111,498	
Total			1,534,363	1,500,000	1,111,498	

GENERAL GOVERNMENT

BOARD OF SELECTMEN / TOWN MANAGER



GENERAL PURPOSE

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

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

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

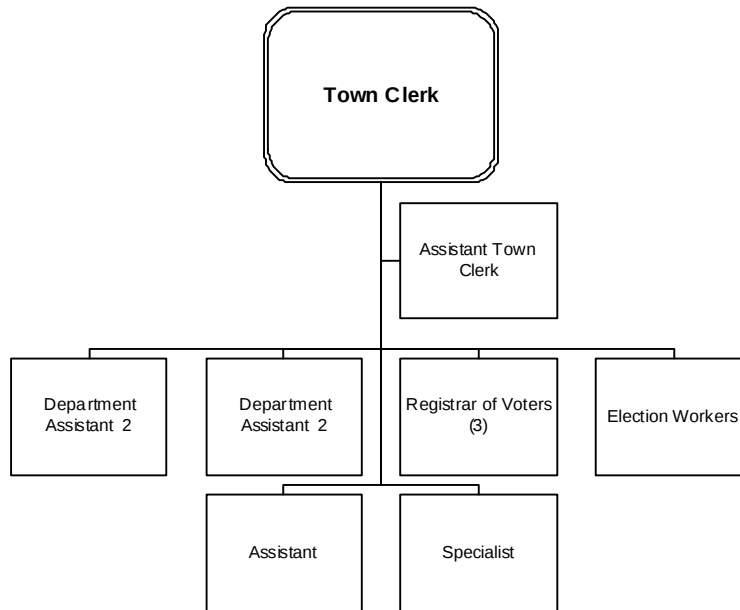
The Town Manager is the chief executive officer of the Town, and is responsible for reviewing and recommending the reorganization, consolidation, or abolishment of

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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.

Board of Selectmen & Town Manager	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	575,560	624,033	639,739	646,680	646,680	
Expenses	139,580	165,736	161,450	156,433	156,433	
Operating Capital						
Total	715,141	789,769	801,189	803,113	803,113	

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, Fish & Game, raffle, auction, dog, storage of flammables; reports and reimburses monthly to the Department of Fisheries & Wildlife; records business certificates, trusts, federal and state tax liens; records and certifies Board of Appeals and Planning Board decisions for recording at the Registry of Deeds; records campaign finance expenditures; issues copies of the Open Meeting Law to newly appointed/elected officials; conducts oath of office; records election results and Town Meeting action; certifies appropriations, borrowing authorization and Town Meeting requirements for bond counsel; obtains Attorney General approval on General and Zoning By-Law amendments and posts same; updates and reproduces General By-Laws; prints Town Clerk's Records for each fiscal year; serve as commissioners to qualify oath of office and process passport applications; 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

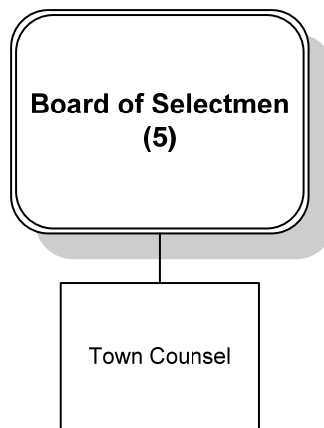
The Board of Registrars is the principal election office for the Town of Needham. Under state statute the Town Clerk, by virtue of the position, is a member of the Board of Registrars and carries out the daily functions of this office along with the office staff. Major responsibilities include the conduct of elections, compilation of the Annual Census and the Street/Voter

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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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	269,498	251,541	282,308	279,390	279,390	
Expenses	34,797	32,416	39,270	38,290	38,290	
Operating Capital						
Total	304,295	283,957	321,578	317,680	317,680	

TOWN COUNSEL



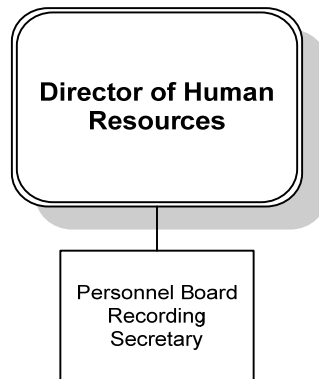
GENERAL PURPOSE

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

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

Town Counsel	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	66,886	68,645	68,664	68,664	68,664	
Expenses	230,232	279,187	193,500	230,000	230,000	36,500
Operating Capital						
Total	297,119	347,832	262,164	298,664	298,664	36,500

PERSONNEL BOARD

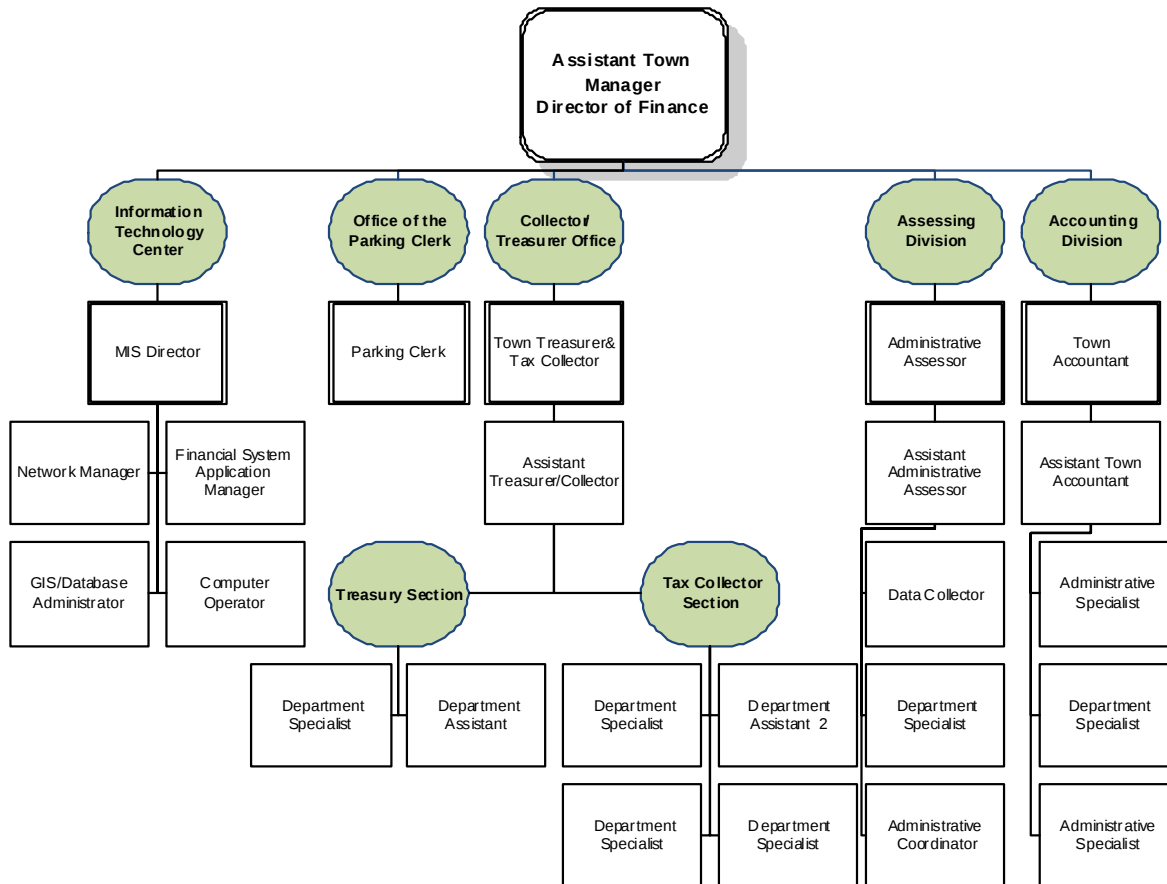


GENERAL PURPOSE

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

Personnel Board	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel Expenses	288	385	600	600	600	
Operating Capital	10,000	10,500	11,000	11,000	11,000	
Total	10,288	10,885	11,600	11,600	11,600	

FINANCE DEPARTMENT



GENERAL PURPOSE

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

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

The **Accounting Division** ensures that all receipts and expenditures are being collected and disbursed in accordance with the law, the municipality's policies, and the operating budget. The functions of the Accounting Office 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

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Assets; and providing system administration and training Town-wide for the Financial Software Package. The Accounting Division additionally processes weekly payroll, processes weekly accounts payable, and reviews cash receipts for Town and School Departments.

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 over 30,000 motor vehicle excise records from the Registry of Motor Vehicles which must be processed and committed to the Tax Collector. In addition, the functions of the Assessing Division include updating tax map information in regards to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Needham; receiving and processing all real estate and personal property abatement applications within statutory timelines; representing the Town of Needham at the Appellate Tax Board or negotiating settlements with taxpayers before hearings; assisting realtors, appraisers, and taxpayers seeking information on Needham's 10,000+ Real and Personal property accounts; and supplying the Board of Selectmen with all the information required in the setting of the tax rate at the annual classification hearing.

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

The **Information Technology Center** (ITC) maintains and supports computer hardware and software for all Town departments ensuring that both function properly as well as maintaining the budget for computer hardware and software provided for public safety functions. The ITC provides support for the Town's financial applications, the 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.

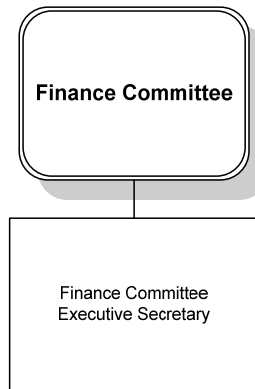
The **Collector/Treasurer** provides timely processing of bills and receipts, and ensures that the funds of the Town are invested prudently, are available when needed, and earn the highest yield possible. The Treasurer establishes the time and structure of Town debt in accordance with State Laws and in a manner that accommodates the needs of Town. The Treasurer's office operates within the constraints of the Massachusetts General Laws. The

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primary functions of the Collector/Treasurer's office include collecting all taxes and fees due to the Town, managing Town funds, and managing the sale of all notes and bonds.

Finance Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	1,220,845	1,302,128	1,342,043	1,420,266	1,385,756	
Expenses	830,818	720,510	734,889	741,605	741,605	
Operating Capital	24,816	37,265	37,500	37,500	37,500	
Total	2,076,480	2,059,903	2,114,432	2,199,371	2,164,861	

FINANCE COMMITTEE



GENERAL PURPOSE

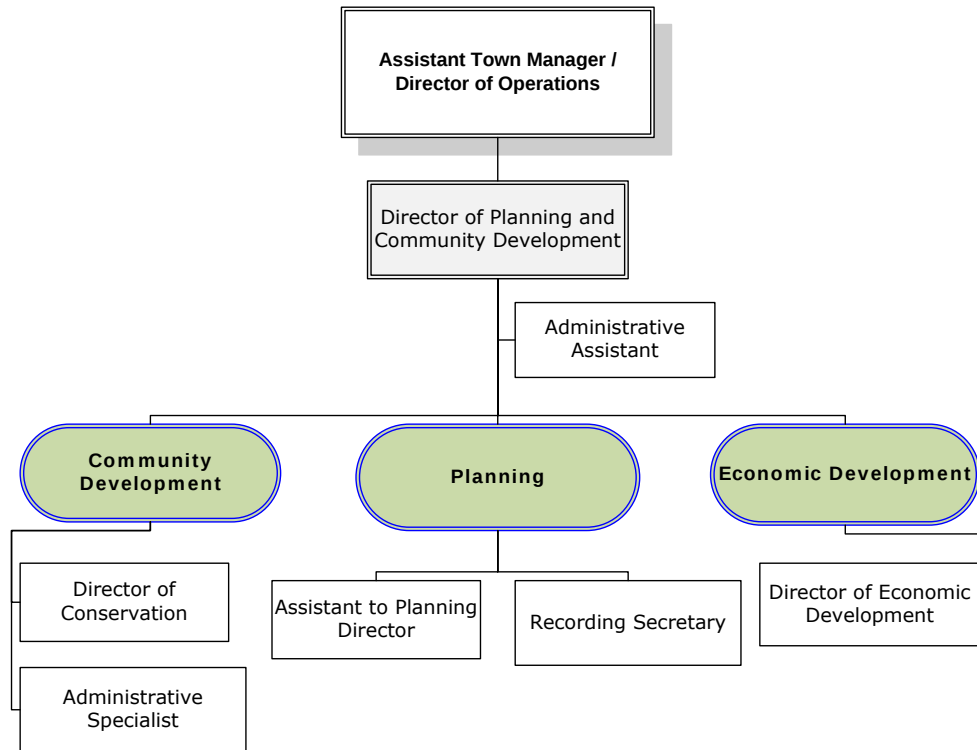
The Finance Committee is made up of nine members that are appointed by the Town Moderator pursuant to Town By-Laws. The duty of the Finance Committee is to recommend a balanced operating budget to Town Meeting and to advise Town Meeting members about the financial implications of all warrant articles. 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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	29,748	20,616	27,493	28,382	28,382	
Expenses	922	580	1,125	1,075	1,075	
Operating Capital						
Total	30,670	21,196	28,618	29,457	29,457	

LAND USE & DEVELOPMENT

PLANNING & COMMUNITY DEVELOPMENT



PLANNING

Fiscal year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under 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.

GENERAL PURPOSE/PLANNING AND ECONOMIC DEVELOPMENT FUNCTIONS

The Planning function provides technical and administrative support to the Needham Planning Board and various Boards and Commissions to implement the community's long-term vision for Needham. The Planning Department is responsible for advance planning, development review, public information, and development compliance as permitted by the Planning Board.

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

Planning Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	192,516	178,778	215,547	232,476	232,476	
Expenses	20,170	17,778	16,460	16,460	16,460	
Operating Capital						
Total	212,685	196,556	232,007	248,936	248,936	

COMMUNITY DEVELOPMENT

GENERAL PURPOSE/CONSERVATION FUNCTIONS

The Conservation Commission administers and enforces the Wetlands Protection Act (M.G.L. c. 131, s. 40), and the Needham Wetlands Protection By-Law (Section 6) with the assistance and support of the Community Development Department. The Department assists in 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.

The functions of the Community Development Department include providing technical and administrative review of filings under the Wetlands Protection Act and the Needham Wetlands Protection By-law; drafting Orders of Conditions and other permitting documents; participating in and transcribing minutes of bi-weekly Conservation Commission meetings; conducting site inspections for permitting, monitoring, and enforcement; assisting in activities related to land management and acquisition; and acting as the Conservation Commission's liaison to other Boards and Committees. The Community Development Department also assists residents and project proponents with the applications process and inquiries related to conservation.

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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 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.

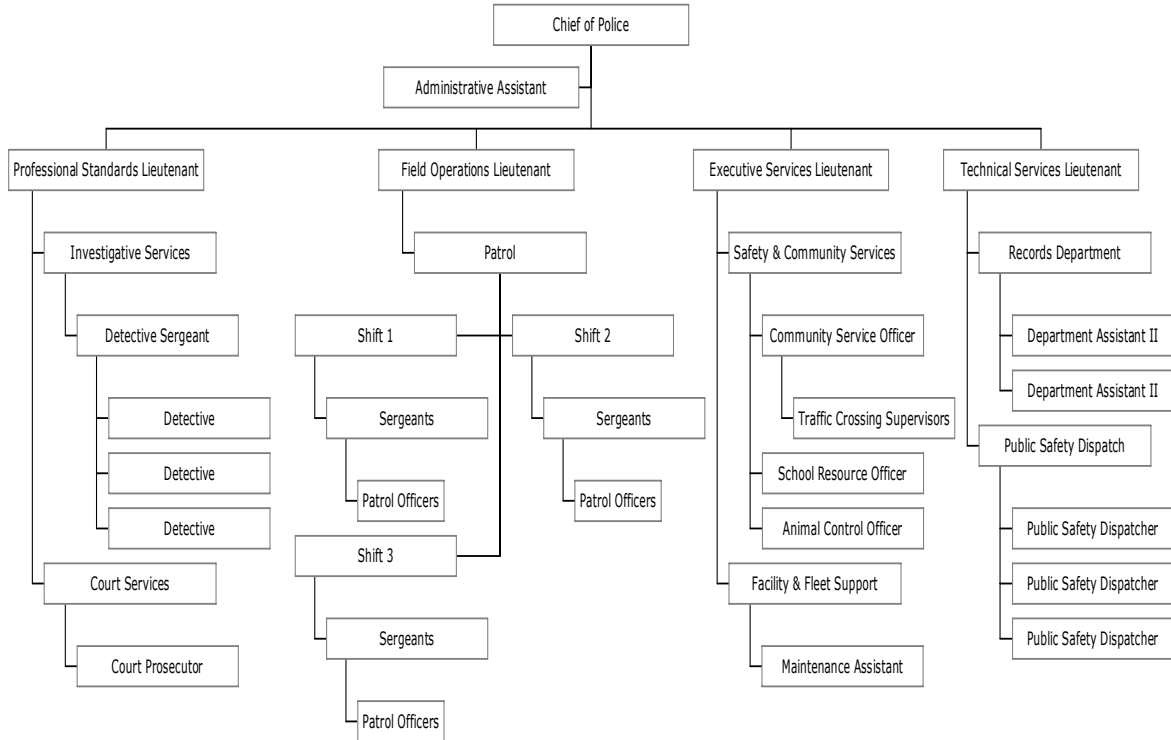
Conservation Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	63,620	70,327				
Expenses	4,475	7,285				
Operating Capital						
Total	68,096	77,612				

Board of Appeals Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	25,953	22,248				
Expenses	3,933	3,972				
Operating Capital						
Total	29,887	26,221				

Community Development	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel			99,338	108,584	108,584	
Expenses			11,858	11,858	11,858	
Operating Capital						
Total			111,196	120,442	120,442	

PUBLIC SAFETY

POLICE DEPARTMENT



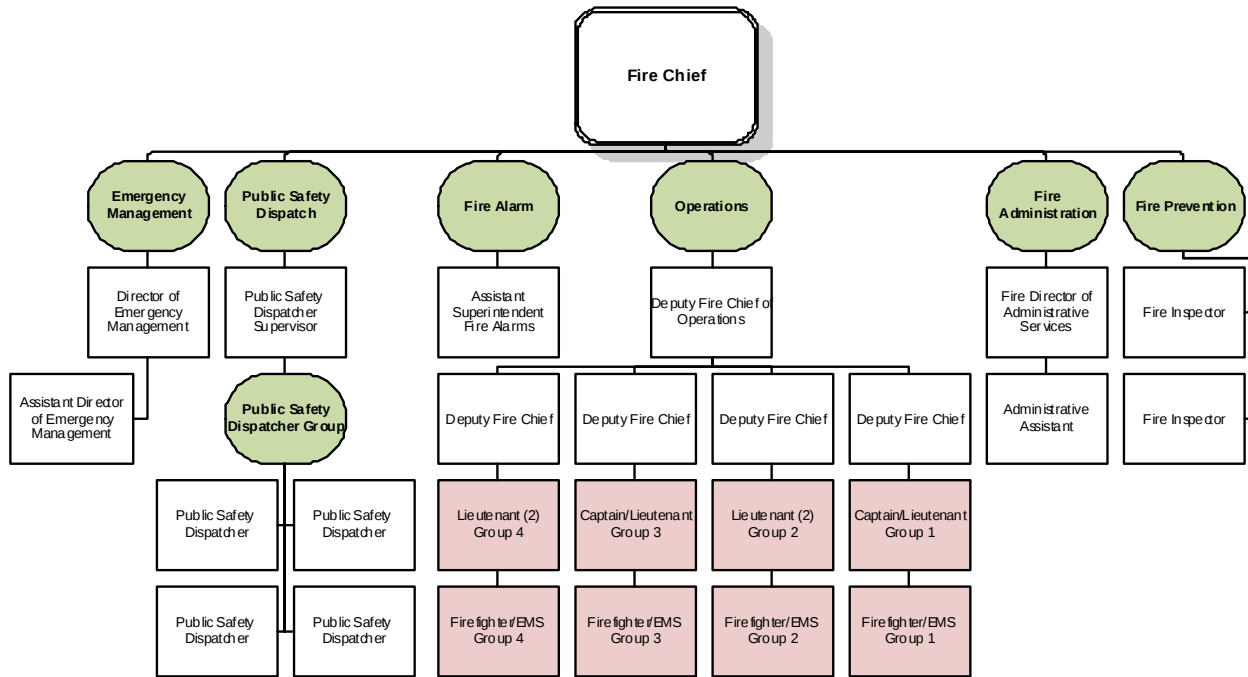
GENERAL PURPOSE

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

The functions of the Police department include maintaining public safety; repressing criminal activity; rendering responsive, rapid, professional service to all who seek assistance; 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.

Police Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	4,306,577	4,554,987	4,884,190	4,863,711	4,859,711	
Expenses	254,094	233,531	248,339	239,858	239,858	
Operating Capital	126,535	95,860	146,888	125,891	125,891	
Total	4,687,206	4,884,379	5,279,417	5,229,460	5,225,460	

FIRE DEPARTMENT



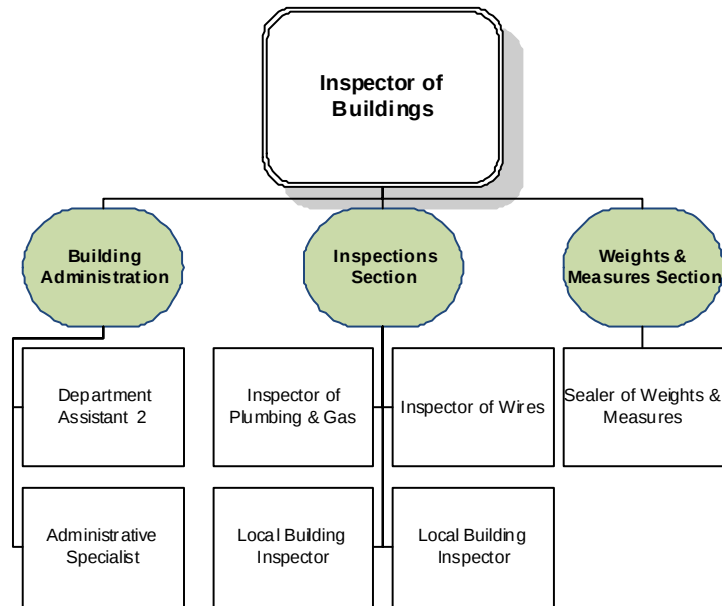
GENERAL PURPOSE

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

The functions of the department include fire suppression, fire inspection and prevention, emergency medical BLS/ALS services, installing and maintaining municipal fire alarm systems and communication, planning and implementing the Emergency Management Plan, training, and dispatching all fire and EMS calls.

Fire Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	5,558,077	5,768,539	5,812,408	5,995,891	6,095,891	
Expenses	187,562	215,246	259,238	240,683	240,683	
Operating Capital		7,141				
Total	5,745,639	5,990,925	6,071,646	6,236,574	6,336,574	

BUILDING INSPECTOR



GENERAL PURPOSE

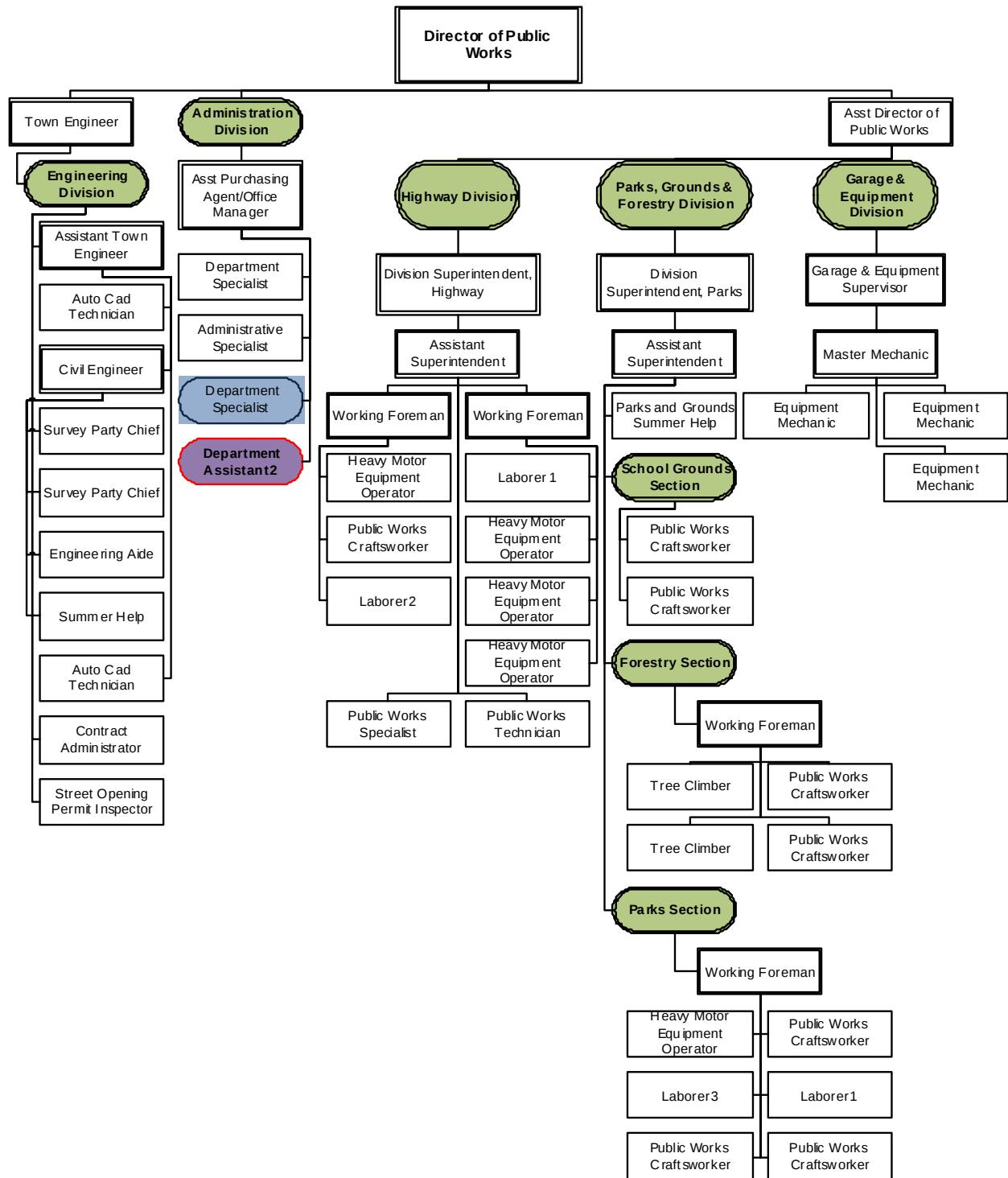
The Building Inspector provides inspection services as required by M.G.L. 802 of the Acts of 1972, s. 3. The Town employs officials to inspect buildings and structures in accordance with 780 C.M.R., known as the Massachusetts State Building code. The Town employs an Inspector of Plumbing & Gas Fittings 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 Town employs a Sealer of Weights and Measures in accordance with M.G.L. c. 98 s. 42-43, c. 94 s. 181, and c. 101 to supervise the adjusting and sealing of any weighing or measuring devices involved with public sales.

The functions of the Building Department include enforcing the Zoning By-Law that was first adopted in 1925, inspecting buildings and properties in the Town to insure compliance with relevant regulations and procedures, and supervising the adjusting and sealing of weighing or measuring devices devoted to the sale of goods to the 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. for safety, 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., and the Massachusetts Electrical Code 527 C.M.R.

Building Inspector	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	413,513	425,690	445,919	510,214	452,113	
Expenses	15,383	11,350	15,682	18,595	16,095	
Operating Capital			85			
Total	428,896	437,041	461,601	528,809	468,208	

PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS



GENERAL PURPOSE

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

The function of the DPW include rendering services to all citizens in the areas of highway maintenance and construction; removing snow; supplying and distributing water; constructing and maintaining sanitary and 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 four main operating divisions (Highway, Parks & Forestry, Water & Sewer and Solid Waste and Recycling (RTS)) 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 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 overall administrative direction to the Department: assists the general public, including contractors and vendors, by furnishing information relating to rules, regulations, services, and billing procedures; and responds to policy inquiries concerning the responsibilities of all divisions within the Department, including the three enterprise operations. Additional functions include purchasing, administering personnel/payroll, accounts payable/receivable, utility billing, central filing; and maintaining statistical data.

The **Engineering Division** archives information regarding engineering for the Town, provides engineering consultation and advice for the Department of Public Works and other Town departments, provides construction inspection on large or complicated projects, 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; and performing property surveys for the location of Town owned land, easements, and construction projects. Additionally, the Engineering Department also provides technical support to each of the other divisions.

The **Garage Division** provides equipment management and maintenance to the fleet utilized by the DPW. The functions of the Garage and Equipment Division include providing service to all Public Works vehicles and equipment; maintaining and repairing mobile

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communications networks and administrative operations; scheduling and performing preventative maintenance services on Public Works vehicles and equipment; and preparing seasonal equipment (snow equipment, leaf vacuums, mowing equipment) for the use of the DPW.

The **Highway Division** maintains the roadway and traffic systems in the Town of Needham to allow for transportation in a safe and cost effective manner. The Highway Division is responsible for 260 lane miles of roadway, 160 miles of sidewalk, 246 miles of grass curbing and parking lots. 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.

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. This includes 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.

Department of Public Works	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	3,092,543	3,183,243	3,393,323	3,443,183	3,025,205	
Expenses	1,218,376	1,246,788	1,308,056	1,391,701	1,288,095	20,000
Operating Capital		5,500	5,500	6,700	6,700	
Snow and Ice Budget	1,130,516	690,404	200,000	400,000	400,000	
Total	5,441,434	5,125,935	4,906,879	5,241,584	4,720,000	20,000

MUNICIPAL PARKING PROGRAM

GENERAL PURPOSE

The Town's relationship with the MBTA for management of the Needham commuter lots will change in the winter of 2011, with the "T" assuming responsibility for management of the lots and collection of fees.

Municipal Parking Program	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Parking Program	181,321	262,583	282,900	282,900	55,000	
Total	181,321	262,583	282,900	282,900	55,000	

MUNICIPAL LIGHTING PROGRAM

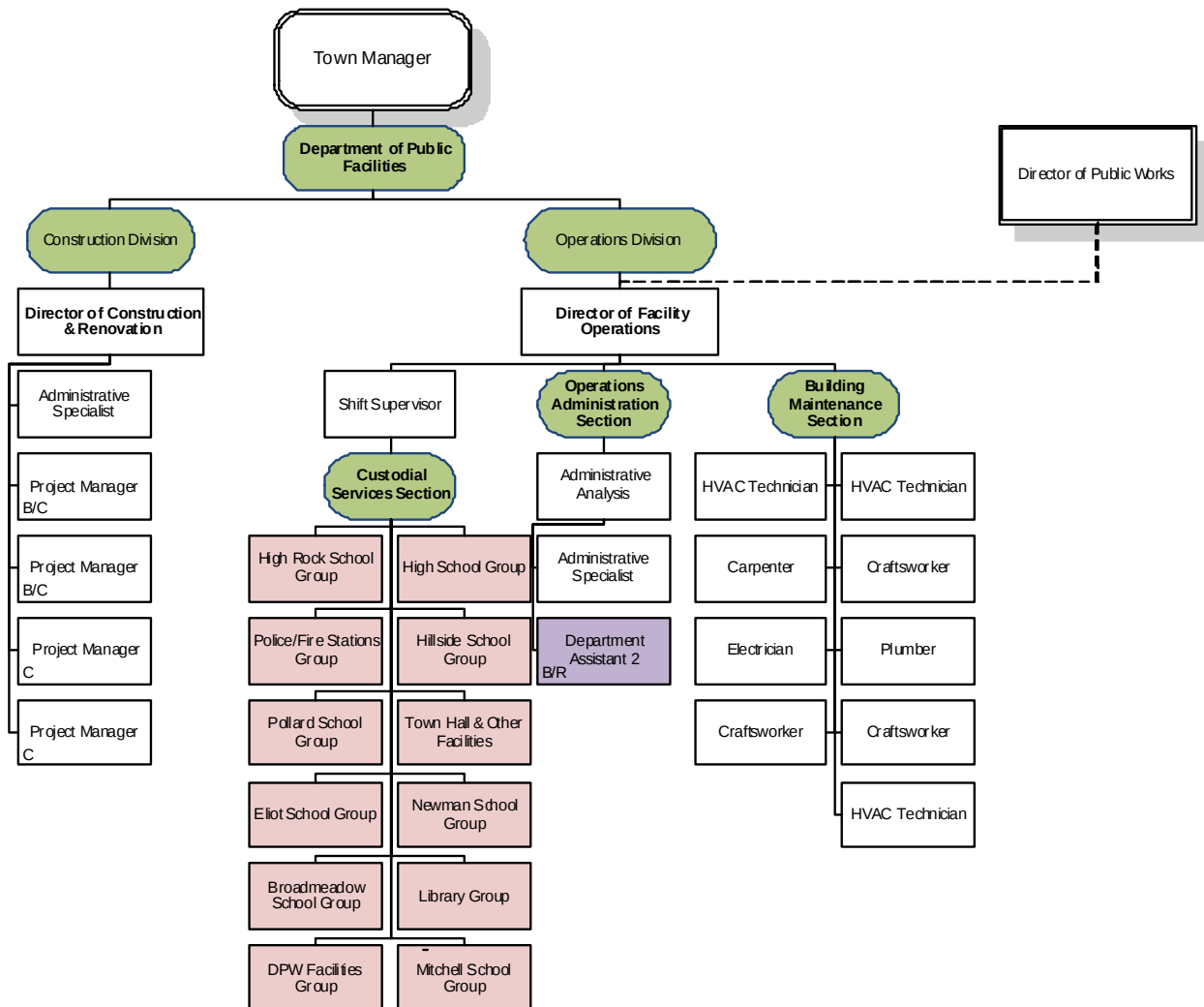
GENERAL PURPOSE

The Municipal Lighting Program covers the cost of operating the streetlights and parking lot lights in the Town of Needham. The Town purchased the streetlights from NStar when given authorization to by Town Meeting in May 2003. The streetlights became property of the Town on November 1, 2003.

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. There are approximately 2,900 such lights in the Town.

Municipal Lighting Program	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Municipal Lighting Program	328,192	221,962	253,300	256,000	256,000	
Total	328,192	221,962	253,300	256,000	256,000	

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

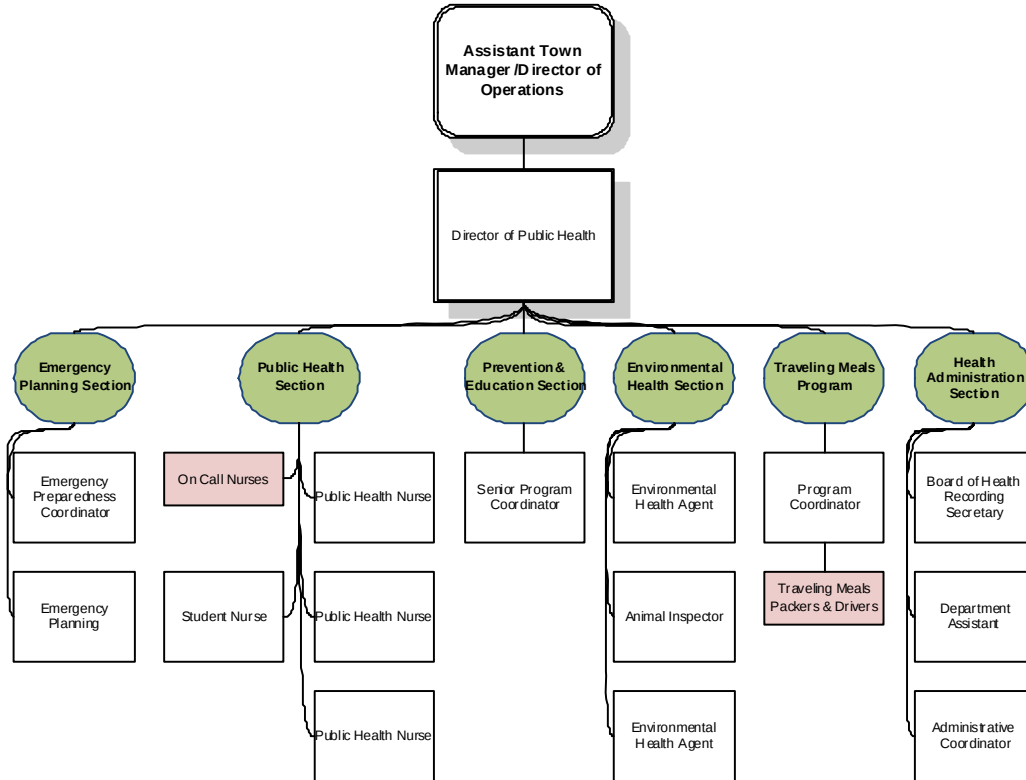
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of the Operations Division include providing custodial services, servicing and repairing HVAC and electrical systems; providing carpentry and general building maintenance services and repair; and providing grounds services that include grass mowing, leaf pick-up, and snow removal.

Department of Public Facilities	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	2,605,957	2,796,956	2,870,212	3,109,128	3,058,620	
Expenses	4,401,039	4,159,786	4,509,505	4,777,099	4,666,935	
Operating Capital			7,645			
Total	7,006,996	6,956,742	7,387,362	7,886,227	7,725,555	

COMMUNITY SERVICES

HEALTH DEPARTMENT



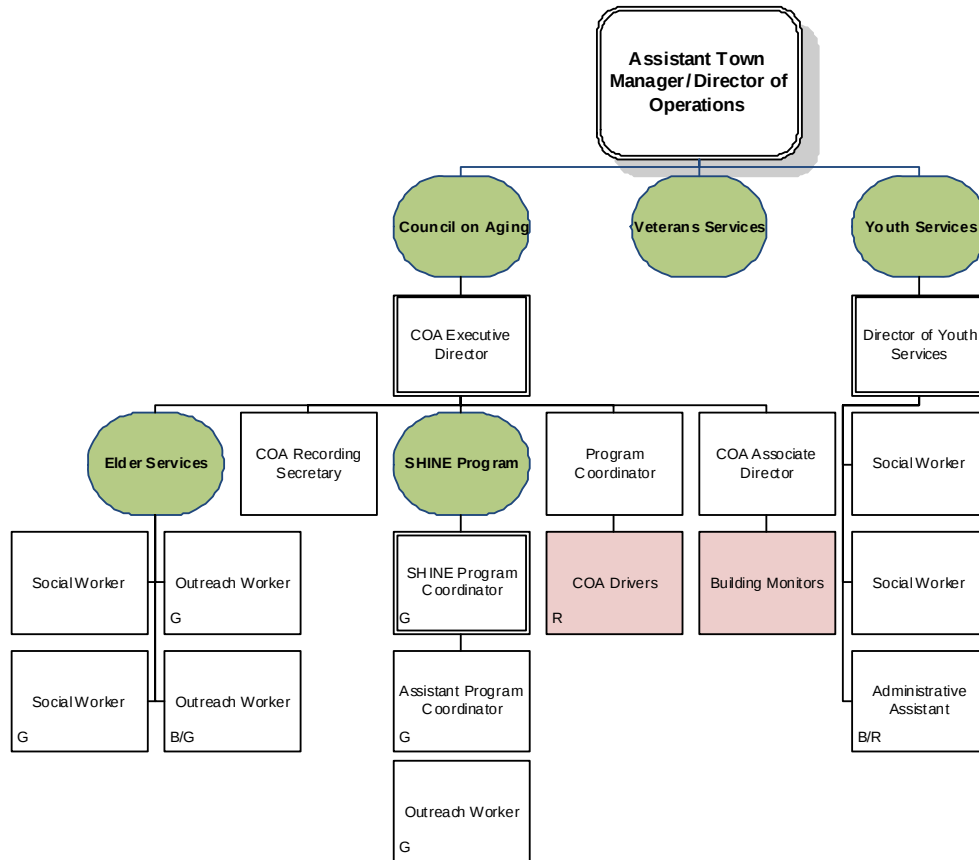
GENERAL PURPOSE

The 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. 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.

Health Department functions include emergency preparedness and response, regulatory oversight, disease surveillance, environmental health training, education and outreach, and program planning.

Health Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	356,976	370,739	383,012	387,461	385,301	
Expenses	68,137	74,250	76,829	78,329	76,829	
Operating Capital						
Total	425,113	444,989	459,841	465,790	462,130	

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.

The **Council on Aging** (COA) has a mission to respond to older residents' needs by providing a welcoming, inclusive, and 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 is charged with serving Needham's 60+ population, and their families, by addressing diverse aspects of aging service interests, concerns, and needs. The COA offers a variety of programs and services five days a week at the nationally accredited Stephen Palmer Senior Center. However, the functions of this department are not confined by walls and it fulfills its mission by delivering programs and services in a variety of places throughout the Town.

The functions of the Council on Aging include advocating for Needham's senior population on the Local, Regional, State, and National levels to assure that needs and interests are being met; finding new ways to ensure that the quality of life for these residents is at a maximum level, while fostering optimum independence; providing outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits

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counseling, volunteer opportunities, health and wellness information and screening, creative, and social classes, educational programs, special events and trips; and providing 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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	478,974	498,836	487,240	493,873	493,873	
Expenses	31,458	37,738	77,160	70,370	70,370	
Operating Capital						
Total	510,432	536,574	564,400	564,243	564,243	

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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel						
Expenses	330	123	550	550	550	
Operating Capital						
Total	330	123	550	550	550	

HISTORICAL COMMISSION

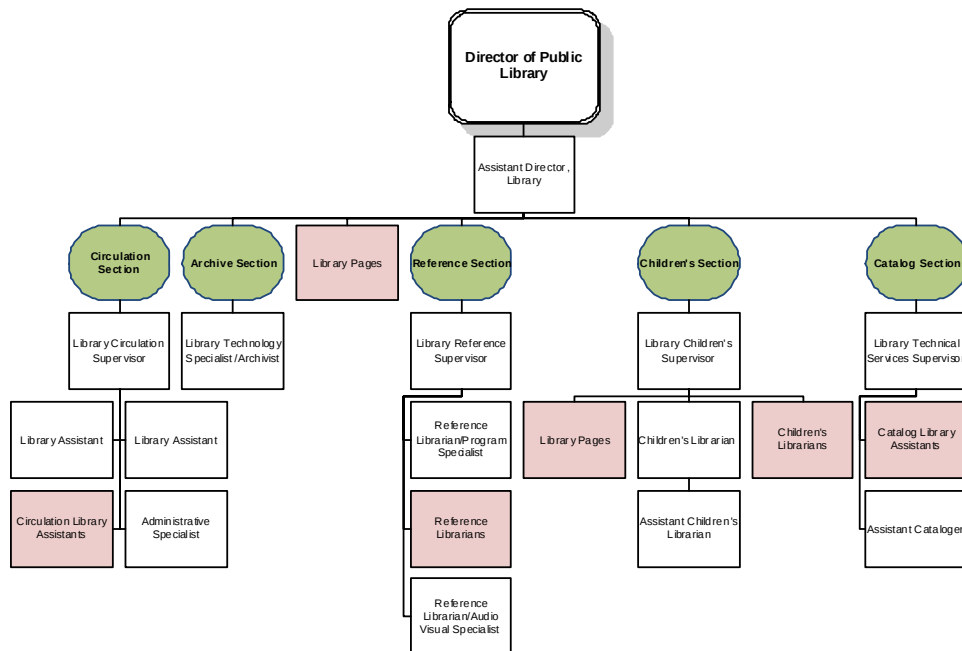
GENERAL PURPOSE

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.

Historical Commission	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel						
Expenses						
Operating Capital		1,033	1,050	1,050	1,050	
Total		1,033	1,050	1,050	1,050	

PUBLIC LIBRARY



GENERAL PURPOSE

The Needham Free Public Library is the hub for those needing access to materials and information to support educational, intellectual, recreational, and cultural needs. The

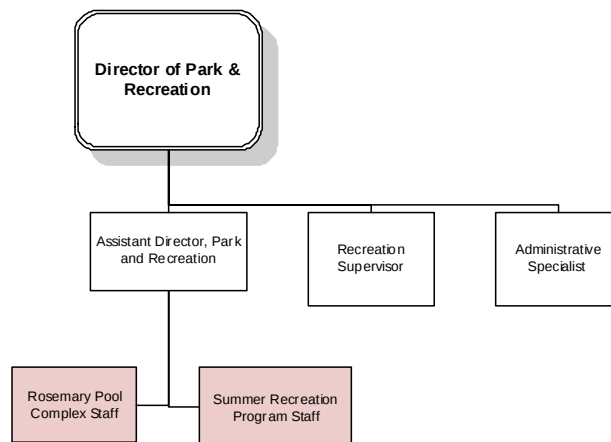
Fiscal Year 2012 Proposed Budget

Library provides opportunities for individuals to develop independent learning and research skills, utilizing a variety of media, in a gathering place designed for people of all ages and abilities. The Library provides free services and information to all.

The Library is committed to utilizing its resources and personnel to promote personal and professional growth opportunities; provide answers to residents' questions on a broad array of topics relating to work, school, and personal life; satisfy residents' need for information on popular cultural and social trends and recreational reading, listening, and viewing materials; and foster an open environment for community interaction and public discourse.

Needham Public Library	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	1,033,541	1,058,491	1,072,844	1,119,955	1,059,646	36,406
Expenses	249,657	262,515	260,843	293,184	292,061	30,000
Operating Capital						
Total	1,283,198	1,321,006	1,333,687	1,413,139	1,351,707	66,406

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 about approximately 400 acres of public land, including the approximately 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.

Fiscal Year 2012 Proposed Budget

Park and Recreation Department	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	414,512	429,489	443,185	440,395	440,395	
Expenses	108,153	107,191	110,875	110,875	110,875	
Operating Capital						
Total	522,665	536,680	554,060	551,270	551,270	

MEMORIAL PARK

GENERAL PURPOSE

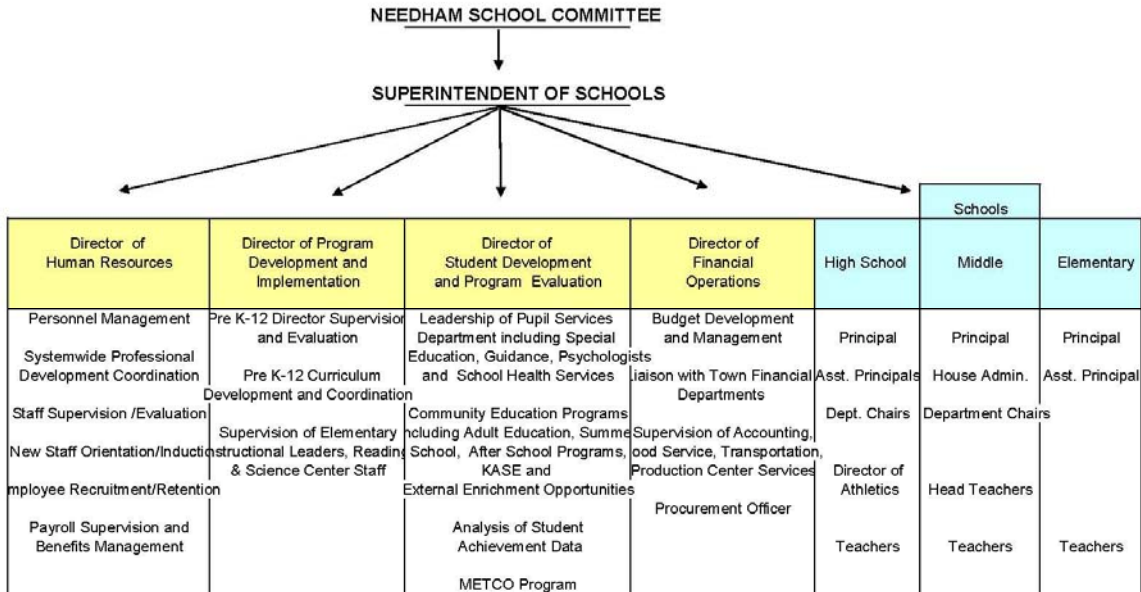
The Trustees of Memorial Park is an elected board consisting of three members who are veterans, two members who are not veterans, and the Chairman of the Board of Selectmen. The Trustees are empowered by M.G.L. c. 41. The Trustees are responsible for the 13.5-acre park, consisting of memorials to veterans, 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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel						
Expenses	250	136	750	750	750	
Operating Capital						
Total	250	136	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.

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 219 through 224.

Needham Public Schools	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Needham Public Schools	41,965,117	45,180,592	46,541,078 Plus one-time- >	48,009,814 800,900	48,432,371 500,900	
Total	41,965,117	45,180,592	46,541,078	48,810,714	48,933,271	

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MINUTEMAN REGIONAL

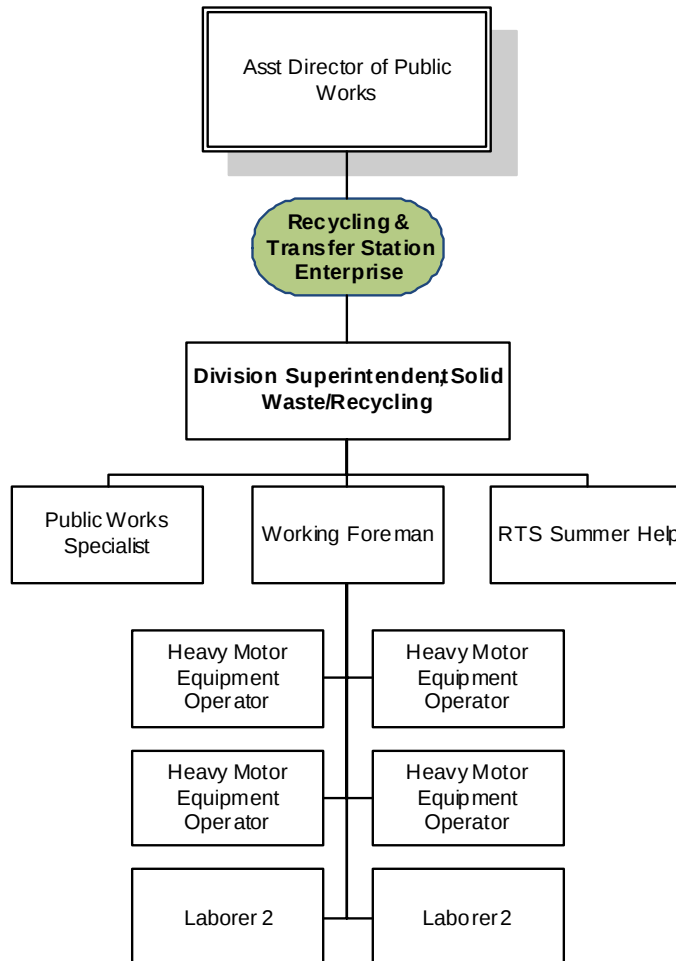
GENERAL PURPOSE

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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Minuteman	377,427	435,733	369,261	435,733	562,681	
Total	377,427	435,733	369,261	435,733	562,681	

ENTERPRISE FUNDS

SOLID WASTE RECYCLING ENTERPRISE FUND



GENERAL PURPOSE

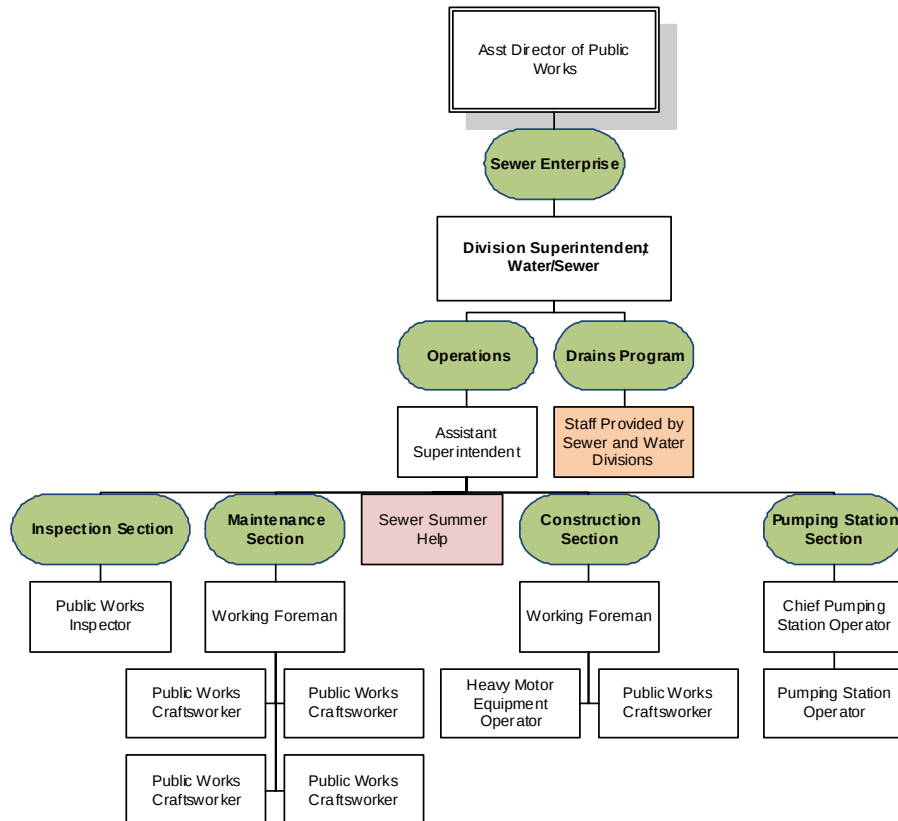
The purpose of the fund is to operate a residential drop-off area and transfer station for the handling and disposal of solid waste generated by the residents of Needham and various Town Departments in accordance with the Waste Bans and Regulations imposed by the Massachusetts Department of Environmental Protection. The make up of the waste stream includes, but is not limited to municipal solid waste, recyclables, yard waste, Public Works construction waste, universal waste and hazardous waste.

The RTS staff manages and maintains a solid waste transfer facility, yard waste processing area and materials processing area (MPA/DPW). The staff handle, process and transport and track all material received at the Recycling Transfer Station (RTS). Removing as much material from the waste stream through practical applications of diversion, recycling or reuse, thereby minimizing disposal cost and increasing revenue through the resale of processed material.

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RTS Department Budget	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	501,670	624,377	635,125	639,479	639,479	
Expenses	1,009,034	1,070,123	1,115,280	1,169,984	1,139,984	
Operating Capital	50,614	39,209	58,000	58,000	43,000	
Debt Service	149,929	149,051	150,000	150,000	150,000	
Reserve Fund	Transfers Only	Transfers Only	45,000	45,000	25,000	
Total	1,711,248	1,882,760	2,003,405	2,062,463	1,997,463	

SEWER ENTERPRISE FUND



The Water and Sewer Division sewer system personnel are responsible for the operation and maintenance of the Town's sewage collection system consisting of over 130 miles of collector and interceptor sewers, 6,500 sewer manholes and 10 sewer pumping stations. The Town's sewer system is a collection system that discharges its wastewater to the Massachusetts Water Resources Authority (MWRA) system for treatment. Approximately 65% of the Town's sewer collection system is a totally gravity system and 35% of the sewer system is pumped into the gravity system. Needham has two principle points of discharge into the MWRA system and nine other public locations where subdivisions discharge to the MWRA system.

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Water and Sewer Division sewer system personnel maintain and operate 23 sewer pumps, motors, switchgear, gates, valves, buildings and grounds contained in ten pumping facilities located throughout town. They also operate pipe maintenance equipment such as a mechanical rodding machine, high velocity jetting equipment, backhoes, trucks, generators, and repair response equipment.

Sewer system personnel are actively utilized throughout the year to clean and maintain the sewer system so that failures and blockages are prevented and/or minimized. Pumping station operators and on-call personnel are active seven days per week keeping the system functioning properly.

Drains Division

The Drains Division undertakes storm drain maintenance, which includes compliance with the National Pollution Discharge Elimination System (NPDES) program. The goals that are set fourth in NPDES help to maintain a productive system and improve the quality of water discharged into local rivers, lakes, streams and ponds. The Water and Sewer Division personnel operate, maintain, and repair the storm drainage system, which consists of 89.7 miles of various size pipes and 3,715 catch basins. As part of the Stormwater Management Plan (S.W.M.P.), the DPW is responsible for inspecting, cleaning and repairing these pipes.

Collection System

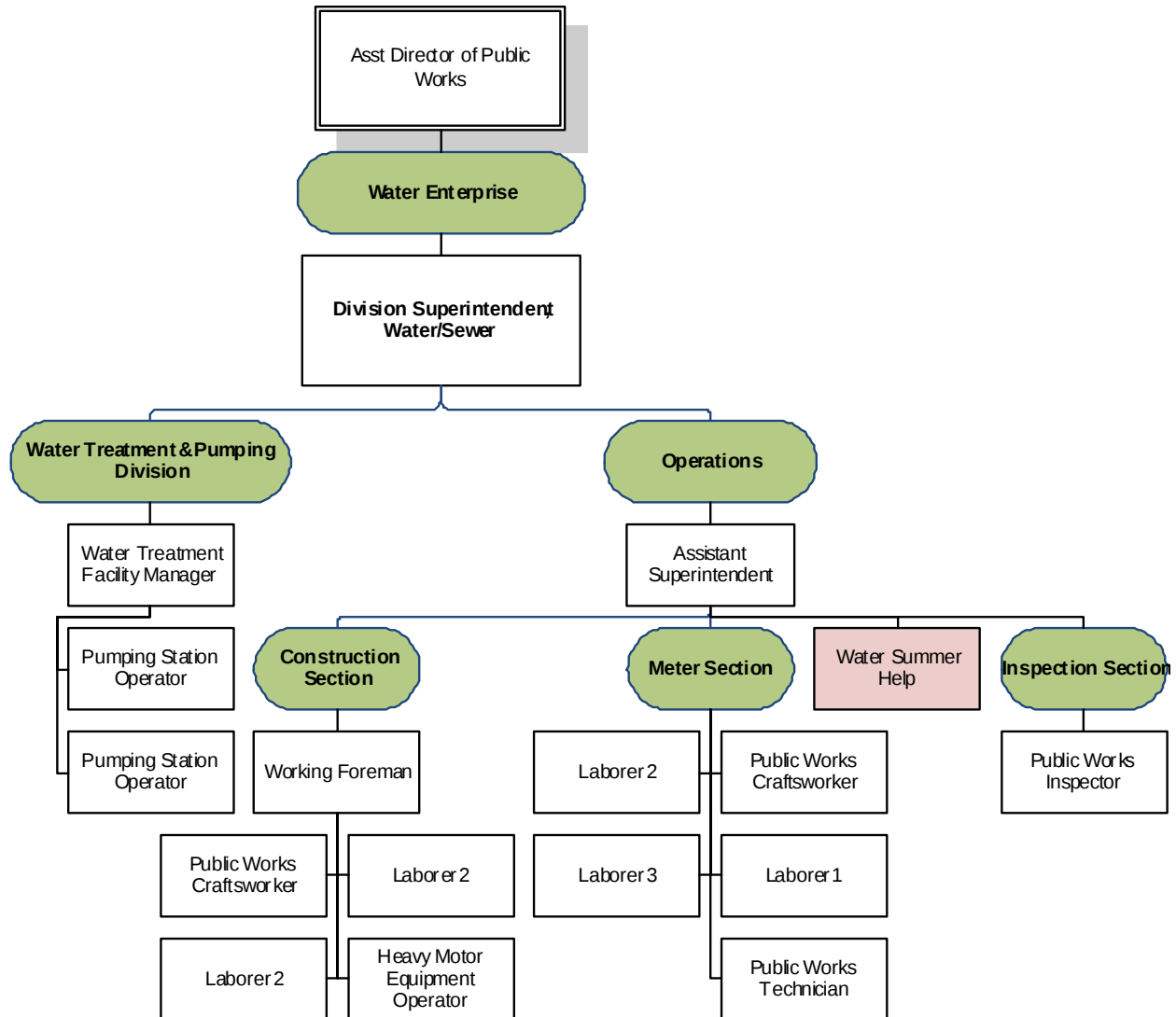
Water and Sewer staff operate, maintain and repair the sanitary sewer system, consisting of 130 miles of gravity sewers and force mains. Operation and preventative maintenance consists of the inspection and cleaning of sewer mains by means of specialized power rodding and high pressure jet flushing equipment. 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 personnel. The more complex work, such as electrical, welding, and heavy hauling of pumps and motors, is performed by private contractors.

Sewer Department Budget	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	556,541	658,119	629,896	943,059	881,180	
Expenses	216,967	281,535	273,354	468,764	468,764	
Operating Capital	24,433	72,000	25,000	25,000	25,000	
MWRA	4,893,374	5,028,493	5,043,945	5,043,945	5,043,945	
Debt Service	1,110,101	1,192,470	1,250,000	1,350,000	1,350,000	
Reserve Fund	Transfers Only	Transfers Only	35,000	35,000	35,000	
Total	6,801,415	7,232,617	7,257,195	7,865,768	7,803,889	

WATER ENTERPRISE FUND



GENERAL PURPOSE

The Needham Water and Sewer Division is primarily a maintenance organization with the ability to perform small and limited construction projects. The yearly tasks of the Water Division consist of operation and maintenance of the Town's water system including supply, treatment and distribution. The Water Division personnel are committed to providing high quality drinking water that meets or exceeds state and federal standards for safety and quality.

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Pumping and Treatment

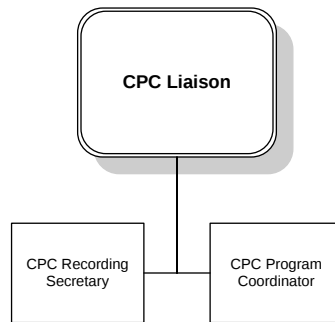
The Town's water distribution system is a single service pressure zone system supplied by two sources. The Town's primary source of water is the Charles River Well Field that is able to produce 4.6 million gallons of water per day (mgd). The Charles River Well Field consists of three groundwater-pumping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

Distribution

The purpose of the Division is to operate, maintain and repair the Town's water distribution system comprised of 135 miles of various size water mains, 1,150 public hydrants, 3,400 water gate valves, and 9,800 water service connections. This work includes the routine repair and/or replacement of meters, valves, service pipes, mains, gates and hydrants; 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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
Personnel	883,030	909,094	1,047,487	959,913	1,016,863	
Expenses	921,722	1,046,301	985,218	1,033,012	974,603	
Operating Capital	20,000		20,000	55,000	55,000	
MWRA	1,061,719	427,332	265,017	265,017	265,017	
Debt Service	1,330,121	1,490,309	1,500,000	1,550,000	1,550,000	
Reserve Fund	Transfers Only	Transfers Only	75,000	75,000	75,000	
Total	4,216,591	3,873,037	3,892,722	3,937,942	3,936,483	

COMMUNITY PRESERVATION FUND



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	FY2009 Actual	FY2010 Actual	FY2011 Current Budget (12/2010)	FY2012 Total Budget Request	FY2012 Town Manager Balanced Budget	Performance Items Included in Balanced Budget
CPC Administrative Budget	4,435	44,185	82,000	82,000	82,000	
Total	4,435	44,185	82,000	82,000	82,000	

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Departmental Budget Submissions
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Needham Public Schools	4-219

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Retirement Assessments	
Operational Considerations		
This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. This budget has been reduced as there are only two remaining non-contributory retirees/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 2010, there were 674 active participants (up 6% from 2009), 449 retirees (down 1.75% from 2009), 71 inactive participants, and 39 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 78.2% on January 1, 2010, up from 73.7% on January 1, 2009. It is anticipated that the system will be fully funded no later than 2027 (one year earlier than the 1/1/09 projection). Recent economic conditions have had an impact on the funded ratio and size of the System's holdings. The System's total assets in August, 2008 were \$113,787,834, dropping to a low in April of \$80,848,597. As of September 30, 2010, the assets had rebounded to \$102,148,059. The historical rate of return since the inception of the system (9% as of 9/30/10) remains favorable and above the required rate of return for actuarial purposes. However, due to the great uncertainty about future returns, the Retirement Board also adopted a funding schedule that reduces the required rate of return from 8.25% to 8%.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Chapter 24 (Non-contributory) Retirements	59,400	32,700
NCRS Assessment	4,552,978	4,722,775
Budget Appropriation	\$4,612,378	\$4,755,475

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense	
Budget Title	Employee Benefits and Employer Assessments
Operational Considerations	
The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, temporary HRA program for school teachers, 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 health insurance premiums for fiscal year 2012, and assumes an increase of 20 active subscribers. The budget assumes a current enrollment of 805 active subscribers: total enrollment increased by 1% for General Government employees and declined by 5% for School Department employees in fiscal year 2011 over fiscal year 2010. Total enrollment (active and retired) is down 1% from FY2010 to FY2011. While insurance rates are expected to increase by 5%, the <u>health insurance</u> portion of this budget is expected to decline by just under 1% due to the conversion of a significant number of subscribers to the so-called "Rate Saver" plans. As of November 1, 2010, 325 (or more than 40% of subscribers) have enrolled in the lower-premium/higher out-of-pocket cost plans. This is due primarily to an agreement with the school teachers (Unit A). The Town agreed to share half the savings resulting from the conversion with the teachers. In addition, the Town has agreed to fund a Health Reimbursement Arrangement program to provide a "safety net" for employees for the next three years. The requested health insurance appropriation is 3.7% lower than the original Fiscal year 2011 appropriation – the sum of \$250,000 was transferred to the School Department budget at the November 8, 2010 Special Town Meeting. The health insurance line is estimated at this time, as actual health insurance rates will not be available until February or March of 2011. This budget 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 8.5% of actual expenditure 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 14%, 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 increased to reflect actual projected spending in FY2010 and to reflect the extension of benefits to 99 weeks by the Federal government.	

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Employee Benefits and Employer Assessments	
This budget provides funding for costs associated with workers compensation for all General Government and School Department employees (and injury in 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 claims. Based on a trend of declining balances in the workers compensation reserve account (due in part to the resolution of several long-standing cases), and accounting for increases in salaries and expenses, this line item is proposed to be increased from \$400,000 to \$450,000. This would be the second increase in the workers compensation line since the line item was reduced to \$385,000 from \$450,000 in FY2000. In fiscal year 2011, the amount was increased to \$400,000.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Employee Benefits*	9,549,125	9,651,203
Unemployment	140,000	140,000
Workers Compensation and Public Safety injured on duty	400,000	450,000
* reflects action at 11/8/10 STM		
Budget Appropriation	\$10,089,125	\$10,241,203

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Retiree Insurance Program & Insurance Liability Fund	
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 799 retired subscribers. The annual cost of health insurance for these retirees is estimated at \$3.28 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 FY02. Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2009, the Town’s Unfunded Actuarial Liability was \$43,879,643, with a funded ratio of 10.2% (as compared to a UAL of \$43,596,991 and a funded ratio of 6.6% as of July 1, 2007). The conversion of many of the Town’s existing employees and most future employees to higher out-of-pocket “Rate Saver” health insurance plans 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 will supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community’s unfunded liability is a requirement of GASB 45, and is 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, thus making it more likely that the Town will achieve its actuarial assumption for an 8% rate of return.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Chapter 10 Acts of 2002	3,626,375	3,906,275
Budget Appropriation	\$3,626,375	\$3,906,275

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Debt Service – General Fund	
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 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. The fiscal year 2012 request includes a new line for debt service supported by CPA funds. The Town will incur its first CPA supported debt payment for the Town Hall in fiscal year 2012. The financing plan anticipates a debt service obligation in fiscal year 2012 of \$300,000. This budget does not contain any funding for debt that may be authorized after the November 2010 Special Town Meeting or at the 2011 Annual Town Meeting. Debt service related to the RTS (150,000), Sewer (1,350,000), 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 reflects a 7.6% decrease from the fiscal year 2011 budget; this budget inclusive of the CPA supported debt is \$10,843,572 or \$562,900 lower than the current year or 4.9% less.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Debt Within the Levy	2,967,712	3,121,297
Debt Excluded from Levy	8,438,760	7,422,275
Debt Community Preservation Act Levy	0	300,000
Budget Appropriation	\$11,406,472	\$10,843,572

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Auto, Casualty, Liability, Property, and Self Insurance Program	
Operational Considerations		
The Assistant Town Manager/Finance oversees the Town's non-employee 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. Based on the advice of the Insurance Advisory Committee, the Town began insuring in fiscal year 2002 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. The premiums for fiscal year 2012 are not yet known, this information is received in the late spring. 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 Town Hall is scheduled to re-open in fiscal year 2012 and therefore must be added back to the Town's insurance coverage (the building is currently covered by the General Contractor's builder's risk policy). A portion of the Newman School building coverage will be reduced during fiscal year 2012 while the HVAC work is done. The Town will be required to insure the modular units that will be placed at the Newman site for the 2011 – 2012 school year. However, because of our loss control efforts which earn premium credits, the anticipate changes are expected to be offset and therefore the fiscal year 2012 request is level dollar.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Insurance Premiums, Expenses	490,000	490,000
Self Insurance (Chapter 40 Section 13) and Small Claims Administration	35,000	35,000
Budget Appropriation	\$525,000	\$525,000

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Classification, Performance & Settlements	
Operational Considerations		
The Classification, Performance, Settlements 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 fiscal year 2011 appropriation for this line is \$30,000. The Town has one agreement in place for fiscal year 2012 – Needham Firefighters Local 1706. All of the other general government units are either not yet settled, or include a wage re-opener for fiscal year 2012.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Classification, Performance & Settlements	30,000	202,000
Budget Appropriation	\$30,000	\$202,000

Fiscal Year 2012 Proposed Budget

Town of Needham Town Wide Expense		
Budget Title	Reserve Fund	
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. The reserve fund for fiscal year 2010 was set at \$1,256,508 at the 2009 Annual Town Meeting. Expenses for Snow and Ice removal in fiscal year 2010 were above average at \$690,404, requiring a reserve fund transfer of \$490,404. Approximately \$86,000 was transferred from the reserve fund during FY2010 to cover legal costs for additional casework including litigation relating to the High School project. Due to severe storms in the spring of 2010, reserve fund transfers were needed in the amount of \$46,000 for public safety overtime costs and \$35,000 to cover unanticipated sewer department costs. A transfer from the fiscal year 2010 reserve fund of \$5,000 was also made to the Town Clerk’s budget to cover unexpected costs due to special elections. The appropriation for the fiscal year 2011 reserve fund is \$1,251,363. A supplemental appropriation was made to the Reserve Fund at the November 2010 Special Town Meeting in the amount of \$283,000, which increased the Reserve Fund to \$1,534,363. To date no funds have been transferred or requested from the fiscal year 2011 reserve fund. The reserve fund submission for FY 2012 is \$1,500,000. The Finance Committee believes that \$1,500,000 is a fiscally prudent amount given uncertainties surrounding the costs of snow and ice removal, legal fees, and the possibility of further unexpected cuts in state aid.		
Summary		
Budget Component	FY 2011 Budget	FY 2012 Request
Reserve Fund Budget	1,251,363	1,500,000
Amendments	283,000	
Transfers through November 2010	0	
Balance	1,534,363	1,500,000
Budget Appropriation	\$1,534,363	\$1,500,000

Fiscal Year 2012 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 the Board of Selectmen, 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, permitting, health and human services, and human resources functions. The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations; representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies; making appointments to those Town Boards and Committees under its jurisdiction; convening the Annual Town Meeting in May and any Special Town Meetings that may be required, and preparing the Warrant (listing of Articles) for Town Meeting consideration; licensing all food and liquor establishments and transportation companies; and approving appointments recommended by the Town Manager for the positions of Assistant Town Manager/Finance, Assistant Town Manager/Operations, Fire Chief, Police Chief, and Director of Public Works. The Town Manager is the chief executive officer of the Town, and is responsible for reviewing and recommending the reorganization, consolidation, or abolishment of departments; rental and use of all Town property, except school property, and maintenance and repair of all Town buildings, including school buildings and grounds; serving as purchasing agent for the Town, awarding all contracts for all departments and activities of 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.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1																	
Department	Office of the Town Manager / Board of Selectmen																
The Board of Selectmen/Town Manager's budget provides many services to other departments. For instance, all local and long distance telephone charges, as well as telephone equipment maintenance for non-school departments are funded in this budget. Similarly, the department funds all photocopy-related costs such as maintenance, supplies, and per-unit charges for Town Hall. The FY2012 budget submission is \$1,924 higher than the FY11, or .2 %. The salary line has increased by \$6,941 - 1 % - resulting from changes in staffing and performance-based increases. The expense line has decreased by (\$5,017) or (3 %). Many of the expense lines have been reallocated based on FY2012 priorities, more appropriate allocation, and to reflect actual spending in prior years. Changes include a reduction in the repairs and maintenance line, as the Town Hall's telephone system will be under warranty for FY2012, a reduction in professional and technical based on the number of and type of assessment centers, and the implementation of a background investigation program. Line reallocations include: <table> <tr> <td>Repairs and maintenance:</td><td>(\$12,000)</td></tr> <tr> <td>Professional and Technical:</td><td>(\$15,700)</td></tr> <tr> <td>Communications:</td><td>\$21,333</td></tr> <tr> <td>Office Supplies:</td><td>(\$300)</td></tr> <tr> <td>Other Purchased Services:</td><td>(\$100)</td></tr> <tr> <td>Other Supplies and Equipment:</td><td>(\$800)</td></tr> <tr> <td>Travel/Mileage:</td><td>\$1,900</td></tr> <tr> <td>Dues and Subscriptions:</td><td>\$650</td></tr> </table>		Repairs and maintenance:	(\$12,000)	Professional and Technical:	(\$15,700)	Communications:	\$21,333	Office Supplies:	(\$300)	Other Purchased Services:	(\$100)	Other Supplies and Equipment:	(\$800)	Travel/Mileage:	\$1,900	Dues and Subscriptions:	\$650
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Travel/Mileage:	\$1,900																
Dues and Subscriptions:	\$650																
Performance Factors																	
<u>Fees</u> The only fees charged by the department involve licensing. In FY05, the Board of Selectmen approved a significant increase in the liquor license fees, which was phased in over three fiscal years (FY05, FY06, and FY07). Other fees collected include common victualler, Class I and II motor vehicle sales, second hand goods dealers, pool tables, bowling alleys, lodging, livery, automatic amusement, and entertainment. By far the largest category of department-generated revenue - Liquor License revenue - has been as follows: <table> <tr> <td>FY04:</td><td>\$28,245</td></tr> <tr> <td>FY05</td><td>\$40,105</td></tr> <tr> <td>FY06</td><td>\$48,005</td></tr> <tr> <td>FY07</td><td>\$61,755</td></tr> <tr> <td>FY08</td><td>\$69,580</td></tr> <tr> <td>FY09</td><td>\$55,130</td></tr> <tr> <td>FY10</td><td>\$81,451</td></tr> </table> <u>Performance Factors</u> The Department established new performance factors for FY2011:		FY04:	\$28,245	FY05	\$40,105	FY06	\$48,005	FY07	\$61,755	FY08	\$69,580	FY09	\$55,130	FY10	\$81,451		
FY04:	\$28,245																
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Fiscal Year 2012 Proposed Budget

Department Information DSR1																										
Department	Office of the Town Manager / Board of Selectmen																									
1. Transcription of BOS Minutes within one month of the BOS meeting; 2. Tracking of minutes and agendas for all BOS appointed committees with an eventual goal of ensuring that agendas are posted in advance of each meeting and minutes are posted within one month of each meeting; and 3. Follow up on referred complaints and inquiries with a goal of follow-up within one week.																										
<table border="1"> <tr> <th colspan="5">Board of Selectmen # Days from Meeting Date to Approved Minute Posting</th></tr> <tr> <th></th><th><30 Days</th><th>31-60 Days</th><th>61-90 Days</th><th>>91 Days</th></tr> <tr> <td>FY2009</td><td>18</td><td>4</td><td>3</td><td>4</td></tr> <tr> <td>FY2010</td><td>19</td><td>12</td><td>2</td><td>3</td></tr> <tr> <td>FY2011</td><td>6</td><td>2</td><td></td><td></td></tr> </table>		Board of Selectmen # Days from Meeting Date to Approved Minute Posting						<30 Days	31-60 Days	61-90 Days	>91 Days	FY2009	18	4	3	4	FY2010	19	12	2	3	FY2011	6	2		
Board of Selectmen # Days from Meeting Date to Approved Minute Posting																										
	<30 Days	31-60 Days	61-90 Days	>91 Days																						
FY2009	18	4	3	4																						
FY2010	19	12	2	3																						
FY2011	6	2																								
Complaints and inquiries are logged and tracked for departmental disposition and follow up. Occasionally, issue resolution is relatively simple and can be accomplished the same day; however, issues that require consultation and follow-up with multiple departments can take longer than one week to resolve. Shifting priorities can also affect the follow up on more complex issues in that working with limited resources is directly impacted by unplanned for events that require immediate attention. The Office is exploring an automated system whereby residents can visit the Town's website to log questions or requests for service.																										
<u>Goals</u>																										
Capital Facilities and Infrastructure The Town Manager/Board of Selectmen's Office continues to emphasize maintenance and investment in capital facilities and infrastructure. In 2010, the Town completed the construction of the Public Services Administration Building. Town Hall departments relocated to the PSAB during the period that the Town Hall is under construction. Town Hall construction began in 2010, with substantial completion expected in the fall of 2011. Town Hall offices will be relocating back to Town Hall during FY2012. The Town also completed its exploration of the options for location of a new senior center. The Board of Selectmen voted to proceed with the construction of the new center at the intersection of Hillside Avenue and West Street, on the current MBTA commuter parking lot. The November, 2010 Special Town Meeting appropriated funds for the design of this new facility. The Town and the MBTA have agreed to a land swap that would provide the space for the center as well as 85 commuter parking spaces in the Heights. In return, the MBTA will take ownership of the Upper Hersey parking lot. Over the past year, the Town secured Massachusetts School Building Authority funding participation for the Newman School project and the Pollard School roof project.																										
Sustainability The Board sponsored a joint meeting with the School Committee and Finance Committee to discuss sustainability in salary and benefit items in September, 2009. The Town has implemented lower-premium/higher-out-of-pocket Rate Saver health insurance programs for all new hires for non-union employees (School and General government), and all 6 General Government unions. To date, the Town has bargained 0% COLA agreements with 5 of 6 unions, as well as the non-represented employees. The Town and Schools worked																										

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
together to implement Rate Saver health insurance programs for all Unit A teaching employees, and to achieve a sustainable Unit A contract. The conversion to Rate Saver health plans will have a measurable, positive impact on the Town's health insurance and post-employment benefit costs. With respect to energy, the Town enrolled two generators in an energy demand management program which will provide the Town with new revenue. The Town Manager and School Superintendent issued an energy challenge in an effort to reduce energy consumption by 5% by limiting "plug-ins," improving lighting efficiency, and setting temperature controls. The Town received a Federal stimulus grant of \$86,000 to install energy controls at the Hillside School. Investment was made in lighting controls, filter controls, and building envelope repairs in numerous buildings. Along with worldwide pricing reductions and favorable pricing contracts, these efforts allowed the Town to reallocate approximately \$370,000 in FY10 and lower the FY11 energy budget by close to \$500,000. The Town was awarded a clean energy grant to help fund the installation of a MET (wind power test) Tower at the RTS, and approval of the zoning necessary to install the tower was approved at the 2010 Annual Town Meeting. The Town also installed a demonstration solar panel at the High Rock School, installed geothermal heating and cooling at the PSAB, and continues to purchase hybrid vehicles when appropriate. <i>Economic and Community Development</i> The Council of Economic Advisors continues to focus on vitality of the Town's business districts. The Town has engaged the services of a consultant to develop a business development and permitting guide for small businesses, and funds to conduct a planning study of the NEBC were approved at the 2010 Annual Town Meeting. The Town also made significant streetscape improvements on Chapel Street and lower Chestnut Street. <i>Community Services and Assets</i> The November, 2009 Special Town Meeting approved the purchase of two parcels in the Carol-Brewster area. The properties will be cleared of invasive species, and a trail and plantings will be installed. The May, 2010 Special Town Meeting approved the purchase of 174 Charles River Street which will help the Town improve the usefulness of the Walker Gordon Field, and also provide increased opportunities for recreation. The Town Meeting also approved the transfer of three parks – Avery, Dwight, and Perry – to the jurisdiction of the Park and Recreation Commission, and the area known as Perry Glen from the Park and Recreation Commission to the Conservation Commission. The Board of Selectmen created an open space and parcel acquisition working group to develop a long-range plan for acquisition of properties through CPA and non-CPA funds, and also developed a Townwide policy on the regulation of dogs at parks and athletic facilities. <i>Board Operations, Town Administration, and Strategic Planning</i> The Town of Needham helped to create a regional veterans' district with the towns of Wellesley and Weston. This collaboration will allow the Town to improve outreach to veterans without increasing the operating budget. In an effort to provide greater flexibility and efficiency, the Town implemented a major re-organization of the Department of Public Works, and consolidated the Conservation, Zoning Board of Appeals and Planning Department into a Department of Planning & Community Development.	

Fiscal Year 2012 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	646,680				646,680	
Expenses	156,433				156,433	
Operating Capital						
Total Operating Request	803,113				803,113	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Office of the Town Manager / Board of Selectmen							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.										624,408	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Payment in lieu of vacation (2 staff /1 week each – 1HR Dir, 1ATM)								4,122		
b.	Selectmen Stipends								7,800		
c.	Tuition Reimbursement/HR								2,000		
d.											
e.											
f.											
								Sub Total 2	13,922		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary / Board of Selectmen								3,000		
b.	Town Meeting Workers / Town Meeting, Town Report								5,000		
c.											
d.											
e.											
f.											
								Sub Total 3	8,000		
4. Salary and Wage Overtime (Itemized Below)											
a.	Human Resources Overtime								350		
b.											
c.											
d.											
e.											
f.											
								Sub Total 4	350		
5. Total Salary and Wages (1+2+3+4)									646,680		
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services				Copy machine meter charges, copier and fax machine maintenance/COM				10,500			
Rental & Leases											
Other Property Related Services											
Professional & Technical Services				Town Clerk's Record Binding/TMTR (1,000) Performance Needham/TM/ATM (12,000) Consulting/TM/ATM (5,050) Professional Development/TM/ATM				41,850			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Office of the Town Manager / Board of Selectmen	
Object	Description	Amount
	(3,000) Professional Development/HR (800) Recruitment/Assessment Ctr/HR (11,000) Staff Training/HR (7,500) Conference Registration/BOS (1,500)	
Communications	Local and Long Distance Charges/COM (47,000) Postage, Printing for Election and Town Meeting/TMTR (9,000) Printing Town Report and Town Clerk Records/TMTR (7,300) Advertising, Printing & Postage/HR (16,220) Advertising, Postage, Wireless Communications and Printing/TM/ATM (6,013)	85,533
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Office Supplies/TM/ATM (1,600) Office Supplies/HR (1,400)	3,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies	Official Functions/TM/ATM	200
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Expenses/Town Meeting (300) Expenses/TM/ATM (300)	600
Governmental Charges		
Travel & Mileage	Travel MMA,MMMA,ICMA/TM (1,700) Travel MMA,MMMA, ICMA/ATM (1,700) Travel/BOS (100) Travel/HR (250)	3,750
Dues & Subscriptions	HR (250) MMA, Suburban Coalition, Norfolk County Selectmen/BOS (8,200) ICMA, MMA/TM (1,590) ICMA/ATM (960)	11,000
6. Total Expenses		156,433
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		803,113

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Town Clerk & Board of Registrars
Operational Considerations	
<u>Town Clerk/Board of Registrars:</u> The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2012 has two scheduled elections – The Presidential Primary on March 6, 2012 and the Annual Town Election on April 10, 2012. Fiscal Year 2011 had three scheduled elections while Fiscal Year 2010 had one scheduled election and ended up with an extraordinary number of additional elections between December, 2009 and May, 2010 totaling six. The MTCA was successful in seeking reimbursement for two special state elections to fill the vacancy of Senator Kennedy and Needham received approximately \$29,000. The combined Town Clerk/Board of Registrars budget shows an overall decrease of \$3,896. There are two scheduled elections in Fiscal Year 2012 compared to three scheduled elections in Fiscal Year 2011. 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 programming costs for the Annual Town Election is considerably more than similar costs for a state election since the Annual Town Election consists of 10 separate ballots – one for each precinct. Salaries: A total decrease in salaries of -\$2,916 includes the reduction in costs for 80 election workers for one less election in the amount of \$8,250 as well as the salary cost of living adjustments approved at the May 2010 Annual Town Meeting and staffing adjustment from TSII Step 9 to TSII Step 7 in the amount of \$5,334 for 4.6 employees. Services, Supplies and Expenses: -\$980. This includes a slight increase in repair costs and rental costs of \$25 each; a decrease of \$1,725 in Professional & Technical Services for election programming for one less election; an increase of \$125 in Communication for increased postage costs for absentee ballots and the census mailing, -\$150 for 1 less warrant; an increase of \$470 to include the purchase of 4 (4-unit) voting booths; and an increase of +\$100 for Food & Services for 2 elections. The total Town Clerk/Board of Registrars Budget for FY12 = \$317,680 representing a total decrease of \$3,898 over FY 2011. In comparison, the total Town Clerk/Board of Registrars Budget for FY11 = \$321,578 representing a total increase of \$28,879 over FY 2010.	
Performance Factors	
<u>Town Clerk/Board of Registrars:</u> The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street List, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns average 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, and dog licensing 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, Fish & Game licenses, Storage of Flammables registrations, business certificates, and licenses issued by	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Town Clerk & Board of Registrars
the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications and certifies 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 the oath of office for state commissions and acts as agents to process passport applications. With two scheduled elections in Fiscal Year 2012 - the Presidential Primary and the Annual Town Election - the Town Clerk/Board of Registrars' Office will continue at a busy pace. WHAT'S NEW? 🚩 The new Ethics Legislation was passed in July 1, 2010 which included testing and distribution of ethics materials to all employees as well as receiving all acknowledgements A second and third part of the Ethics Legislation was the revised Open Meeting Law and Campaign Finance reporting requirements which requires additional distribution of materials to local boards and committees and campaign finance reporting for local candidates. The Ethics Legislation affects literally every department in local government. However, the brunt of this legislation falls on the municipal clerk with additional posting requirements, ethics testing, and campaign reporting and recordkeeping. 🚩 Upon completion of the 2010 Federal Census, cities and towns must redraw their precinct lines according to federal population guidelines. Once this is completed all Town Meeting Members will run for election at the same time. This will most likely occur in April, 2012. At that time the first one third of the Town Meeting Members will serve for a three-year term; the next third will serve for a two-year term; and the last third will serve for a one-year term. 🚩 After sixteen years, State legislators finally approved the Vitals legislation in August, 2010 which will computerize the vitals records of the Commonwealth. The long awaited electronic vital registration program begins in January, 2011 with the issuance of electronic birth records. This will be followed by the electronic issuance of death and marriage records on July 1, 2011 and January 1, 2012 respectfully. While the State Department of Vital Records and Statistics will have electronic birth records dating back to 1987, cities and towns will need to continue to input their own records from 1987 back. As we move forward, we plan to move backward to 1711 when the town first started compiling the births, marriages and deaths of its residents. Funding through the Community Preservation Commission may be a possibility and is being investigated by many cities and towns in Massachusetts. This will take time as we learn the new system. However, this is a major step forward and we will assist the State Department of Vital Records and Statistics to achieve this long awaited goal. Both the Needham Town Clerk and Assistant Town Clerk have served as members of the Vitals User Working Group during the program development of this statewide electronic vitals program. FY2010 revenue totaled \$240,555.38 compared with FY2009 revenue of \$210,994.21 and FY2008 revenue of \$225,533.39. This represents 1.14% revenue increase over FY2009 and a 1.067% revenue increase over FY2008 The following are total revenues by category:	
	FY2010 FY2009 FY2008 FY2007

Fiscal Year 2012 Proposed Budget

Department Information DSR1				
Department	Town Clerk & Board of Registrars			
Liquor Licenses:	\$84,470	\$58,130	\$69,580	\$61,755
Other Licenses:	\$20,662	\$19,857	\$20,255	\$22,351
Dog Licenses:	\$27,840	\$28,282	\$27,044	\$26,469
* Fish & Game (paid to town):	\$210	\$241	\$236	\$290
Fish & Game (paid to state):	\$4,007	\$4,583	\$4,559	\$5,688
(* Municipal clerks have the option of selling or not selling fish and games licenses. This does not bring in much revenue for the town. However, there are no other outlets for Needham residents to obtain these licenses. Thus we continue to offer this service)				
General Fees:	\$97,817	\$95,551	\$96,054	\$88,413
** Passports:	\$5,550	\$4,350	\$7,805	\$8,130
Fees from Sec. of State:	0	0	0	0
(** Beginning in January, 2008, the U. S. Department of State reduced the town's passport processing fee from \$30 to \$25 per application)				
 Preservation of old town records continues and we are hoping to complete one volume in the fall 2011. To date we have restored twenty-six 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 2010 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.				
 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. We hope to categorize these records and eventually have them bound along with our other bound records.				
<u>Board of Registrars:</u> 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 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 have posted notices, sent press releases, and contacted the High School to solicit students to work on election days with little response until 2009/2010 election calendar. We had several students work part of the day on election days and they were fantastic. We hope to continue and promote High School students as Election				

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department			Town Clerk & Board of Registrars				
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 true hardship on the city and town clerks offices particularly during a Presidential election year. A closer look at the absentee balloting laws in Massachusetts with a view toward updating procedures and still maintaining the voter's integrity may be appropriate. All in all, some legislation may become law and others may fall by the wayside.							
WHAT'S NEW?							
The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote. This process occurred for the first time at the November 2, 2010 State Election allowed those voters to vote by email or fax. 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 would 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.							
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		279,390				279,390	
Expenses		38,290				38,290	
Operating Capital							
Total Operating Request		317,680				317,680	
Special Financial Warrant Articles?		YES		NO	X	How Many?	0

Fiscal Year 2012 Proposed Budget

Town of Needham Department Expenditure Detail DSR2										
Department				Town Clerk & Board of Registrars						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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 4 (see below)?								Yes	No	X
1. Salary and Wage Permanent Positions								\$251,555		
Other Salary and Wage Expenses – (Itemized Below)										
a.	Salary and Wage Part Time Positions (included above)									
b.	Board of Registrars stipend for Town Clerk (MGL)							1,000		
c.	Board of Registrars Salary (\$545 x 3)							1,635		
d.										
e.										
f.										
2. Other Salary and Wage Expenses (a+b+c+d+e+f)										
Sub Total A (1+2)								\$254,190		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	80 Election workers per election (3 elections FY2011)									
b.	10 Wardens x \$150 = \$1500, 10 Clerks x \$150 = \$1500 = \$3,000									
c.	40 Inspectors x \$120 = \$4800									
d.	20 Relief workers x \$8.7097 x approximately 2 – 2.5 hours = \$400									
e.	Staff = \$700, custodian = \$1200, Census follow-up = \$1,000 = \$2,200									
f.	11,100 x 2 = \$22,200									
Sub Total B (3)								\$22,200		
4. Salary and Wage Overtime (Itemized Below)										
a.	Annual overtime							3,000		
b.										
c.										
d.										
e.										
f.										
Sub Total C (4)								\$3,000		
5. Total Salary and Wages (A+B+C)								\$279,390		
DSR2B										
Object				Description				Amount		
Repairs & Maintenance Services				4 typewriters \$450, 1 Time clock \$175 11 Accuvote Machines 11 @ \$200 = \$2200				\$2,825		
Rental & Leases				Iron Mt. storage \$440 Post Office Box 920663 \$75 Other \$10				\$525		
Other Property Related Services										

Fiscal Year 2012 Proposed Budget

Town of Needham Department Expenditure Detail DSR2		
Department	Town Clerk & Board of Registrars	
Object	Description	Amount
Professional & Technical Services	Binding Vital Records \$1500 Record Restoration \$1200 Program 2 Elections/Ballots ATE - \$6125, Presidential Primary - \$2000 Other Expense \$275	\$11,100
Communications	T.C. Postage Misc. \$1700 Printing T.C. Misc. A.G. By-Laws \$400 Wireless (12 x \$45) \$540 Elec. Printing: 2010 Street List \$2800 Census Forms/Env. \$1200 Confirmation Notices \$1200 2 Warrants \$250 Postage Census 11,000 x .42 = \$4620 Confirmation/\$520 Absentee Ballots (500 x .81 x 2) = \$810, misc. \$300	\$14,340
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Misc. T.C. Office supplies \$1000 Misc. Accuvote Supplies = \$460 Misc. Election Div. Supplies \$1200	\$2,660
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies	Food Supplies for two elections	\$700
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Dog tags/licenses \$550 Voting Booths (4 4-unit) = \$2640	\$3,190
Governmental Charges		
Travel & Mileage	3 MTCA Conference \$1000 1 NEACTC Conference \$350 1 NEMCI Education Program \$900 Tri-County Clerks meetings \$200	\$2,450
Dues & Subscriptions	IIMC MTCA NEACTC Tri-County Clerks Assoc.	\$400
Other Expense	Town Clerk Annual Bond \$100	\$100
6. Total Expenses		\$38,290
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$317,680

Fiscal Year 2012 Proposed Budget

Department Information DSR1S						
Department		Town Counsel				
Operational Considerations						
Town Counsel provides legal advice to the Town's departments and officials, attends every session of Town Meeting and Selectmen's meetings, and meets with other boards when requested. Town Counsel drafts and approves all contracts when requested. Town Counsel represents the Town and its officials in the courts and before administrative agencies. Town Counsel assists in the drafting of legislation, by-laws, and regulations.						
Spending Request Recap						
Description	Base Request DSR2S	Additional Request DSR4			Total	
Personnel	68,664	0			68,664	
Expenses	193,500	36,500			230,000	
Operating Capital	0	0			0	
Total Operating Request	262,164	36,500			298,664	
Special Financial Warrant Articles?	YES		NO	☒	How Many?	

Department Expenditure Detail DSR2S								
Department		Town Counsel						
DSR2SA								
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	☒	No	☐
I. Salary and Wage Permanent Positions								
	Title	Rate	FTE	Amount				
a.	Town Counsel	n/a	.24	68,664				
				Sub Total I				
				68,664				
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)								
	Description	Amount						
a.	n/a							
				Sub Total II				
A. Total Salary and Wages (I & II)				68,664				
DSR2SB								
	Object	Description	Amount					
a.	Professional Services	Lawyers, experts, transcripts & fees	190,000					
b.	Publications	law books, law periodicals	3,500					
B. Total Expenses and Operating Capital			193,500					
C. Total Base Request (A + B)			262,164					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Town Counsel				
Title	Supplemental Funding for Legal Services			Priority	1
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring		One-Time		
Salary and Wage					
Expenses	36,500			36,500	
Operating Capital					
Total Request					
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 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 request is to increase the professional and technical service budget line to be closer to the amount that is incurred annually for legal expenses. Because the Town is often a defendant in court cases and other proceedings, the ability to control this budget line is difficult. The request for \$36,500 would better approximate the minimum expense the Town has paid during the past few years. Should there not be sufficient funding in the Town Counsel budget, and should there not be sufficient funds in the reserve fund, the Town may not be able to secure legal services for its defense.					

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Personnel Board					
Operational Considerations							
The Personnel Board is established under M.G.L. Chapter 41, section 108 A&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, Town Manager, and Town Meeting; receiving copies of the articles related to the human resources system that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, the Personnel Board, and the Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel	600				600		
Expenses	11,000				11,000		
Operating Capital							
Total Operating Request							
		11,600				11,600	
Special Financial Warrant Articles?							
YES			NO		X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S									
Department		Personnel Board							
DSR2SA									
Staffing: Are the positions shown under section (I) funded in the current year?					<table border="1"> <tr> <td>Yes</td> <td>☒</td> <td>No</td> <td>☐</td> </tr> </table>	Yes	☒	No	☐
Yes	☒	No	☐						
I. Salary and Wage Permanent Positions									
	Title	Rate	FTE	Amount					
a.									
b.									
c.									
Sub Total I									
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)									
	Description			Amount					
a.	Recording Secretary			600					
b.									
c.									
d.									
e.									
Sub Total II				600					
A. Total Salary and Wages (I & II)				600					
DSR2SB									
	Object	Description		Amount					
a.	Administrative/Support	Classification and Compensation Study according to standard schedule		11,000					
b.									
c.									
d.									
e.									
B. Total Expenses and Operating Capital									
C. Total Base Request (A + B)				11,600					

Fiscal Year 2012 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, and ensure that spending is consistent with appropriations. It is our responsibility to accurately calculate property valuation 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 the municipal and commuter parking operations with other departments and agencies, and is the office that handles 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 sound business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the expanding use of 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. Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers. <u>Divisional Activities</u> Once again, this year will be one of monitoring the Needham commercial and residential sales market in order to keep our fingers on the heretofore solid pulse of the Needham market. Unlike other areas of the state, where the purchasing of residential properties with marginal financing has caused foreclosure to become a significant part of the real estate market. Needham residential sales have seen a slight uptick in spite of the "sky is falling" perception of the national and state real estate markets as seen on the "evening news programs". Downward adjustments to selected older condos have accounted part of the valuation decline in that class of property. Recent data shows a general upturn in most other facets of the residential market going into the FY12 Department of Revenue (DOR) required triennial revaluation. As always, the goal of the department remains fair and equitable assessments, reflective of the market for all classes of real and personal property. The staff will continue to make every effort to inspect all sales of residential property to ensure the ongoing accuracy of assessments. Continued observation of ongoing changes in the commercial/industrial market will also be an important operational objective for the department. The decline in value of a significant number of commercial properties is reflected in the FY11 assessments may well continue	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Finance Department
into the FY12 valuation cycle. Hope still remains that "refugees" from the more expensive Boston market may "migrate" to western communities in search of less expensive space. Additionally the pace of the planned development by Cabot Forbes of Rhode Island in the industrial park and the advancement toward Needham of the "add a lane" project on route 128 will impact the commercial realm in the not to distant future. In the area of personal property, legislative relief arrived. Part of a relief package signed into law by the Governor in 2010 now allows the Assessors to audit the Forms of List documents that are compulsory and submitted by the property owners annually. This legislation should improve the accuracy of the information that businesses provide. The Collector's office ensures that all committed receivables, (i.e. real estate, personal property, motor vehicle excise, water and sewer bills) are issued timely and in accordance with state statutes. Although the weaken economy has impacted revenues, the Town continues to maintain a stable collection rate as the chart below indicates. Collections are down slightly but we continue to realize a 98% collection rate by year end. We continue to monitor collections and work with taxpayers having difficulty paying their tax bills on time. Tax accounts that remain unpaid after May 1 are reminded of the need to pay, and if unresponsive the Town is required under state law to advertise the delinquency. If the account remains unpaid more that ten days following advertisement the statutory interest rate on the unpaid balances increases from 14% to 16% and an official recording of the lien is done. Fiscal year 2011 has already proved to be even more challenging than the prior fiscal year. Interest earned on deposits has continued to decline, Closer scrutiny of the Town's investments is necessary with due to the greater uncertainties in the banking industry. We do not foresee any immediate change in this scenario over the next year. In FY09 the Treasurer updated and formalized the Town's investment policy. Through the use of rating agency quarterly reports and communication with investment advisors, statistics are reviewed and banking relationships changed if necessary. Safety of the Town's money is of the utmost importance. Funds must be available to meet weekly expenses; this dictates the amount of liquidity necessary to meet immediate financial demands. And finally yield, we must invest wisely and within the bounds of Massachusetts State laws. Even with lower interest rates, and sometimes volatile fluctuations, the Treasurer has been able to maintain a rate of return above our benchmark. Interest earned in FY10 was reflective of the weakened economy. The FY09 interest earnings were greater due to the timed instruments that were purchased when rates were higher, but they matured at a time when prevailing rates were dropping precipitously. The interest earned in FY09 helped to lessen the drop in local revenue. Fiscal year 2010 did not and fiscal year 2011 will not provide the same relief. All systems, applications, and networks must be running properly at all times. Down time effects all departments. Systems are available 24 hours a day seven days a week. The Information Technology Center staff must schedule projects for off hours and weekend down time. Although the number of Town employees has not increased significantly over the years, requests to supply desktop workstations, laptops, and communication devices to existing employees has increased annually. This increase in desktop/laptop and communication device support has increased the demands on the department to provide support.	

Department Information DSR1	
Department	Finance Department
New applications and hardware demands are due in large part to either requests by other departments or a need by the ITC to improve an operation, system, or protect the network. All new or updated software and hardware, whether provided to other departments or the ITC, tends to increase the maintenance costs paid by the Finance Department. This also increases the demand for ITC administrative support. As department move towards virtualization of hardware and certain desktop applications, consolidation of backups from multiple tape devices to a disc-to-disc-to-tape solution, as well as email archiving software has increased the rental & leases expense more than previous years. The overall effect on expenses for the ITC division however is less four percent. This was due to a reduction in licensing of the GIS application and the Citrix licensing for GoToMyPC licenses as well as shifting costs from other expense lines because of anticipated lesser costs. The purpose of these applications and hardware is to make the support of end users more efficient as well as develop a redundant site for business continuity in the case of the loss of power or other loss of use of Town Hall. Because much of the application maintenance can now be done on the back end the desire by Department to increase staff for Desktop/Network support has been reduced. The increased annual costs of maintenance on the systems used to support desktops and the network is well below the cost of hiring an individual to oversee Desktop/Network support. Similar to last year, the entire department will have added demands placed on it to keep daily operations going while preparing and making the move back to Town Hall from the temporary quarters at the Public Services Administration Building (PSAB) and the Public Works, Public Facilities, and Building Inspector's move from 470 Dedham Avenue to PSAB. Regular meetings have been and continue to be held as we plan for return to Town Hall in the late summer/early fall of 2011. As before, the Information Technology Center will be one of the most challenged and preoccupied by the move and the return. We will need to ensure the Town's network remains operational throughout the transitions. The FY12 base budget submission is \$2,164,861 which is a change of \$50,429 (2.4 %) over the current budget. Although there may be some notable individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another so the expense is linked to the account that best describes its purpose. There is also an additional \$34,510 requested through two DSR4 submissions, one for the accounting division and the second for the collector division, although the position for the collector division would be to support Town Hall wide operations. <u>Including the DSR4 requests</u>, the department budget submission is \$84,939 over the current budget of \$2,164,861 or 4.0 % higher. Below is a summary of the changes. <u>Salary and Wages:</u> The Fiscal Year 2012 submission is \$43,713 higher than the current budget of \$1,342,043, an increase of 3.3%. The base submission does not include any new permanent additional staff; the FTE's for FY12 are the same as FY11 and FY10. The FY12 request includes funding for the assistant town accountant position for the full year. Last year it was agreed to hold off filling the position until mid-year. The FY11 budget funds the assistant town accountant for approximately six months. As stated previously, there are two DSR4 requests for additional staff, which if both requests were approved, increases the total staff by approximately 1 FTE. Including the DSR4 requests the total increase for personnel is \$78,223 or 5.8% over the current year.	

Department Information DSR1	
Department	Finance Department
The submission includes step and longevity increases for the fourteen (14) employees who are members of the ITWA unit based on the union contract which runs through June 30, 2011; there was no cost of living allowance for FY11. Step and longevity increases, if applicable, for the two non-represented assistants, longevity pay increases for the one department manager who is "grandfathered" under the previous compensation plan, and the non-benefited part-time positions rates are based on the current classification and compensation plans. Merit pay increases for managers, if any, for FY12 would be funded through the salary reserve funded by Town Meeting. As anticipated last year with the changes to the ITC, paid overtime decreased, and we have reduced the funding request from \$10,000 to \$6,000. The overtime allowance for the Accounting, Assessing, and the Collector/Treasurer's offices has been level funded at \$500, \$500, and \$2,000 respectively. With the continued turnover in department staff, particularly in accounting, the overtime expenses continue to be higher than budgeted. <u>Services, Supplies, and other Expenses:</u> The FY12 submission of \$741,605 is \$6,716 higher than the current appropriation or an increase of less than 1%. The department overall has held 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 by reallocation of certain budget lines to cover higher expenses in other budget expense lines. <u>Department Budget Reductions from FY11</u> ➤ Repairs and Maintenance by \$12,000 or 34.8% ➤ Professional & Technical by \$19,712 or 8.8% ➤ Other Purchased Services by \$13,632 or 30.9% ➤ Other Supplies & Equipment by \$550 or 0.6% ➤ Travel & Mileage by \$3,540 or 32.2% ➤ Dues & Subscriptions by \$445 or 10.6% <u>Department Budget Increases from FY11</u> ➤ Rental and Leases by \$31,295 or 14.6% this line is essentially the costs associated with the annual software license and maintenance agreements. Costs are increasing due to the ever-increasing use of technology as well as the changing marketplace. Major IT players are moving to a financial model that places more importance (revenue from customers) on license and support services than on the actual purchase. A portion of this increase is offset by a decrease in the repairs and maintenance line. The decrease in that line which was referenced earlier is due in part to the department's movement towards virtualization, hence reducing the cost of hardware maintenance. An added benefit of visualization is some units use less energy. ➤ Communications by \$24,900 or 24.0% this change reflects both actual expenses and an anticipation of another postal rate increase. ➤ Office Supplies by \$300 or 4.1% this change is based on actual expenditures ➤ Other Expense by \$100 or 6.7% this reflects an anticipate increase in the cost of the state required treasurer and collector surety bonds <u>Operational Capital:</u> The FY12 base submission of \$37,500 is level funded. These funds provide for the purchase of replacement PCs, low end data servers, and larger laser printers. There is a	

Fiscal Year 2012 Proposed Budget

Department Information DSR1					
Department		Finance Department			
secondary component to the annual operational capital request found as part of the CIP request for network hardware, larger servers, switch replacements and equipment upgrade At \$30,000 per year.					
Other Requests for Funding (DSR4): The department has two new DSR4 request for funding for staff.					
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%	NA	NA	NA
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:					
	Fiscal Year Audited	Comments		Prior Year Comments	
	FY05	5		2	
	FY06	4		2	
	FY07	4		3	
	FY08	4		2	
	FY09	2		0	
3. Needham bonds compared to municipal market data benchmark.					
Measure: Needham debt reoffering yields compared to the municipal market data benchmark reoffering yields for AAA's.					
Results:					

Fiscal Year 2012 Proposed Budget

Department Information DSR1									
Department				Finance Department					
Bond Issue Fiscal Year	06/01/2008 Needham	\$12,600,000 MMD Benchmark (AAA)	Delta	11/01/2008 Needham	\$5,600,000 MMD Benchmark (AAA)	Delta	06/01/2009 Needham	\$6,842,000 MMD Benchmark (AAA)	Delta
2008	1.80%	1.77%	0.03%						
2009	1.70%	2.26%	-0.56%	1.60%	1.68%	-0.08%			
2010	2.15%	2.62%	-0.47%	2.45%	2.61%	-0.16%	0.75%	0.42%	0.33%
2011	2.50%	2.85%	-0.35%	2.85%	2.97%	-0.12%	1.00%	0.92%	0.08%
2012	2.75%	2.98%	-0.23%	3.20%	3.29%	-0.09%	1.25%	1.22%	0.03%
2013	2.90%	3.12%	-0.22%	3.36%	3.48%	-0.12%	1.50%	1.45%	0.05%
2014	3.00%	3.26%	-0.26%	3.55%	3.67%	-0.12%	1.85%	1.80%	0.05%
2015	3.15%	3.39%	-0.24%	3.75%	3.83%	-0.08%	2.05%	2.00%	0.05%
2016	3.30%	3.52%	-0.22%	3.88%	4.00%	-0.12%	2.25%	2.20%	0.05%
2017	3.40%	3.64%	-0.24%	4.05%	4.17%	-0.12%	2.45%	2.40%	0.05%
2018	3.55%	3.76%	-0.21%	4.23%	4.35%	-0.12%	2.65%	2.59%	0.06%
2019	3.70%	3.86%	-0.16%	4.42%	4.51%	-0.09%	2.85%	2.78%	0.07%
2020	3.92%	3.94%	-0.02%	4.70%	4.64%	0.06%	3.00%	2.95%	0.05%
2021	4.00%	4.01%	-0.01%	4.80%	4.73%	0.07%	3.13%	3.08%	0.04%
2022	3.95%	4.07%	-0.12%	4.92%	4.79%	0.13%	3.38%	3.20%	0.18%
2023	4.00%	4.12%	-0.12%	4.97%	4.85%	0.12%	3.38%	3.32%	0.06%
2024	4.05%	4.17%	-0.12%	5.00%	4.91%	0.09%	3.50%	3.43%	0.07%
2025	4.10%	4.22%	-0.12%	5.04%	4.95%	0.09%	3.63%	3.55%	0.08%
2026	4.15%	4.27%	-0.12%	5.12%	4.98%	0.14%	3.75%	3.67%	0.08%
2027				5.12%	5.01%	0.11%	3.85%	3.76%	0.09%
2028							3.95%	3.85%	0.10%
Bond Issue Fiscal Year	12/15/2009 Needham	\$15,815,000 MMD Benchmark (AAA)	Delta	06/15/2010 Needham	\$4,000,000 MMD Benchmark (AAA)	Delta	10/15/2010 Needham	\$4,635,000 MMD Benchmark (AAA)	Delta
2008									
2009									
2010									
2011	0.30%	0.28%	0.02%	0.40%	0.28%	0.12%	0.28%	0.30%	-0.02%
2012	0.50%	0.59%	-0.09%	0.60%	0.55%	0.05%	0.53%	0.48%	0.05%
2013	0.75%	0.83%	-0.08%	0.65%	0.91%	-0.26%	0.74%	0.67%	0.07%
2014	1.00%	1.07%	-0.07%	1.00%	1.25%	-0.25%	0.90%	0.94%	-0.04%
2015	1.35%	1.41%	-0.06%	1.30%	1.59%	-0.29%	1.16%	1.22%	-0.06%
2016	1.70%	1.79%	-0.09%	1.60%	1.96%	-0.36%	1.50%	1.52%	-0.02%
2017	2.00%	2.06%	-0.06%	2.00%	2.24%	-0.24%	1.80%	1.79%	0.01%
2018	2.30%	2.33%	-0.03%	2.25%	2.43%	-0.18%			
2019	2.50%	2.55%	-0.05%	2.45%	2.63%	-0.18%			
2020	2.70%	2.73%	-0.03%	2.65%	2.79%	-0.14%			
2021	2.95%	2.90%	0.05%	2.80%	2.91%	-0.11%			
2022	3.10%	3.02%	0.08%	2.95%	3.02%	-0.07%			
2023	3.20%	3.09%	0.11%	3.10%	3.13%	-0.03%			
2024	3.27%	3.16%	0.11%	3.20%	3.22%	-0.02%			
2025	3.35%	3.24%	0.11%	3.30%	3.30%				
2026	3.43%	3.32%	0.11%						
2027	3.53%	3.40%	0.13%						
2028	3.62%	3.48%	0.14%						
2029	3.70%	3.57%	0.13%						
2030									

4. Percent of taxable construction permits issued that were captured by the assessment date (Reports how much new construction is captured for taxation).

Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that were captured by the assessment date

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"

Department Information DSR1	
Department	Finance Department
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. 5. Number of adjustments / changes in property valuation subsequent to the issuance of the actual tax bills. Measure: Number of changes (corrections) per year as a percent of the total number of parcels. Results: Of the 10,928 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. 6. The Townstat project identified a possible solution to the cumbersome, time consuming process currently in place to enter data relative to RTS stickers. Modifications to the entry process should result in a reduction in staff time devoted to entering and verifying sticker application information. Measure: Average time per sticker issued to complete the process of inputting and accounting for RTS stickers sales. Results: The result of the Townstat project provided an opportunity to improve the process of issuing RTS stickers. We are continuing to work on including a scan line on the application but to this date we have not completed the project. Therefore, the amount of time per sticker issued remains at 5.5 minutes to process a sticker from the time the application is presented to the time the sticker information is put on file.	

Department Information DSR1				
Department		Finance Department		
Update: The current system of inputting the sticker information has remained in place. We are currently reviewing the possibility of an alternative to issuing stickers.				
7. Optimize earnings on general funds while maintaining adequate liquidity.				
Measure: Needham average investment yield compared to MMDT index.				
Results:				
Needham average investment yield for fiscal year 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 .46% as compared to the MMDT rate of .45%				
8. Percent change in year-end delinquent tax receivables (tax money owed to the Town).				
Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.				
Results:				
Percent change in the year-end delinquent tax receivables increased .38% from FY07 to FY08, decreased .28% from FY08 to FY09, and increased .14% from FY09 to FY10.				
Year	1 st Qtr	2 nd Qtr	3 rd 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%
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%				

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Finance Department					
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							
10. Number of business days to close out a “Help Desk” request; percentage of “Help Desk” resolved satisfactory.							
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%

Fiscal Year 2012 Proposed Budget

Department Information DSR1																																																																																										
Department		Finance Department																																																																																								
* 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.																																																																																										
11. Percentage of parking ticket requiring formal hearing as a percent of total appeals. Measure: Number formal hearings over number of appeals received. Results: <table border="0"> <tr> <td colspan="7">FY08</td> </tr> <tr> <td>Number of Tickets</td> <td>4,565</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Appeals</td> <td>214</td> <td>4.7%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Formal Hearings</td> <td>5</td> <td>2.3%</td> <td>of appeals</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="7">FY09</td> </tr> <tr> <td>Number of Tickets</td> <td>8,641</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Appeals</td> <td>405</td> <td>4.7%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Formal Hearings</td> <td>14</td> <td>3.5%</td> <td>of appeals</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="7">FY10</td> </tr> <tr> <td>Number of Tickets</td> <td>7,413</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Appeals</td> <td>390</td> <td>5.3%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Formal Hearings</td> <td>5</td> <td>1.3%</td> <td>of appeals</td> <td></td> <td></td> <td></td> </tr> </table>							FY08							Number of Tickets	4,565						Appeals	214	4.7%					Formal Hearings	5	2.3%	of appeals				FY09							Number of Tickets	8,641						Appeals	405	4.7%					Formal Hearings	14	3.5%	of appeals				FY10							Number of Tickets	7,413						Appeals	390	5.3%					Formal Hearings	5	1.3%	of appeals			
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Spending Request Recap																																																																																										
Description	Base Request DSR2	Additional Request DSR4			Total																																																																																					
Personnel	1,385,756	34,510			1,420,266																																																																																					
Expenses	741,605	0			741,605																																																																																					
Operating Capital	37,500	0			37,500																																																																																					
Total Operating Request	2,164,861	34,510			2,199,371																																																																																					
<table border="1"> <tr> <td>Special Financial Warrant Articles?</td> <td>YES</td> <td>X</td> <td>NO</td> <td></td> <td>How Many?</td> <td>One</td> </tr> </table>							Special Financial Warrant Articles?	YES	X	NO		How Many?	One																																																																													
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Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2													
Department				Finance Department									
Object				Description						Amount			
DSR2A													
Personnel	FY 2010			FY 2011			FY 2012						
	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	21	2	21.7	21	2	21.7				
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?										Yes	☐	No	☒
1. Salary and Wage Permanent Positions.										1,359,575			
2. Other Salary and Wage Expenses – (Itemized Below)													
a.	Assistant parking clerk annual stipend serves in the absent of the hearing officer								1,500				
b.	Educational reimbursement								1,500				
c.	Payment in lieu of vacation								5,389				
d.													
e.													
f.													
Sub Total 2										8,389			
3. 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								7,352				
b.	Treasurer coin processing average 2 times month								1,440				
c.													
d.													
e.													
f.													
Sub Total 3										8,792			
4. 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								500				
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 due dates								2,000				
d.	Technology center overtime related to extended, evening callback, or weekend work.								6,000				
e.													
f.													
Sub Total 4										9,000			
5. Total Salary and Wages (1+2+3+4)										1,385,756			
DSR2B													
Object				Description						Amount			
Energy										0			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Repairs & Maintenance Services	Hardware maintenance town Hardware maintenance public safety IBM Hardware maintenance public safety MDB Hardware maintenance other equipment Office equipment maintenance contracts e.g., small copier and fax machines, date & time stamp - AS	22,480
Rental & Leases	Software license town wide Software license public safety Software license ops & networks Software license GIS Software license permitting Software license & web hosting Postage Machine Appraisal software and network maintenance contract - AS	246,295
Other Property Related Services		0
Professional & Technical Services	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance - AC Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property - AS Procurement regulation - FD Parking ticket processing - PC IT application services for any application or technical process requiring outside consulting or training - TC Banking, lockbox, and service bureau fees - CT Debt issuing costs not included in prior appropriations and paying agent fees, & MWPAT fees - CT Accountants annual conference, HUG conference, NEHUG annual training; employee educational reimbursement,- AC State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR - AS	204,775

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Required courses for Board of Assessor members. - AS Mass Collector and Treasurer conferences and annual school, HTE training conferences - CT State and professional related seminars - FD Information Systems training for applications - TC	
Communications	Postage & copying - AC Postage, certified, copying, and cell telephones - AS Postage, copying , mailing permit, postage machine fees, POB, and calling services - CT Postage & copying - FD Postage & copying - PC Postage, copying, cell telephones and fax line services - TC 10MBPS IP - ITC	128,550
Recreational & Cultural Services		0
Other Purchased Services	Other Accounting Services MSBA filings - AC Binding of permanent records - AS Ambulance billing and processing services - CT Services not otherwise covered by maintenance or license agreement - TC Collector & Treasurer bonds - CT	30,500
Office Supplies	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials - AC Office supplies and materials - AS State Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies—property cards and field equipment - AS Office supplies and materials - CT Office supplies and materials including budget and capital plan materials, risk insurance, procurement forms- FD Office supplies and materials - PC Office supplies and materials - TC	7,650

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Building & Equipment Supplies		0
Custodial Supplies		0
Grounds Keeping Supplies		0
Vehicular Supplies		0
Food and Service Supplies		0
Medical Supplies		0
Public Works Supplies		0
Other Supplies & Equipment	Camera supplies - AS State forms for tax collections - CT Parking forms, tags and tickets Standard computer supplies for ALL depts. forms, paper, ink toners- cartridges, etc - TC	88,550
Governmental Charges		0
Travel & Mileage	Employee educational reimbursement - Required courses for Board of Assessor members. - AS In town vehicle use reimbursements for assessing related functions. - AS State and professional related required travel for town business- all divisions Employee educational reimbursement and required travel- TC	7,450
Dues & Subscriptions	Accounting related association dues - AC Community Software Consortium - AS Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS Collector and Treasurer related association dues; etc. - CT Professional associations - FD Network system, GIS dues and subscriptions - TC	3,755
Other Expenses	Treasurer and Collector Bonds	1,600
6. Total Expenses		741,605
DSR2C		
Capital Equipment Replacement	Technology Equipment	37,500
7. Total Operating Budget Capital		37,500
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,164,861

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Finance Department - Accounting				
Title	Department Specialist			Priority	
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring	One-Time			
Salary and Wage	X			18,306	
Expenses					
Operating Capital					
Total Request					
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 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?					
All "YES" responses must be explained in the narrative					
Description and Explanation					
The request is to add an additional part-time Department Specialist (TS-3) position at 20 hours per week. The position would assist the department in editing and posting of the school account payable batches, verify & post treasurer's daily cash receipts, processing all purchase order change request which average 25 a week, verifying and filing of taxpayer identification numbers and provide coverage during vacations. The requested position would be eligible for benefits and would require purchase of a workstation, computer and other office tools. The requested amount is figured at the current step one rate (\$17.5347)					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Finance Department				
Title	Copy and Mail Support Services			Priority	
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring	One-Time			
Salary and Wage	x			16,204	
Expenses					
Operating Capital					
Total Request					
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 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					
In planning for the return to Town Hall in FY2012, the department is submitting this request in order to staff the copy and mail room office which will be located in the lower level of Town Hall. This request seeks funds to either hire an additional part-time Department Assistant 1 (SS-1) position at 19.5 hours per week or to increase the existing Department Assistant 1 position to full time. The office would be responsible for receiving mail and other deliveries for Town Hall and collect and distribute interdepartmental mail, and prepare the daily outgoing mail for all departments. This office is proposed to also centralize office supply ordering and distribution. The office would also process larger print jobs for the various departments at Town Hall. The office would continue to process collector returns and coin processing.					

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Finance Committee					
Operational Considerations							
The nine member Finance Committee is appointed by the Town Meeting Moderator to recommend a balanced operating budget to Town Meeting and to advise Town Meeting members about all warrant articles having a financial implication. The Finance Committee reviews and analyzes town-wide expenses, department budgets and requests, enterprise funds and capital requests. The Committee prepares the main motion at Town Meeting on the Operating Budget, and makes recommendations to Town Meeting about all warrant articles having a financial implication.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel	28,382				28,382		
Expenses	1,075				1,075		
Operating Capital							
Total Operating Request	29,457				29,457		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S							
Department		Finance Committee					
DSR2SA							
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	X	No
I. Salary and Wage Permanent Positions							
	Title	Rate	FTE	Amount			
a.	Executive Secretary	28,382 annual	.51	28,382			
b.							
c.							
Sub Total I				28,382			
II. Seasonal & Temporary Positions and other Salary and Wage Expenses							
	Description			Amount			
a.							
b.							
c.							
d.							
e.							
Sub Total II							
A. Total Salary and Wages (I & II)							
DSR2SB							
	Object	Description	Amount				
a.	Professional & Technical	Conference Registration Fees	625				
b.	Office Supplies	General Office Supply Materials	100				
c.	Dues & Subscriptions	ATFC Annual Dues	350				
d.							
e.							
B. Total Expenses and Operating Capital			1,075				
C. Total Base Request (A + B)			29,457				

Fiscal Year 2012 Proposed Budget

Department Information DSR1				
Department		Planning and Economic Development		
Operational Considerations				
Fiscal year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under 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. The enclosed budget and report address the Planning and Economic Development function of the new Department. In fiscal year 2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, making available approximately \$67,000 on an annual basis to be used for affordable housing purposes. A new edition of the Zoning By-Law has been printed which incorporates the amendments of the last year and the Engineering Department has updated the zoning map for sale. Accordingly, revenue sales of the Zoning By-Law and the Zoning Map are expected to increase over the upcoming fiscal year. Fiscal year 2010 saw an increase in application fee activity over the previous fiscal year reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees going forward are expected to return to pre-recession levels of approximately \$30,000 annually. Additionally, FY 2010 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 the Construction of Cabot Place as currently permitted will provide an additional \$1,240,500 to the Town's Traffic Mitigation fund at full build-out. Lastly, the Planning Board established an In-Lieu parking fee schedule for projects undertaken in Needham Center under the new Overlay District rules. Currently undergoing review is a redevelopment proposal for the Theatre Block that if approved would contribute approximately \$125,000 to the newly established fund. The above-described items constitute the major anticipated change in revenue for FY 2011.				
	FY '08	FY '09	FY '10	FY '11*
Application Fees	46,870	13,841	26,030	30,000
Zoning By-Laws	450	480	300	600
Zoning Maps	285	240	210	300
Subdivision Regulations	270	15	0	0
Grants/Donations		60,647	67,856	67,389 ^a

Fiscal Year 2012 Proposed Budget

Department Information DSR1				
Department		Planning and Economic Development		
	60,644			
Traffic Mitigation Fee			18,000	
Parking Fund				125,000 ^b
Total	108,519	75,223	112,396	223,289

^aHome Program (67,389 projected).

^bIn-Lieu Parking Fund (107,000 projected).

*Projected revenue to June 30, 2012.

Performance Factors

During fiscal year 2010 an Elder Services Zoning District was created at the Wingate at Needham Nursing Home, located at the corner of Highland Avenue and Gould Street and on two vacant parcels adjacent to the Wingate at Needham facility. The concept of the district is to allow individuals to "age in place" on a campus environment that includes separate housing for those who live independently, assisted living facilities that offer more support and nursing homes for those needing skilled nursing care.

As in most other communities in Massachusetts and across the nation, Needham's citizens are aging and their life expectancy is increasing. One of the results of that phenomenon is an increased need (as well as an increased awareness of that need) for a community to provide different types of care for its senior citizens. Since all of us age differently, there are a number of alternatives that ought to be made available. Some individuals remain healthy but have decided they no longer wish or are able to care for a single-family residence on their own. Others may have a variety of health problems that require differing levels of care. The notion of the Elder Services Zoning District is intended to address this growing need. By providing this comprehensive approach the physical and emotional disruption surrounding moves necessitated by changes in an individual's condition is minimized.

A comprehensive planning study focusing on improving and enhancing Needham Center was completed in fiscal year 2009. 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.

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Planning and Economic Development
In fiscal year 2010 the position of economic development coordinator was reclassified to a management level position - Economic Development Director. 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. Among her responsibilities, 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. During fiscal year 2010, the Economic Development Office, acting through the Council of Economic Advisors and with the approval of the Board of Selectmen adopted the goal of exploring options for encouraging development in the New England Business Center (NEBC). The 215-acre park is the economic powerhouse of the Town of Needham. In 2009, the NEBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham. Since March 2009, the Council of Economic Advisors (CEA) has focused its energies on assessing the development prospects of the New England Business Center (NEBC), with the goal of making recommendations to the Board of Selectmen on what the Town can do to reposition the area so that it optimally fulfills its role. The CEA's exploration has included looking at all factors, including the regulatory envelope that might affect the park's redevelopment. In that investigation, the CEA has identified at least three items about the regulatory envelope that are most likely affecting the limited development performance that the Town has seen in the last decade: (1) some of the definitions of uses permitted in the park are too narrowly drawn, unwittingly limiting uses that the Town would like to welcome; (2) the mix of allowable uses itself is unduly restrictive and does not now respond to market demands; and (3) some of the dimensional controls are restricting development, either by preventing it altogether on smaller lots, or not providing sufficient financial incentive to encourage the very development outcomes the Town would like to see. A follow-up study of the New England Business Center intended to address how these current regulatory rules may be constraining the ability of the New England Business Center to redevelop in accordance with the vision anticipated by the 2001 plan was funded at the Annual Town Meeting in May 2010. An RFP has been issued with recommendations expected in mid 2011. The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham and Watertown. HUD allocated approximately \$1 million to the consortium for the development of low and moderate-income housing. Participation in the consortium is providing Needham with approximately \$67,000 annually for affordable housing purposes. As anticipated FY 2004 - FY 2008 consortium funds were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Office, 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 fiscal year 2008, was completed in fiscal year 2009. Currently, the Town is bankrolling its allocation of funds under the program pending allocation to a suitable follow-up project. 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	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Planning and Economic Development					
the updating of 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. Additional 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. We are happy to report that the articulated goals were met. During the affected time line 19 new Special Permit applications and 2 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 6 days of the close of the public hearing, with written decisions filed with the Town Clerk within 8 days of permit issuance. Total average time required to process an application was 44 days with a minimum of 29 days and a maximum of 103 days. This represents an improvement over the results seen in fiscal year 2009 for 3 of the 4 tracked categories and where the overall time required processing an application was reduced from 46 days to 44 days. The Department plans to continue to track these items and will submit a similar report with its fiscal 2012 budget request.							
Applicatio n Timeline	Average # days until Public hearing (PH)	G O A L	Avera ge # days after PH closed until Decisi on issued	G O A L	Average # days until decision filed with Town Clerk	G O A L	Total average # days to process an applicatio n
Fiscal Year 2010 19 Applicatio ns Processed total	30	35	6	1 4	8	5	44
Fiscal Year 2009 12 Applicatio ns Processed total	29	35	6	1 4	3	5	46

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department			Planning and Economic Development				
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	232,476				232,476		
Expenses	16,460				16,460		
Operating Capital							
Total Operating Request	248,936				248,936		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Planning and Economic Development							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	0	3	3	1	3.295	3	1	3.295		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								227,535			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 2			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary								4,941		
b.											
c.											
d.											
e.											
f.											
								Sub Total 3			
								4,941			
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 4			
5. Total Salary and Wages (1+2+3+4)								232,476			
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases											
Other Property Related Services											
Professional & Technical Services				Publishing Costs: Zoning By-Law, Subdivision Regulations, Special Permit Regulations, Permitting Guide, Zoning Map, Planning Studies. Consultant Services: Planning & Economic Development				6,000			
Communications				Statutory Legal Notices and Postage				4,700			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Planning and Economic Development	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies		2,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	American Planning Association (Regional) Annual Conference and Misc. State, Private and University Sponsored Conferences.	2,260
Dues & Subscriptions		1,500
6. Total Expenses		16,460
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		248,936

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Community Development
Operational Considerations	
Fiscal year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under 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. The enclosed budget and report address the "Community Development" function of the new Department organized by the two divisions therein namely Conservation and Board of Appeals.	
<u>CONSERVATION</u>	
OPERATIONAL CONSIDERATIONS	
The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commissions' primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Department undertakes the following tasks pertaining to wetlands permitting: ☐ Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations. ☐ Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records. ☐ Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes. ☐ Maintains case files and materials including computer databases. ☐ Arranges and conducts on-site inspections related to filings. ☐ Reviews wetland delineations. ☐ Drafts permits with associated conditions and other documents. ☐ Monitors construction to ensure compliance with permits. ☐ Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders 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 project and activities. In addition to wetland permitting, the Conservation Department undertakes broader environmental and land management functions including the following: ☐ Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. ☐ Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1

Department

Community Development

- ☐ 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.

PERFORMANCE FACTORS

In FY 2010, the Conservation Commission met formally a total of twenty five (25) times and held a total of one hundred eight (108) public hearings (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 forty two (42) of these requests during this fiscal year (refer to Table 1). 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 FY2010, six (6) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.

Table 1: FY2010 Conservation Commission Application Filings & Requests

Type of Application Filing / Request	Number
Notice of Intent	30
Request to Amend Order of Conditions	3
Request for Determination of Applicability	18
Abbreviated Notice of Resource Area Delineation	1
Extension Permit	3
Emergency Certification	2
Certificate of Compliance	20
Minor Modification Request	1
Enforcement Order	6
Trail Maintenance Notification Form	4
DPW Generic Permit Activity Notification Form	2
Exemption Letter	10
Conservation Restriction	1

The following Table 2 reflects the number of permit application filings received by the Conservation Commission in each of the last three fiscal years. Despite the economic recession in FY 2010 the Commission continues to see an increase in permit application filings each year.

Fiscal Year 2012 Proposed Budget

Department Information DSR1

Department Community Development

Table 2: Number of Permit Application Filings in FY 2008, FY 2009 and FY 2010

Fiscal Year	Number of Meetings	Notice of Intent	Request for Determination of Applicability	TOTAL
2008	23	27	6	56
2009	21	27	15	63
2010	25	30	18	73

The Department will continue to track the number of formal applications and, going forward, will also track all revenue-generating administrative requests.

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 FY 2010, there was one instance in which the Commission needed to request only 12 hours of additional time (from the applicant) to complete and issue an Order of Conditions.

The Conservation Department makes every effort to assist Applicants with the filing process. The Conservation Agent 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 Department conducted well over a hundred site visits in FY 2010 to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw.

Additionally, FY 2010 was also a reorganizational year where the Planning Department, Board of Appeals and Conservation Departments merged into the Planning and Community Development Office. As a result of this merger, Department procedures to increase efficiency and better serve the public were established including the following: clarified and universalized permitting procedures and deadlines to provide consistency; developed Department message system and forms to track written requests and created a filing system for proper record keeping; created an internal permit issuance department procedure that ensures timely permit issuance, required record keeping and data base entry; developed drop-in office hours to respond to miscellaneous inquiries (i.e. real estate agencies); developed field days to provide consistency and efficiency in project reviews; hired administrative assistant to provide better service and response time to the public.

The collective knowledge and experience of the Conservation Department 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. While the Commission has the authority under M.G.L. Chapter 44 Section 53G to require Applicants to undertake a 3rd party peer review (at the Applicant's expense), the Commission did not impose this burden on any Applicants in FY 2010. Two Conservation Commission issued decisions were appealed under the MA Wetlands Protection Act. The first appeal was for a Town of Needham project to provide improvements to the Rosemary Pool Parking Lot. The second appeal, also for a Town of Needham project, was to provide annual maintenance at Rosemary Pool. The later pool maintenance activity requires a drawdown of Rosemary Lake.

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Community Development
The Town has been performing this drawdown and maintenance annually since the pool's construction in 1972. The Conservation Department and the Engineering Department have been assisting the Park and Recreation Office with both appeals. With respect to FY 2010 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Master Trails Plan, finalize the Open Space Plan and served on the Carol-Brewster Advisory Committee. The Commission has partnered with Eagle Scouts and Girl Scout Gold Award applicants to complete the construction of signs and kiosks at trailheads at Ridge Hill Reservation and on several trail maintenance projects in the Town Forest and Ridge Hill Reservation. Additionally, under M.G.L Chapter 184 Sections 31-33 the Commission received and authorized a gift of a permanent conservation restriction on a 4.68 acre parcel of land along Charles River Street. This conservation restriction will protect significant scenic, aesthetic and ecological valued land in Needham. <u>ZONING BOARD OF APPEALS</u> OPERATIONAL CONSIDERATIONS The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws. The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations. PERFORMANCE FACTORS In FY 2010 there were 38 public hearings conducted at which time 28 special permits, 1 variance, 2 appeals of Building Inspector decisions and two 40B applications were presented (refer to Table 1). 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 inquires 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 filing.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department			Community Development				
Table 1: Number of Permit Application Filings in FY 2009 and FY2010							
	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
FY-2009	11	33	1	2	1	4	33
FY-2010	12	28	1	2	2	5	28
Total	23	61	2	4	3	9	61
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.							
Performance Factors							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	108,584				108,584		
Expenses	11,858				11,858		
Operating Capital							
Total Operating Request	120,442				120,442		
Special Financial Warrant Articles?							
	YES		NO	x	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Community Development							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	1	1.8	2	1	2.295	2	1	2.295		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								108,584			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 2			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 4			
5. Total Salary and Wages (1+2+3+4)								108,584			
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases											
Other Property Related Services											
Professional & Technical Services				Consultants (environmental assessments, enforcements, appeals)				2,900			
Communications				Blackberry, Postage, Legal Notices				6,488			
Recreational & Cultural Services											
Other Purchased Services											
Office Supplies								1,541			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Community Development	
Object	Description	Amount
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		140
Governmental Charges		
Travel & Mileage		
Dues & Subscriptions		789
6. Total Expenses		11,858
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		120,442

Fiscal Year 2012 Proposed Budget

Department Information DSR1																	
Department	Police Department																
Operational Considerations																	
FY2010 Activity <table style="width: 100%; border: none;"> <tr> <td style="padding: 2px;">Calls for Service</td> <td style="text-align: right; padding: 2px;">27,322</td> </tr> <tr> <td style="padding: 2px;">Priority 1, 2, 3 Calls</td> <td style="text-align: right; padding: 2px;">10,694</td> </tr> <tr> <td style="padding: 2px;">Incident Reports</td> <td style="text-align: right; padding: 2px;">1,682</td> </tr> <tr> <td style="padding: 2px;">Arrests & Complaints</td> <td></td> </tr> <tr> <td style="padding: 2px;"> Adult</td> <td style="text-align: right; padding: 2px;">328</td> </tr> <tr> <td style="padding: 2px;"> Juvenile</td> <td style="text-align: right; padding: 2px;">29</td> </tr> <tr> <td style="padding: 2px;">Motor Vehicle Violations</td> <td style="text-align: right; padding: 2px;">4124</td> </tr> <tr> <td style="padding: 2px;">Motor Vehicle Accidents</td> <td style="text-align: right; padding: 2px;">419</td> </tr> </table> FY2012 Budget Request The FY2102 overall budget request is about 7% above actual spending for FY2010. The amount being requested (\$5,229,460) is about \$50,000 less than total approved funding for FY2011. Salaries & Wages In this request, there is an increase to total salary and wages of \$308,724 above the actual spending amount for FY2010. This is a decrease of over \$20,000 from current (FY2011) salary and wages funding, and it assumes no cost of living or other contractual increases for bargaining units. Existing collective bargaining agreements are due to expire at the end of the current fiscal year. The reduction is due, in part, to recent retirements where employees who retired had been receiving pay and benefits above that received by more recently hired employees. The overall average hourly pay, for employees who work the majority of overtime shifts, is reduced also. The amount of overtime for court, investigations, meetings and community events remains at approximately the same amount requested for FY2011, and there will be one less election during FY2012. The amount requested for police department salaries and wages in FY2012 is \$4,863,711. Expenses This FY2012 budget submission for police department expenses reflects an effort to maintain close adherence to FY2010 actual spending. The following narrative addresses funding request categories in the same order that they appear on the DSR2(B) section of the DSR2 request form: Repairs and Maintenance Services - The amount requested for this category is slightly higher than FY2010 actual spending. The recommended amount is a significant reduction from the current (FY2011) budget. Rentals and Leases - The request for this category is also increased slightly. Added here is the expense of leasing a police motorcycle which has provided increased traffic		Calls for Service	27,322	Priority 1, 2, 3 Calls	10,694	Incident Reports	1,682	Arrests & Complaints		Adult	328	Juvenile	29	Motor Vehicle Violations	4124	Motor Vehicle Accidents	419
Calls for Service	27,322																
Priority 1, 2, 3 Calls	10,694																
Incident Reports	1,682																
Arrests & Complaints																	
Adult	328																
Juvenile	29																
Motor Vehicle Violations	4124																
Motor Vehicle Accidents	419																

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Police Department
enforcement, escort and special event services. The lease for the motorcycle had been funded by community policing funds from the Commonwealth which were eliminated. Other Property Related Services - The request reflects a reduction below FY2010 actual expenses. Professional and Technical Services - The amount requested here is below actual spending in FY2010. Communications - Wireless communications expenses are increased, but the overall request is lower than FY2010 actual expenses. Other Purchased Services - The request is lower than the FY2010 actual. Office Supplies - The amount requested is a slight reduction from FY2010 spending. Vehicular supplies - Although the amount requested for gasoline and petroleum products is increased, the portion of this funding request that provides for other vehicle supplies is reduced by a substantial amount. Overall, the request in this category is an increase over FY2010 actual expenses. Medical Supplies - This category is reduced to the FY2010 actual level. Other Supplies & Equipment - The request reflects a decrease from FY2010 actual spending, but it is a slight increase above FY2011 funding to provide for the purchase of initial issue uniforms and equipment. Governmental Charges - Expenses in this category vary from year to year depending on how many officers are scheduled to renew EMT certification, the reduction, a decrease from FY2010 spending, anticipates fewer renewals for FY2012. Travel & Mileage - The request is reduced to reflect the spending level of FY2010. Dues & Subscriptions - Request reduced to FY2010 actual spending levels. The total FY2012 budget request amount for police department expenses is \$6327 above FY2010 actual spending for expenses. It is \$8481 below the current (FY2011) budget amount. The amount requested for police department expenses for FY2012 is \$239,858. Capital Equipment Replacement The replacement of five cars is anticipated in accordance with the department vehicle replacement schedule. During FY2010 the replacement schedule only involved four vehicles. Actual vehicle prices for the current year are not known as of this writing. A 2.5% increase per vehicle, per year is assumed for the purpose of this submission. This category is increased by \$30,031 over FY2010 actual spending which provided for one less vehicle. The actual increase per vehicle projected with this request is 5%.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Police Department					
Total FY2012 Budget Summary This police department budget request is a 7% increase over actual expenditures in FY2010. It is approximately a 1% decrease from the current (FY2011) overall total. The total amount requested for the FY2012 police department budget is \$5,229,460.							
Performance Factors							
The department will continue to participate in performance measurement activities through involvement with the ICMA Center for Performance Measurement (CPM) and others. Continuing efforts will be directed toward updating aging communications equipment and improving police station facility security. Traffic enforcement activities will be directed to locations in town where there is higher incidence of traffic accidents. Continuous review, monitoring and assignment of resources will be conducted to maintain safe school walking routes and pedestrian safety in downtown areas. Department efforts will be directed toward addressing crime in the community through crime prevention and repression activities. The department will continue to conduct ongoing review and updating of departmental policies.							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	4,863,711				4,863,711		
Expenses	239,858				239,858		
Operating Capital	125,891				125,891		
Total Operating Request	5,229,460				5,229,460		
Special Financial Warrant Articles?	YES		NO	☒	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Police Department							
Object				Description					Amount		
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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)		
	58		58	58		58	58		58		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	x
1. Salary and Wage Permanent Positions.								3,875,993			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Holiday Pay							230,338			
b.	In-Service Training							124,936			
c.	NOSL Incentive							10,158			
d.											
e.											
f.											
Sub Total 2								365,432			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Traffic Crossing Supervisors							139,140			
b.											
c.											
d.											
e.											
f.											
Sub Total 3								139,140			
4. Salary and Wage Overtime (Itemized Below)											
a.	Shift Vacancies, Court, Investigations, Emergencies, Meetings							300,060			
b.	Vacation Shift Filling							172,586			
c.	Elections (Polls – 2)							10,500			
d.											
e.											
f.											
Sub Total 4								483,146			
5. Total Salary and Wages (1+2+3+4)								4,863,711			
DSR2B											
Object				Description					Amount		
Energy											
Repairs & Maintenance Services				Radio Maintenance contract (16866) Vehicle Repairs & Inspections (3521) Photocopier Maint contract (780) Radar Calibration (825)					21,992		
Rental & Leases				Water Coolers (800) Postal Mtr (680) Post Office Box (150) Identikit (420) Range (2200) Motorcycle (3700)					7,950		
Other Property Related Services				Animal control Services					2,100		
Professional & Technical Services				Professional Development - Training					10,000		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Police Department	
Object	Description	Amount
Communications	911 lines, I-Series, Fax, Live-Scan (4750) Postage (1770) Wireless (11500) Printing (565)	18,585
Recreational & Cultural Services		
Other Purchased Services	Towing (1150) A/C Testing (500)	1,650
Office Supplies	Office Supplies (6200)	6,200
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gasoline & Petroleum (95,800) Tires, Batteries, Accessories (10500)	106,300
Food and Service Supplies		
Medical Supplies	First Aid Supplies	3,276
Public Works Supplies		
Other Supplies & Equipment	Range supplies(11980) Patrol, Traffic, Prisoner, Training supplies (10,600) Photography & Court (1900) Building (3500) Animal (500) Uniform supplies: Allowance (8550) New Issue (4) (12,000)	49,030
Governmental Charges	EMT Recertification	1,800
Travel & Mileage	Court, Parking Enforcement, Training	3,000
Dues & Subscriptions	GBPD, SSPI, MetroLEC, NESPIN, IACP, Purchasing, ICMA, Accreditation	7,975
6. Total Expenses		239,858
DSR2C		
Capital Equipment Replacement		125,891
7. Total Operating Budget Capital		125,891
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,229,460

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	FIRE
Operational Considerations	
The Fire Department has three main sources of revenue: the ambulances, fire prevention/inspection permits and fire alarm permits. In FY10, the ambulances brought in a total of \$620,457, while fire prevention/inspection permits brought in \$54,716 and fire alarm permits \$66,908. <u>Salaries</u> The salary line item includes a 1% increase in defibrillation differential effective 7/1/11 and a 1% increase in night differential effective 1/1/12 for Units A & C only. Unit B – Fire Alarm includes a 1% increase in the Level 2 IMSA differential effective 7/1/11 and another 1% increase beginning 1/1/12. The only other increases are step and longevity increases. In the past, we had been very fortunate to have received grants to help offset our budget. This year, however, due to a significant reduction in grants and grant funding, combined with increased competition for funding, we received only one grant. We were awarded the Student Awareness of Fire Education grant in the amount of \$4,900. We will continue to apply for available grants, while seeking out other sources of funding. <u>Operating Budget Highlights</u> Repairs and Maintenance Services – This year's request is \$2,654 less than our FY11 request. Although all of our maintenance contracts increased in price, we did make a few small reductions in overall repairs. Rental and Leases – Our EMS reporting system license (AmbuPro) increased by \$210; however, we were able to reduce our Swiftreach Emergency Notification System License by \$1,088. This was achieved by reducing usage costs. Professional and Technical Services – We made reductions in attendance at professional meetings and conferences (\$150). We reduced tailoring (\$125), medical oxygen (\$250) and we did not include EMD Dispatch training (saving \$645), as it is required only every other year. Our EMT/Paramedic Refresher increased by \$310 and Fire Alarm licenses by \$25. Overall, Prof/Tech was reduced by \$1,085. Communications – We were able to reduce our communications line item by \$1,700. This is due to the fact that we removed printing costs, as well as the cost of a legal notice. In addition, shared wireless minutes have helped to reduce our bills. Office Supplies – In an attempt to be more prudent, we have reduced our office supply line item by \$600. Grounds Keeping Supplies – This money represents the costs associated with reimbursing the Chief and the Captain at Station 2 for purchases made for the upkeep of the grounds. Vehicular Supplies – Our cost for fuel has substantially increased over FY11; however we based it on FY10 consumption and employed the FY12 estimates which were provided. The	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	FIRE
cost increase is \$10,798. Vehicle supplies were reduced by \$3,000. Food and Service Supplies – This money represents the costs reimbursed to the Chief for purchasing refreshments for various meetings. Medical Supplies – Our medical supplies budget was increased by \$1,174 due to the need for additional supplies. Other Supplies and Equipment – We have decreased FF supplies by \$11,247 and department uniforms by \$6,869. We have also reduced Fire Prevention supplies by \$500, Fire Alarm supplies by \$1,500 and Emergency Management supplies by \$1,300. Our overall reduction in this line item is \$22,632 over FY11. Governmental Charges – Our EMT/Paramedic state recertification decreased by \$1,200 based on the number of EMT's and Paramedics who need to recertify in FY12. This year we have added a new line item based on the contractual agreement that promotional exam fees will be reimbursed. In FY12, we will be calling for a Lieutenant's exam and have budgeted \$3,000. In FY09 and FY10, we turned back substantial monies in Services/Expenses. When working on the FY12 budget, we made every effort to reduce costs as well. However, please be advised that this may not be sustainable going forward. The lack of purchases may have an impact on our department, at which time we will have to request funding.	
Performance Factors	
The Fire Department is pleased to report that over the past year we were able to conduct and complete two comprehensive formal truck driver training courses for all of the Firefighters. The actual training consisted of classroom instruction, emergency driving scenarios in a full size simulator, and actual hands-on driving with a certified instructor utilizing the department's fire apparatus. This had been a long time goal of the department, but the costs of these programs for up to 60 individuals can be very expensive and funding was limited. Fortunately, the programs were completed at no cost to the Town, as a portion was provided free of charge through the Town's insurance carrier, and the balance was funded through a grant. The benefits of this essential training are enhanced safety for our firefighters and the community which they serve, as well as, a reduction in liability and insurance premiums for the Town. On another positive note, last year the Fire Department announced that they had partnered with twenty west suburban communities to explore what opportunities might exist which could be used to strengthen emergency medical services (EMS). One specific objective was to lobby the Massachusetts Office of Emergency Medical Services to allow more flexibility in staffing requirements for Advanced Life Support (ALS) ambulances. At the time of this writing, it appears that the legislation is being changed to allow an ALS ambulance to operate with one Paramedic and one EMT, as opposed to the need for two Paramedics. This will have a positive impact on the emergency medical services that the Fire Department provides in both improved patient intervention, as well as the ability to increase revenues.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		FIRE					
Looking forward, the Fire Department is committed to developing and promoting a thorough and extensive wellness program for all of our dedicated personnel who work for the department. As the emergency call volume has increased over the years, so has the average age of the Firefighters. It is the responsibility of management to ensure that the Firefighters are well educated on keeping themselves healthy and strong and to provide the resources to accomplish that goal, so that they can effectively, efficiently, and safely provide the services which the community expects and deserves. The program will consist of bringing in nutritionists and strength and fitness trainers to assist the Firefighters with making the best choices to keep themselves healthy and prevent occupational injuries. The department will also look to expand and improve its current inventory of exercise equipment and machines with grant funding from the West Suburban Health Group.							
Spending Request Recap							
Description	Base Request DSR2	Additional Request DSR4				Total	
Personnel	5,995,891					5,995,891	
Expenses	240,683					240,683	
Operating Capital	0					0	
Total Operating Request	6,236,574					6,236,574	
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2									
Department				FIRE					
Object				Description				Amount	
DSR2A									
Personnel	FY 2010			FY 2011			FY 2012		
	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	74	0	74	74	0	74
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	No	
1. Salary and Wage Permanent Positions.							5,273,401		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)									
a.	Fire In-Service Training						212,040		
b.	Fire Civilian Dispatch Holiday Worked						2,966		
c.	Working Out-of-Grade						8,249		
d.	Administrative Office Coverage						1,333		
e.	Director, Emergency Management Stipend						2,000		
f.	Ass't Director, Emergency Management Stipend						1,500		
Sub Total 2							228,088		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
Sub Total 3							0		
4. Salary and Wage Overtime (Itemized Below)									
a.	Fire Overtime (Units A & C) ***Please note: In order to cover all Vacation and Personal days in Units A & C (Administration, Protection and Prevention), we will need approximately \$602,491. In addition, based on experience from previous years, we will need approximately \$108,000 – \$125,000 for NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanics, etc. Thereby, the total amount needed for Units A & C is close to \$727,491, a deficit of \$282,491.						445,000		
b.	Fire Alarm Overtime (Unit B)						10,000		
c.	Fire Civilian Dispatch Overtime						39,402		
d.									
e.									
f.									
Sub Total 4							494,402		
5. Total Salary and Wages (1+2+3+4)							5,995,891		
DSR2B									
Object				Description				Amount	
Energy									
Repairs & Maintenance Services				Copier maintenance contract (\$546) Repair/maintain FF equipment				48,018	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	including, but not limited to: testing of self-contained breathing apparatus, air compressor maintenance contract, annual testing of CO monitors, recharge fire extinguishers, and small equipment repairs (\$5,777) Vehicle inspections (\$5,184) 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 (\$26,547) Radio maintenance contract (\$3,696) Repair all radios (\$1,800) Defibrillator maintenance contract (\$4,468)	
Rental & Leases	Acetylene tank rental (\$72) AmbuPro Software License/User fee (\$4,410) Swiftreach Emergency Notification Software/License User fee (\$8,042)	12,524
Other Property Related Services		
Professional & Technical Services	Regional Shared HazMat Vehicle (\$1,000) Monthly MetroFire, MA Chiefs' Norfolk County Chiefs', Monthly Fire Prevention meetings (\$1,350) MMA Annual Conference, MA Fire Chiefs' Annual Conference, Fire Prevention Annual Conference, Fire Alarm conferences (\$920) Tailoring (\$375) Medical oxygen (\$1,400) EMT/Paramedic Refresher training Course (\$6,600) Fire Alarm licenses (\$195) Police details (\$250) Instructor's fees (\$4,500)	16,590
Communications	All wireless communications (\$4,600) All phones/repeater lines (\$3,100) Postage (\$200)	7,900
Recreational & Cultural Services		
Other Purchased Services		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
Office Supplies	Including, but not limited to: stationary, envelopes, copy paper, pens, pencils, paper clips, file folders, etc. (\$3,800)	3,800
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies	Flowers, mulch, fertilizer for both stations (\$300)	300
Vehicular Supplies	Fuel (regular, diesel, additives) (\$35,798) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components including lighting, and general maintenance supplies (\$18,000)	53,798
Food and Service Supplies	Meeting refreshments (\$315)	315
Medical Supplies	Medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, forceps, masks, gloves, nasal cannulas, nebulizers, saline, syringes, sharps, epi-pen, masks, sanitizers, electrodes, and bandages (\$25,249)	25,249
Public Works Supplies		
Other Supplies & Equipment	FF supplies including, but not limited to: hose, nozzles, adapters, tools, batteries, CO meters, SCBA accessories, etc. (\$25,128) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, dress uniforms, hitch gear and work boots (\$27,167) NFPA codes on-line (\$834) Fire Prevention supplies (\$500) Educational supplies (\$1,425) Fire Alarm supplies (\$3,500) Emg Mgt supplies (\$200)	58,754
Governmental Charges	Ambulance license (\$1,000) Food and Drug license (\$300) EMT/Paramedic State recertification (\$3,000) Promotional exam fees (\$3,000)	7,300
Travel & Mileage	Mileage, hotels, parking and tolls for all meetings (\$2,400)	2,400
Dues & Subscriptions	MA Fire Chiefs (\$400) Norfolk County Fire Chiefs (\$250) IAFC (\$210) NFPA (\$150)	3,735

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	Fire Prevention Assoc (\$80) MetroFire (\$2,500) HazMat Team (\$75) IMSA (\$70)	
6. Total Expenses		240,683
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,236,574

Fiscal Year 2012 Proposed Budget

Department Information						
DSR1						
Department		Building Inspector				
Operational Considerations						
The Building Department provides effective customer service through its review of all building, electrical, plumbing, gas, and sign applications. The department continues to issue permits and make necessary inspections in a timely manner. Department staff performs all requested inspections of structures undergoing construction. In addition, department staff inspects places of public assembly, required by applicable Massachusetts code and regulation. Also, issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulation or code. Continues to adjust and seal devices used in weighing and measuring goods sold to the public. Investigates complaints filed with the office. Enforces state and national public safety codes and Town By-Laws. Department staff works with town departments involved with planning future development in town. The Building Department continues enhancing information on the town web page and handouts designed to assist its customers. Despite the nation's struggling economy, last fiscal year Needham property owners reported they spent over 83 million dollars to construct and remodel 925.5 thousand square feet to buildings and structures. This averages, per month, to 6.9 million dollars and 77 thousand square feet Increase in expenditures result from: uniform rental rate increase \$1.00 per week=\$53.00; registration fee increase for education seminars =\$60.00; Mileage & lodging increase=\$300.00, mileage increase due to town vehicles aging and in need of more frequent repairs, resulting in Insp. use of personal vehicle; & lodging increase due to conference rates increase. Total expenditure increase request is \$413.00; Salary increases contracted.						
Performance Factors						
Number of permits issued for fiscal years: 2008/3,836; 2009/3,630; 2010/3,281. Our Staff performed more than 7,277 inspections last fiscal year. This works out to be 29 inspections per day. In addition, the staff responds to emergency calls from Police & Fire. Fees collected for fiscal years: 2008/\$1,879,969.75; 2009/\$976,720.65; 2010/\$926,840. The building department continues to maintain extensive document information regarding all properties under construction, which in turn, benefits other town department use to fulfill their department functions. In FY 10, 1,268 building permits were issued. Also, in FY 10, 1,131 building permits reached completion. The amount of activity in the building department is a suggestion that the Town of Needham continues to attract building, development, and new business.						
Spending Request Recap						
Description	Base Request DSR2		Additional Request DSR4		Total	
Personnel	452,816		58,101		510,214	
Expenses	16,095		2,500		18,595	
Operating Capital						
Total Operating Request						
		468,208		60,601		528,809
Special Financial Warrant Articles?						
	YES	X	NO		How Many?	1

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Building Inspector							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	7.3	7	1	7.3	7	1	7.3		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	x
1. Salary and Wage Permanent Positions.										415,794	
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Sealer of Weights & Measures									12,601	
b.											
c.											
d.											
e.											
f.											
								Sub Total 2	12,601		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Substitute Building, Electric, Plumbing and Gas Inspectors/ coverage during vacations and education meetings.									18,473	
b.											
c.											
d.											
e.											
f.											
								Sub Total 3	18,473		
4. Salary and Wage Overtime (Itemized Below)											
a.	Staff overtime.									5,245	
b.											
c.											
d.											
e.											
f.											
								Sub Total 4	5,245		
5. Total Salary and Wages (1+2+3+4)									452,113		
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases				Unifirst uniforms & copier lease				733			
Other Property Related Services											
Professional & Technical Services				Registration fee/continuing education meetings & seminars				4,298			
Communications				Cell phones, mailings, constable services, mandated state forms				3,869			
Recreational & Cultural Services											

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Building Inspector	
Object	Description	Amount
Other Purchased Services	Weights & Meas. Annual legal ad	100
Office Supplies	Folders, binders, paper, printing, desk & office supplies, office equipment	4,149
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	Mileage, lodging, meals, tolls, parking & transportation for meetings & conferences	2,111
Dues & Subscriptions	Insp. annual dues& updated codebooks	835
6. Total Expenses		16,095
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		468,208

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Building Inspector				
Title	Weights & Measures Increased Hours			Priority	1
DSR4					
Expenditure Classification	Frequency				Total
	Recurring		One-Time		
Salary and Wage	7,593				7,593
Expenses					
Operating Capital					
Total Request					7,593
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 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					
It is respectfully requested by the Building Department, to increase the number of hours, for the position of Sealer of Weights and Measures, in an effort to better serve the Town in providing equity in the marketplace. This position is mandated by the State of Massachusetts for the administrative purposes within this Building Department pertaining to, but not limited to: (a) Assure that weights and measures in commercial services within the state are suitable for their intended use, properly installed, and accurate, and are so maintained by their owner or user. (b) Preventing unfair or deceptive dealing by weight or measure in any commodity or service advertised, packaged, sold, or purchased within the state. (c) Encouraging desirable economic growth while protecting the consumer through the adoption by rule of weights and measures requirements necessary to assure equity among buyers and sellers. The Commonwealth of Massachusetts Act of 1998, effective as of 2000 mandated the					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Weights & Measures Increased Hours	Priority	1
testing of all scanners for item pricing. This Act also mandates the Sealer of Weights and Measures to the enforcing of all laws relating to auto body shops and the Motor Fuel Act. This increased the number of facilities requiring weight and measures services. The 9.38 hours a week currently budgeted for this position render it impossible for our Sealer to fulfill all mandated inspections and calibrations pertaining to, but not limited to: (1) scales located in commissaries operated by businesses scanning systems in retail stores (2) pre-packaged items sold by weight, offered for sale in retail stores (3) enforcement of laws related to sales of motor oil in retail stores In addition, with the constant fluctuation of fuel costs, more concerns are expressed by consumers as to the accuracy of the equipment and its calibration precision, i.e. gas station pumps & home heating fuel trucks. This requires the Sealer to frequently re-visit sites in an effort to satisfy consumer concerns. A comparative study of neighboring towns shows the number of hours dedicated to the sealing of weights and measures vary between 20 hours to full time hours per week. Although the Sealer for the Town of Needham is currently positioned at 9.38 hrs. a week, at least 2 hours a week is utilized to processing paperwork and to maintain bookkeeping records. This leaves less time dedicated to site inspections and sealing of devices. It is the request of the Building Department to increase the hours of the Sealer of Weights and Measures from 9.38 hours to 15 hours a week. This increase of 5.62 hours a week will enable the Sealer to perform all duties mandated by the State of Massachusetts Division of Weights and Measures.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Building Inspector			
Title	Full Time Building Inspector		Priority	2
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage	50,508		50,508	
Expenses	1,000	1,500	2,500	
Operating Capital				
Total Request			53,008	
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 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 full time Local Building Inspector to benefit the Town by assisting this department with a change to Massachusetts General Law (MGL) Chapter 13, Sheet Metal Permits. Effective February 19, 2011, permit applications to perform sheet metal work in buildings shall be submitted to the local inspector of buildings, who shall grant or deny all such permit applications and who shall perform the related inspections. The fees and fee procedures for local inspections shall be determined by the municipalities. Starting in February of 2011 the local municipality will have 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. Until a permit has been issued by the inspector, sheet metal shall not be installed, altered, removed, replaced, or repaired. 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				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Building Inspector		
Title	Full Time Building Inspector	Priority	2
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 addition, the 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 frees up the field inspectors (bldg. plg. & elec.) for more daily scheduled inspections. It also enables other inspectors to focus more time to plan review, and daily customer assistance. Also, 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: 1. A computer work station, cell phone & Bldg. Insp. continuing education.4. In calendar year 2009, if this sheet metal law were in effect, the Building Department would have issued a minimum of 295 Sheet Metal Permits. The fee collection, based on \$70.00 per permit, would have brought in a minimum\$20,650.00. This new position will help manage this 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 requirements such as an inspection must be performed within two working days upon the inspector's receipt of notification that the work is ready for inspection.			

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works - All General Fund Divisions
Operational Considerations	
The Public Works Department (DPW) is comprised of seven (7) divisions including four main operating divisions (Highway, Parks & Forestry, Water & Sewer and Solid waste & Recycling or the RTS) and three department wide support divisions (Administration, Engineering and Garage). The Department's budget however is contained in 4 separate operating budgets. The service related to solid waste disposal and recycling is contained in the RTS Enterprise Fund Budget. The service related to water supply, treatment and distribution is contained in the Water Enterprise Fund Budget and the service related to sanitary sewage collection and transportation is contained in the Sewer Enterprise Fund Budget. The divisions contained in this General Fund Budget include Administration, Engineering, Garage, Highway, Parks & Forestry and Drains. The Stormwater collection, transportation and disposal functions of the Storm Drain System are actually performed by the Water & Sewer Division. In Needham the Storm Drain System is separate and distinct from the Sewer System. The collection and transportation functions for each are similar in nature but the disposal and/or discharge requirements are quite different. In August 2008 the Mercer Group presented the Town with the final report on the Operations Study of the Department of Public Works. The report identified "Five big DPW Issues" to be addressed. These include the areas of Service Delivery Structure, Management Team Structure, Management Team Organizational Culture, Operations Management and Facilities & Equipment. Several recommendations of the Mercer Report have been initiated and are now permanently incorporated into these operating budgets. The Management Team Structure has been improved by the creation and the hiring of an Assistant Director of Public Works and an Assistant Purchasing Agent/Office manager. This was accomplished with no increase in department staffing. The Assistant Director directly oversees the operations of the Garage, Highway, Parks & Forestry, Water & Sewer and RTS Divisions. The Assistant Purchasing Agent/Office Manager is actively involved with all divisions in the implementation of newly enhanced purchasing procedures developed by the Director of Finance. In the category of Operations Management and of Service Delivery Structure the Department's Capital Improvement Plan (CIP) development has been consolidated under the Engineering Division. This now provides the opportunity for the development of a coordinated and cohesive set of improvement programs for all major infrastructure systems. The Engineering Division staff work cooperatively with each division on the preparation of specific CIP submittals. The Engineering Division inspectional services have been expanded to now include a Civil Engineer position created with the FY 2010 budget to manage the Street Opening Permit Program. This person has been hired and has been serving as the Street Permit inspector and also oversees the Trench Safety Law provisions for the Town. In addition the two Inspectors in the Water & Sewer Division have been permanently situated in the Engineering Division office. The reporting structure transition for these positions will be addressed during the FY2011 budget period. Also in the category of Service Delivery Structure The Department of Public Works and The Public Facilities Department (PFD) Operations Division continue to maintain a strong working	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works - All General Fund Divisions
relationship by mutually supporting each others programs where appropriate. Examples abound where work efforts are coordinated or compliment the other. Communications between and amongst the work crews has become a routine occurrence. I anticipate that this alliance will continue to strengthen in future years. In the area of Facilities and Equipment the Town support of the Vehicle and Equipment Replacement Program has remained strong for the fourth consecutive year despite a difficult economy. This has significantly improved the operational reliability of the fleet and has enhanced the productivity of the department. The facilities however continue to be a concern. The completion of the Public Services Administration Building (PSAB) at 500 Dedham Ave is a tremendous accomplishment for the Town. When occupied in the fall of 2011 the poor working environment for all Town staff currently working on the second floor at the 470 Dedham Ave location will finally be resolved. Unfortunately, this will only improve the "office" functions of the DPW. The "operations" functions, the primary business of Public Works, at the DPW still requires attention. The 470 Dedham Ave location, the Lester C. Hollis Public Works Building, constructed in 1960 is now 50 years old and it requires an expansion and major renovations. Internally the heating, electrical, plumbing systems are the original installations and are showing signs of nearing the end of their useful lives. Only the roof system, the underground storage tanks (USTs, both heating oil and fuel storage) and the air conditioning units have been replaced but all between 10 and 20 years ago. The HVAC systems are some of the least efficient of all municipal buildings. The PFD staff is continually making repairs on the piping systems throughout the building. The building is heated by oil. The boiler has undergone several major overhauls. In fact the PFD Director of Operations Chip Laffey has submitted a CIP for the boiler replacement in the 2015-2016 time range. The USTs are approaching the time to consider replacement. In anticipation of addressing the heating oil UST and the boiler replacement the PFD working with the DPW arranged to have the natural gas main extended a lengthy distance to the Dedham Ave site and brought into the 484 Dedham Ave Water Building and the 470 Dedham Ave DPW Building. Externally there are 2 basic issues and each are somewhat related. These are the issues of covered vehicle and equipment storage and Stormwater discharge quality. The covered storage addresses both operational efficiencies and Stormwater quality. An expansion in the form of an infill type enclosed structure for vehicle storage is contemplated. This expansion will eliminate existing paved surface area now exposed to the weather which the EPA classifies as "dirty" for simplicity and converts it to a manageable roof runoff which may facilitate surface or groundwater recharge. Further the "dirty" vehicles now out in the open will no longer be exposed to the rain and snow when not in use. It is also contemplated that smaller supplemental storage structure/s will be required to address smaller pieces of equipment and/or attachments, to replace covered storage lost to accommodate the construction of the PSAB and to provide swing space during the construction. A capital improvement form titled DPW Phase II has been submitted for consideration to be	

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Public Works - All General Fund Divisions				
included in the major facility portion of the CIP. The major component of the package, the expansion and renovation, being requested for the 2015-2016 period has been forecasted to be in the \$10 million cost range and will have to be managed by the PPBC. It will also require an Owners Project Manager (OPM). An interim component, the smaller supplemental storage structure/s, being requested for FY2012 appears to approach the minimum cost threshold which triggers PPBC involvement. Drain System- It has been determined to reverse the manner in which the Drains budget is presented. Presently the Drain budget has been presented in the General Operating Budget (GOB) and not the Water Enterprise Fund (WEF) or the Sewer Enterprise Fund (SEF) primarily due to the funding sources. However, the operation, maintenance and repair of the Drain system are performed by the staff of the Water & Sewer Division predominately by the staff servicing the sewer system. To date the amount presented in the General Fund Budget for Drain Salary has been the result of a process allocation and proportioning within the Water Fund and the Sewer Fund with transfers to the General Budget. The FY 2012 budget proposes to keep the water & sewer funds in tact and export the Drain expenses from the General Fund to the Sewer Enterprise Fund. In practice, the Water & Sewer Division staff is a combined division that services all 3 systems (Water, Sewer & Drain). There are staff members dedicated primarily to water, sewer or drain functions and others such as the Construction and Repair group that service all 3 systems as determined by need or by a work plan. In reality the nature of the maintenance and repair of the drain system is virtually identical to work performed with the Sewer System and both differ substantially from work on the Water system. Therefore, the Sewer Fund has been selected to serve as the host Budget for the drain system funding. This will necessitate that the Drain expenses previously in the General Fund be presented in the Sewer Fund. In addition the salary portion of the Water Fund previously allocated will also be presented in the Sewer Fund.						
Performance Factors						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4	Total			
Personnel	3,176,134	267,049	3,443,183			
Expenses	1,224,151	167,550	1,391,701			
Operating Capital	6,700		6,700			
Snow and Ice	400,000		400,000			
Total Operating Request	4,806,985	434,599	5,241,584			
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2									
Department			Public Works – General Fund – All Divisions						
Object			Description				Amount		
DSR2A									
Personnel	FY 2010			FY 2011			FY 2012		
	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)
						56.3		52	52
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	No	
1. Salary and Wage Permanent Positions.							2,975,976		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 2		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 3		
							68,261		
4. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 4		
							131,897		
5. Total Salary and Wages (1+2+3+4)							3,176,134		
DSR2B									
Object			Description				Amount		
Energy							69,780		
Repairs & Maintenance Services							90,465		
Rental & Leases							6,900		
Other Property Related Services							489,928		
Professional & Technical Services							16,690		
Communications							17,614		
Recreational & Cultural Services									
Other Purchased Services							6,225		
Office Supplies							11,509		
Building & Equipment Supplies							2,075		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – General Fund – All Divisions	
Object	Description	Amount
Custodial Supplies		650
Grounds Keeping Supplies		70,476
Vehicular Supplies		240,886
Food and Service Supplies		
Medical Supplies		500
Public Works Supplies		154,866
Other Supplies & Equipment		36,121
Governmental Charges		1,778
Travel & Mileage		3,119
Dues & Subscriptions		4,569
6. Total Expenses		1,224,151
DSR2C		
Capital Equipment Replacement		6,700
7. Total Operating Budget Capital		6,700
8. Total Base Request (Line 5 + Line 6 + Line 7)		4,406,985

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works - Administration
Operational Considerations	
Beginning in FY 2010 and continuing throughout FY2011 the DPW has been working to implement recommendations offered in a management report authored by the Mercer Group. The Mercer Group presented the Town with its Final Report on the Operations Study of the Department of Public Works dated August 2008. The report identified "Five Big DPW Issues" to be addressed. These issues included the areas of Service Delivery Structure, Management Team Structure, Management Team Organizational Culture, Operations Management and Equipment & Facilities. The issue of Management Organizational Structure directly impacts the Administration Division. The recommendation in the Mercer Report included the creation of a new Assistant Director of Public Works position, a restructuring of the administrative group and the creation of an analyst position. Two new positions of Assistant Director and an Assistant Purchasing Agent/Office Manager were established and funded in the FY 2010 budget and have been filled. In conjunction with the Public Facilities Department (PFD) a vacant part time staff position with the responsibilities for the permitting of spaces within public buildings was expanded to a full time position. This position has also been filled, and the person relocated to the second floor DPW main office. The new position provides the ability to both satisfy the permitting functions for the PFD and customer service for the DPW, and allows for providing administrative support to both divisions in exchange for certain administrative support to the PFD by DPW staff. This was done with no increase in DPW staffing, and resulted in the elimination of two existing positions, the Director of Administrative services and a Department Assistant. For the balance of FY2010 and into FY 2011, while the Department was challenged with the task of filling these key positions and implementing the recommendations, other major positions became vacant due to promotion, retirement and resignation. The Assistant Director position was filled by the Water & Sewer Division Superintendent; an Assistant Water & Sewer Superintendent resigned to fill a major department head position at a nearby university; and the esteemed Parks & Forestry Superintendent retired after over 37 years of service to the Town. The two Superintendents' positions have recently been filled. The Assistant Superintendent's position is being held temporarily. This provides an opportunity for the position to be considered for inclusion as part of further administrative restructuring as recommended in the Mercer Report. The filling of the Assistant Purchasing Agent/Office Manager position was timely with the implementation of the enhanced procurement procedures established by the Director of Finance. The management and departmental oversight of this more comprehensive purchasing process has been critical to the ability of the department to perform its duties in a timely manner. The immediate and intermediate goal of this new position is to situate as much of the department's purchasing into a broad based procurement cycle. The long term goal is to have this function be expanded to serve the PFD here in the DPW Building and eventually to serve all of the departments located at the PSAB when the move is made to that building. Looking ahead to that eventuality, it has become apparent that additional administrative support will be needed in this area. The department is seeking to conduct internal studies for the purpose of improving customer service or to control cost. Looking at the role of the Assistant Director's position, numerous areas have been identified where operational efficiencies among the divisions and among	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Public Works - Administration					
other departments in some cases should be explored. In order to pursue these efficiencies certain data needs to be obtained for analysis. Determining what data is needed and what should be analyzed is the next step to accomplish the analysis. The DPW is looking to develop a program for the capture, organization and analysis of necessary data to conduct these studies. One recommendation in the Mercer Report was the creation of an analyst position. The DPW is exploring the possibility of developing collaboration between the DPW and the PFD administrative staff positions to meet the needs of both departments for purchasing and analyst functions without increasing staff in either department. This structural evaluation will occur over the next several months. Total Expenses has been reduced by a total of \$3,152. - The Repairs and Maintenance Services has been increased by \$840 to account for the cost of the service of copiers following the move of DPW to PSAB. - The Rental and leases line will be reduced by \$4,812 due to no longer needing copiers at the DPW building following the move to PSAB. - The Communications line has been increased by \$820 to account for the cell phone for the recently established Assistant Director of Public Works position.							
Performance Factors							
FY2012 Goals - Create a database of all good & services contracts incorporating critical information and expiration dates. - Standardize all information for bid documents. - Develop a DPW project tracking form for all capital improvement and operating budget projects. - Coordinate on developing project tracking with other departments on Town-wide projects involving DPW. -							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	443,469				443,469		
Expenses	15,020				15,020		
Operating Capital							
Total Operating Request	458,489				458,489		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Public Works - Administration							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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)		
	6		6.0	6		6.0		6	6.0		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								434,114			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 2								434,114			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3								0			
4. Salary and Wage Overtime (Itemized Below)											
a.	Administrative overtime – special projects								9,355		
b.											
c.											
d.											
e.											
f.											
Sub Total 4								9,355			
5. Total Salary and Wages (1+2+3+4)								443,469			
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services				Copiers (2,400) Printer repairs (260)				2,660			
Rental & Leases				Copier rental							
Other Property Related Services											
Professional & Technical Services				Trainings & seminars – conference, seminars & workshop registration fees				1,275			
Communications				Telephones (875) Dir. & Asst. Dir. cell phones (1,800) Printing (560)				3,235			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works - Administration	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Standard office supplies (3,800) Business machine supplies (1,200)	5,000
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Equipment, furnishings & miscellaneous expenses	1,150
Governmental Charges		
Travel & Mileage	Conference, seminar & workshop travel expenses	500
Dues & Subscriptions	Law book supplements – partial funding (1,125) APWA membership (75)	1,200
6. Total Expenses		15,020
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		458,489

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works - Engineering
Operational Considerations	
The Engineering Division supports other Public Works divisions' activities, town departments and agencies, and manages most of the Capital Improvement Program for the Department of Public Works. As such, the Engineering Division's operating timelines are pressed to reflect other division's schedules. Engineering review work is mainly mandated by State laws and regulations. Public Works construction inspection services are being consolidated under the Engineering Division. An additional Civil Engineer position was added to oversee the Street Permit program and Trench Safety regulations. The Engineering Division continues to review Chapter 40B developments, subdivisions and site plans according to mandated timetables and provides information and analysis for adjudicatory proceedings to assist in the Town's defense of its actions. Substantial resources have also been spent assisting with municipal building and recreational projects.	
Performance Factors	
Process all Building Permit applications within 3 days of receipt - FY2010, 818 applications processed, 818 within 3 days - FY2009, 830 applications processed, 813 with 3 days - FY2008, 720 applications processed, 706 within 3 days Review Planning Board Site Plan applications and prepare comment letter within 4 weeks of receipt - FY2010, 26 applications reviewed, 26 within 4 weeks - FY2009, 23 applications reviewed, 22 within 4 weeks - FY2008, 10 applications reviewed, 9 within 4 weeks Review Planning Board Subdivision applications and prepare comment letter within 4 weeks of receipt - FY2010, 3 applications reviewed, 3 within 4 weeks - FY2009, 8 applications reviewed, 8 within 4 weeks - FY2008, 6 applications reviewed, 5 within 4 weeks Review Board of Appeals Comprehensive Permit applications (CH. 40B) and prepare comment letter within 3 weeks of receipt - FY2010, 0 applications reviewed, 0 within 3 weeks - FY2009, 1 permit reviewed, 1 within 3 weeks - FY2008, 4 permits reviewed, 4 within 3 weeks Complete traffic counts/studies within 4 weeks of request - FY2010, 10 studies completed, 10 within 4 weeks - FY2009, 9 studies completed, 9 within 4 weeks - FY2008, 11 studies completed, 11 within 4 weeks Prepare Traffic Regulations for Selectmen vote and subsequent newspaper advertising within 4 weeks of recommendation - FY2010, 5 regulations approved and enacted, 5 within 4 weeks - FY2009, 10 regulations approved and enacted, 10 within 4 weeks	

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Department Information DSR1							
Department		Public Works - Engineering					
- FY2008, 2 regulations approved and enacted, 2 within 4 weeks Complete Engineering Work Requests within 4 weeks of request (Does not include studies/analysis) - FY2010, 71 work requests completed, 71 within 4 weeks - FY2009, 66 work requests completed, 53 within 4 weeks - FY2008, 52 work requests completed, 42 within 4 weeks Complete Project Management services for capital projects - FY2010, 5 Design projects and 6 Construction projects were completed - FY2009, 9 Design projects and 8 Construction projects were completed - FY2008, 8 Design projects and 2 Construction projects were completed The bottom line expenses budget request of the Engineering Division has been kept at level dollar with the request in the FY 2011 budget. The Public Works Supplies line has been reduced by \$1,110 and the Other Supplies and Equipment line has been increased by \$1,110 to reflect the proper allocation of expenses relating to the Engineering Division's copy machine, toner, and books.							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	641,849		25,000		676,849		
Expenses	13,535		10,000		23,535		
Operating Capital							
Total Operating Request	655,384		35,000		690,384		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Public Works - Engineering						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	10		10.0	10		10.0	10		10.0	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.							631,760			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2									631,760	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Temp. Help – Engineering for Public Works									10,089
b.										
c.										
d.										
e.										
f.										
Sub Total 3									10,089	
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							641,849			
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				Large Xerox Machine Maint. (300)				1,229		
				Savin Copier Maint. (300)						
				Survey Equipment Maint. (629)						
Rental & Leases										
Other Property Related Services										
Professional & Technical Services				Engineering Consulting (150)				450		
				Meetings and Seminars (300)						
Communications				Cell Phones (2,542)				2,879		
				Legal Advertising (293)						
				Postage (44)						

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works - Engineering	
Object	Description	Amount
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Standard Office Supplies (3,319)	3,319
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Drafting Supplies (375) Engineering Supplies (350) Surveying Supplies (371)	1,096
Other Supplies & Equipment	Misc. surveying supplies (911) Miscellaneous office supplies (75) Plan size copy paper (350) Large Xerox toner (375) Books and Manuals (385)	2,096
Governmental Charges	Registry of Deeds (578)	578
Travel & Mileage	Travel (969)	969
Dues & Subscriptions	Professional Registrations (350) Membership Dues (350) Periodicals (219)	919
6. Total Expenses		13,535
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		655,384

Fiscal Year 2012 Proposed Budget

Department Information DSR1			
Department		Department of Public Works - Garage	
Operational Considerations			
The Garage Division is a support Division for all of the Public Works Departments and also provides support for other Town Departments as needed. The fuel depot on Dedham Ave. is also maintained by the Garage Division.			
The FY12 Budget amounts have been distributed between the accounts to reflect anticipated spending needs. Within the Vehicular Supplies line the Gasoline and Diesel fuel amount has been increased to reflect actual fuel usage for vehicles charged to the Garage Division. The charts below show diesel and gasoline usage for all vehicles other than RTS diesel and Police for FY 2009 and FY 2010.			
Fiscal Year 2009 Gas Usage in gallons		Fiscal Year 2010 Gas Usage in gallons	
Administration*	354	Administration*	253
Engineering*	2236	Engineering*	1755
Garage*	1127	Garage*	1303
Highway	2084	Highway	1560
Parks and Forestry	2362	Parks and Forestry	2457
RTS	520	RTS	275
Sewer	2777	Sewer	2356
Water	6849	Water	8366
Assessors*	186	Assessors*	167
Board of Health*	83	Board of Health*	60
Building*	1386	Building*	1480
Council on Aging	1106	Council on Aging	1246
Fire	2258	Fire	2357
Needham Housing Authority*	3168	Needham Housing Authority*	3994
Public Facilities	6088	Public Facilities	6888
Total	32584	Total	34517
*Funding for these agencies, departments, or division is carried in the Garage budget.			
Fiscal Year 2009 Diesel Fuel Usage in gallons		Fiscal Year 2010 Diesel Fuel Usage in gallons	
Garage	444	Garage	336
Highway	15915	Highway	11946
Parks and Forestry	9904	Parks and Forestry	10764
Public Facilities	34	Drains	788
RTS (misc)	340	RTS (misc)	140
Sewer	5137	Sewer	5280
Water	4846	Water	11248
Fire	6585	Fire	6955
Needham Housing Authority (misc)	14	Needham Housing Authority (misc)	8
School Department	1449	School Department	1703
Total	44668	Total	49168

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Works - Garage				
Performance Factors						
- Currently the Garage Personnel are responsible for the maintenance and service on nearly 400 vehicles and pieces of equipment and strive to minimize vehicle and equipment out-of-service time (downtime). - Perform scheduled preventive maintenance on vehicles and equipment every 300 to 400 gallons of fuel used. - Provide timely setup of seasonal equipment based upon Divisional activity. - Perform vehicle safety pre-inspections on large trucks and equipment by the first of November. - Have leaf collection equipment prepared and ready for use by the first of October. - Have snow & ice equipment (8 slide-in material spreaders, 8 sidewalk tractors) readied, installed and tested by November 1st. - Have material spreader removed from trucks and trucks ready for normal use by the first of May.						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	303,456				303,456	
Expenses	189,897				189,897	
Operating Capital						
Total Operating Request	493,353				493,353	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department			Department of Public Works - Garage							
Object			Description						Amount	
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	5	0	5	5	0	5	5	0	5	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes	No	X
1. Salary and Wage Permanent Positions.								289,114		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 2		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 3		
4. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime								14,342	
b.										
c.										
d.										
e.										
f.										
								Sub Total 4		
5. Total Salary and Wages (1+2+3+4)								303,456		
DSR2B										
Object			Description						Amount	
Energy										
Repairs & Maintenance Services			Tire Repairs and mountings						1,200	13,650
			Heavy Suspension Repairs						4,500	
			Body Work and Painting						3,950	
			Equipment Repairs						3,000	
			Machine Shop Work						1,000	
Rental & Leases			Uniforms						1,700	4,700
			Welding Gas Cylinders						500	
			Software License & Agreements						2,500	
Other Property Related Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works - Garage	
Object	Description	Amount
Professional & Technical Services	Training Seminars 1,000 Vehicle Systems Support or Trouble Shooting Assistance 500	1,500
Communications	Legal Advertisements 200 Two-Way Radio System Repairs 1,000 Telephone Charges 800 Postage 50	2,050
Recreational & Cultural Services		
Other Purchased Services	Inspection Stickers – Vehicle emission testing & Safety Inspection Services	3,100
Office Supplies	Files & Folders, Paper , Photocopying Supplies, Pens, etc.	1,000
Building & Equipment Supplies	Engine testing equipment and shop tools	1,725
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Vehicle & Equipment Repair Parts – Brakes, Belts, Hoses, Lighting 101,005 Batteries 2,000 Tires 9,000 Gasoline & Diesel Fuel 29,627	141,632
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Steel, Lumber, Welding Supplies, Hardware & Fasteners, Tools	11,070
Other Supplies & Equipment	Clothing Allowance for Mechanics 1,520 Safety Supplies – First Aid Supplies, Gloves, Ear & eye Protection 1,600 Two-Way Radio Supplies, Batteries, Antennas, Cables, etc. 3,700 License Renewals 200 Other Unclassified Items 200	7,220
Governmental Charges		
Travel & Mileage	Turnpike Tolls 50 Reimbursement for Work Related Trans. & Travel Expenses 1,500	1,550
Dues & Subscriptions	Professional & Technical Organizations Dues & Memberships	700
6. Total Expenses		189,897
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		493,353

Fiscal Year 2012 Proposed Budget

Department Information DSR1											
Department		Department of Public Works – Highway / Traffic									
Operational Considerations											
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. In addition Town utility projects may contain roadway repair funding to restore the roadway one year after the utility work is complete. 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 and \$713,988 in FY2011. As of July 1, 2010 the Chapter 90 uncommitted balance is \$1,939,096. Over the past several years Capital Funding for Street Resurfacing, Sidewalk Repair and other stand alone roadway programs have been incorporated into a single Capital Improvement Program titled "Roadway Infrastructure Program". This program includes possible funding for Street Resurfacing (asphalt paving), Traffic Signal & Intersection Improvements, Sidewalk Repair & Resurfacing for School Walking Routes and non-School Walking Routes, Storm Drain Capacity Improvements and Brook and Culvert Cleaning. 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 and \$1,236,300 in FY2011. The table below breaks down the expenditures in the various spending categories and the various funding sources for the Roadway Infrastructure Program.											
FY09 Expenditures		Roadway Chapter -90 Capital	Highway Operating	Chestnut St State Grant	Utility Projects	Category Totals					
Asphalt Paving, Asphalt Curb, Drainage & Castings		\$500,000	\$428,296	\$152,609	\$500,000	\$239,362					
Sidewalk, Curbing, Drainage & Handicap Ramps		\$179,893	\$374,562	\$23,000	\$237,859	\$815,314					
Micro Surfacing				\$119,799		\$119,799					
Chip Seal (double)				\$103,736		\$103,736					
Crack Seal			\$42,050			\$42,050					
Traffic Signal /Intersection Improvements			\$370,565	\$500,000		\$870,565					
Design and Engineering of Chestnut Street		\$158,271				\$158,271					
		\$838,164	\$1,173,423	\$441,184	\$1,237,859	\$239,362					
						\$3,930,002					
FY10 Expenditures		Roadway Chapter -90Capital	Highway Operating	Chestnut St State Grant	Utility Projects	Category Totals					
Asphalt Paving /Resurfacing/asphalt curb		\$561,686	\$245,108	\$304,611	\$550,000	\$1,661,405					
Sidewalk, Curbing & Handicap Ramps & Shoulder		\$286,006	\$402,642	\$586,066		\$1,274,714					
Micro surfacing			\$67,702			\$67,702					
Chip Seal (double)						\$0					
Crack Seal			\$44,500			\$44,500					
Traffic Signal /Intersection Improvements		\$33,311				\$33,311					
		\$847,692	\$681,061	\$446,813	\$1,136,066	\$3,081,632					
The proposed increases to the Highway Operating Budget in FY12 to provide level services are based on contract increases, regulatory changes and new service requests from the Traffic Management Advisory Committee and Town Departments.											

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works – Highway / Traffic
Electricity for Traffic Signals increased \$ 6,603; the FY12 line item calculation is FY10 KWH's x \$.21 plus 20% due to an estimated increase in KWH's required to power four new traffic signals. The new traffic signals are Central Avenue @ Charles River Street, Chestnut Street @ South Street, Chestnut Street @ High Rock Street and Chestnut Street @ School Street. (Budget Increase) Roadway Markings increased \$5,000 to reflect the actual cost due to increased regulatory requirements (single center lines are now double) and additional pavement marking requests from the TMAC and Town Departments. (Budget Increase Request) Specialty Signs increased \$1,050. This increase is being funded by a shift in funding from Equipment Rental of \$1,050. Traffic Signal Maintenance increased 20% or \$3,000 to account for four additional traffic signals. (Budget Increase Request) Asphalt Paving increased 2.9% or \$5,560, Road Surface Treatments increased 5.5% or \$5,005, Crack Seal increased 3.5% or \$2,035 under current DPW Service Contracts. Funding for Plow Damage, Bridge Repair and Shoulder Repair was eliminated in the FY11 budget.(Budget Reduction - \$20,850) Testing & Core Samples increased \$2,750 transferred from Plant Inspection \$2,750. Fuel was reduced \$1,102; the FY12 line item calculation is the average fuel consumption times the price per gallon. (Budget reduction - \$1,102) Traffic Signs increased \$4,000 shifted from Traffic Signal Supplies. Traffic Marking paint increased \$1,000 by reducing Traffic Signal Supplies by \$1,000. Needham implemented a computerized Road Surface Management System in 1998. The DPW staff performs a windshield survey every about every two years to evaluate the 123 miles of roadway. The system rates each segment of roadway with a rating between 0 and 100 know as the pavement condition index (PCI). The system provides Needham with several very useful reports. One basic report is the Town wide average PCI. The average PCI was 62 in 2002 and 78 in 2009. Needham is responsible for 160 miles of sidewalk of which 52 miles are designated as School Walking Routes. The Town clears snow from sidewalks and allocates the majority of its sidewalk repair and resurfacing funding to school walking routes. Of the 160 miles of sidewalk about 70 miles is in fair to poor condition and does not comply with ADA or AAB laws and regulations or Town Standards. At current inventory and funding levels the 70 miles of sidewalk repair work is estimated remain near current levels. It may be necessary to consider abandonment of some non-School Walking Routes sidewalks in order to reduce the overall inventory of sidewalks.	
Snow and Ice:	

Department Information DSR1		
Department	Department of Public Works – Highway / Traffic	
In 1996 the Sidewalk Plowing Program was reviewed by the Interagency Committee. The Committee concluded that the sidewalk plow program required redesign. The DPW working with the Committee recommended the following. 1) Maintain the sidewalk miles plowed at about 52 miles. If sidewalk is added to the program sidewalk should be removed to maintain the total sidewalk plowed at about 52 miles. 2) All 52 miles of sidewalk that are plowed by the Town should be in reasonable walking condition within five days after a snow fall of up to 2 feet from a single event or back to back events. 3) Create 4 routes from a 5 route sidewalk plow plan 4) Purchase 4 new tracked sidewalk plow units (bombardiers) which are design to plow a path even through very deep snow banks to complement the existing 5 wheeled sidewalk units. The wheeled snow plow units have snow blower attachments. The program would increase the sidewalk snow plow units from 5 to 9 units. One wheeled unit would be required as a spare. 5) One tracked sidewalk plow unit and one wheeled sidewalk plow unit (Trackless) with a snow blower attachment will be assigned to each of the four routes. During back to back snow events or a deep snow fall the tracked unit would traverse through the plow route to provide a rough opening. The wheeled units using snow blowers will blow the snow out of the pathway to improve walking conditions. In 2006 the manufacturer of tracked sidewalk snow plows introduced a snow blower attachment. The DPW is piloting a program with its 2 tracked sidewalk plow units (bombardiers) that have snow blower attachments. If successful the DPW could reduce the overall sidewalk snow plow units from 9 to 7 machines and reduce the operational staff from 8 to 6. The DPW continues to incorporate liquid anti-icing / de-icing agents into its snow and ice chemical program to improve roadway conditions faster. The DPW has modified its truck specifications to accommodate for the increased load requirement and is purchasing specialized attachments to dispense the liquids on demand. The DPW is recommending the purchase of a Gradall in its Specialty Equipment Capital Program in FY13. In order to maximize the full potential of this equipment the DPW is also recommending consideration of three additional employees in the Highway Division and an increase in material purchases for asphalt, concrete and curbing and incidentals. The three additional staff would create a full time construction crew that would be dedicated to road and sidewalk improvements. (See Highway Division DSR4)		
Performance Factors		
Roadway & Sidewalk Repair Program:	FY09	FY10
Asphalt Paving	17.9 lane miles	12.3 lane miles
Asphalt Curbing	45,600 feet	35,250 feet
Grass Plot	67,200 feet	42,650 feet
Micro Surfacing	6.22 lane miles	3.9 lane miles
Chip Seal (Double)	5.06 lane miles	0 lane miles

Fiscal Year 2012 Proposed Budget

Department Information							
DSR1							
Department		Department of Public Works – Highway / Traffic					
Crack Seal	0 gallons	0 gallons					
Rubberized Crack Seal	3,850 gallons	4,130 gallons					
Granite Curb	8,250 feet	5,100 feet					
Sidewalk	2.9 miles	2.7 miles					
Driveway Aprons Repaired & Adjusted	445	295					
Handicap Ramps	38	54					
Repair & Adjust Large Utility Castings	460	325					
Adjust Small Utility Castings	221	145					
Roadway Pavement Condition index	78						
Spending Request Recap							
Description	Base Request DSR2	Additional Request DSR4				Total	
Personnel	753,837	160,000				913,837	
Expenses	791,878	90,000				881,878	
Operating Capital	0	0				0	
Total Operating Request	1,545,715	250,000				1,795,715	
Special Financial Warrant Articles?	YES			NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Works – Highway & Traffic							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	0	13	13	0	13	13		13		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								679,511			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
Sub Total 2								679,511			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
Sub Total 3											
4. Salary and Wage Overtime (Itemized Below)											
a.	Maintenance of Public Ways								58,961		
b.	Traffic Control								15,365		
c.											
d.											
Sub Total 4								74,326			
5. Total Salary and Wages (1+2+3+4)								753,837			
DSR2B											
Object				Description				Amount			
Energy				Electricity – Traffic Signals				55,746	55,746		
Repairs & Maintenance Services				Roadway Markings				22,167			
				Specialty Signs				2,205			
				Repair & Maintenance for Traffic Signals				17,332	41,704		
Rental & Leases				Equipment Rental				0	0		
Other Property Related Services				Asphalt Paving				197,160			
				Road Surface Treatments				90,600			
				Crack Seal				60,230			
				Sweeping & Disposal				41,410			
				Plow Damage				0			
				Fence & Guardrail				10,500			
				Sidewalk				29,600			
				Curbing				7,500			
				Handicap Ramps				11,300			
				Bridge Repair				0			
Shoulder Repair				150							

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Highway & Traffic	
Object	Description	Amount
	Pothole Repair 12,000	474,350
	Police Detail 13,900	
	Road Grinding 0	
Professional & Technical Services	Plant Inspection 0	
	Testing & Core Samples 6,150	9,665
	Subdivision Testing 2,150	
	Conferences 1,365	
Communications	Telephones 500	
	Cell Phones 4,700	6,100
	Advertising 900	
Recreational & Cultural Services		
Other Purchased Services	Public Works Material Processing & Disposal	0
Office Supplies	Standard Office Supplies 1,050	
	Copier Supplies & Paper 840	1,890
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Fuel 53,398	53,398
Food and Service Supplies		
Medical Supplies		
Public Works Supplies	Asphalt 99,000	
	Granite Curbing 5,500	
	Masonry Supplies 2,100	
	Lumber & Hardware 950	
	Seed & Fertilizer 850	
	Other Supplies 1,050	
	Traffic Signs 15,550	
	Traffic Signal Supplies 5,450	
	Traffic Marking Paint 1,700	132,150
Other Supplies & Equipment	Tools 7,350	
	Safety Equipment 5,875	
	Clothing Allowance 2,275	
	Safety Clothing 700	
	License Renewal 200	
	Dead Animal Supplies 75	16,475
Governmental Charges		
Travel & Mileage		
Dues & Subscriptions	Membership Dues 400	400
6. Total Expenses		791,878
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,545,715

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
Operational Considerations	
The Division receives up to 300 work requests annually. The majority of these requests are Forestry related. Besides responding to these requests, Forestry works on scheduling regular programs of tree pruning, planting and removal and roadside brush control. The ability to maintain the public shade trees and respond to potential issues in a timely manner is important in reducing the Town's exposure to liability. Each April the staff goes to a School and celebrates Arbor Day with the children. Trees are planted and seedlings are given out. Having this annual Arbor Day program along with a regular tree maintenance program has enabled Needham to be recognized Nationally as a "Tree City USA". The new natural grass fields and ball diamonds infields will have expanded maintenance programs to keep them in top condition. These programs have been partially implemented. As is outlined in the Organic Program DSR-4 additional fertilizer is needed to protect our return on investment with our new sand based turf fields. The sand based fields were constructed in order to drain quickly and allow for athletic activities to resume safely following rain events. One drawback to sand based fields are their limited nutrient holding capacities. As a result these fields will need to be fed more often than their soil based counterparts to provide adequate nutritional needs. Currently these fields have shallow weak roots. Much of the turf is thin and chlorotic. This has in turn led to both grassy and broadleaf weed infestations. These weak plants are showing signs of susceptibility to turf grass pests, such as the Japanese beetle grub. The increased funding request of \$1,125 in the Other Purchased Services line of the DSR-2 reflects the need to subcontract a licensed pesticide applicator, in compliance with all Department of Agriculture regulations to provide one pesticide application. This application could cover both grassy and broadleaf weeds and insect pests. This application would be best planned following release of school in early summertime. Products to be sprayed are not only safe but non toxic to both humans and animals. This application is critical to providing safe playing conditions and reducing the Town's exposure to liability. The increased funding request of \$10,854 for Groundskeeping Supplies reflects an increase in the amount of seed needed to overseed the fields twice yearly. Also in Groundskeeping supplies, there is an increase of \$8,359 for pesticides. The seed and pesticide requests were inadequate to cover even the athletic fields. Synthetic Field Maintenance started in the Spring of 2009. Field grooming occurs pre-season spring and fall as well as end of season spring and fall. Even with the rainy spring of 2010, and the extremely dry summer, mowing and trimming hours increased. This was expected and was mainly due to the configuration of the new field complexes. The natural sand base turf fields and the synthetic fields have changed the way we approach our program support. Added care and new methods of setup and take down of events like 4th of July and High School Graduation have been used to protect the fields. This requires more labor and time by Town staff and understanding by volunteers.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
As part of the Tercentennial activities, opportunities around town are being explored to create new and/or improve existing planting beds. Some areas are already being worked on by volunteer groups and sustainability is essential. The Landscaping DSR-4 helps to address these and other areas. The budget line item for Vehicular Supplies has been adjusted for FY 2012 to reflect more accurately the actual fuel expenditure by Parks and Forestry. An average number of gallons was used and multiplied by the cost estimate for FY 2012. (10,334 gallons of diesel fuel at \$3.42 per gallon for a total cost of \$35,342 of diesel, and 2,409 gallons of gasoline at a cost of \$3.16 per gallon for a total cost of \$7,614). Governmental charges were increased by \$390 to reflect the actual number of hoisting licenses, CDL licenses, and pesticide certificates and licenses. An additional DSR-4 was submitted for fencing. This fencing request is separate from the capital request. This fencing request will complete the Memorial Park and DeFazio Park fencing needs. *Additional fieldwork is accomplished each year through Park and Recreation Field User Fees. The Parks & Forestry receives a portion of these fees for service and supply expenses related to field maintenance. Salary money cannot be paid from these fees. This revolving fund adds money annually to the budget depending on the number of users. Field Maintenance Fee expended: FY08 = \$27,578 FY09 = \$16,364 FY10 = \$8,743	
Performance Factors	
Forestry The Division's goals are: 1. To shorten response time on resident's requests, maintain a scheduled program for tree work and have a tree planting program which plants more trees than are removed within a given year. 2. To make improvements in operations by implementing a computer, tree inventory based, program. 3. At the present time, both Tree Climber positions are vacant. Parks The Division's goals are: 1. Through increased aeration, fertilization, soil-additives and over-seeding, improve the sustainability of all the turf fields. 2. Improve the quality of the infield's on the ball diamonds. 3. Work to improve the efficiency of mowing crews by rearranging scheduling and improving their equipment. 4. Increased training and communication amongst our personnel to better understand and serve our user groups. 5. Maintain the new artificial turf and natural turf fields at a high quality. A total of 29 activities are tracked throughout the year. Below highlights some of the	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Parks and Forestry
major activities of the division.	
Forestry:	
Tree Removals and Stumping	
FY08 = 50 trees	
FY09 = 45 trees	
FY10 = 50 trees	
Tree Pruning Hours	
FY08 = 2,944 hrs	
FY09 = 2,008 hrs	
FY10 = 2,900	
Roadside Brush Removal and Flail Mowing	
FY08 = 1,056 hrs	
FY09 = 2,216 hrs	
FY10 = 2,666 hrs	
Tree Planting	
FY08 = 100 Arbor Day seedling + 51 trees on streets and parks + nursery: 80 trees	
FY09 = 800 Arbor Day seedling + 54 trees on streets and parks + nursery: 88 trees	
FY10 = 200 Arbor Day seedling + 61 trees on streets and parks + nursery: 52 trees	
Park and Recreation, Memorial Park, School Grounds:	
Athletic Field Acres Fertilized	
FY08 = Cricket Program + 2 applications on other fields (one organic appl. on 24 acres)	
FY09 = Cricket Program + 2 applications	
FY 10 = Cricket Program + 2 applications + 1 application new grass fields	
Athletic Field Acres Aerated	
FY08 = 29.75 acres – (once), 7.25 acres – 4 applications	
FY09 = 21.25 acres – (once), 2.5 acres – 2 applications, 7.5 acres – 4 applications	
FY10 = 12 acres – (once), 27 acres – 3 applications	
Sodding	
FY08 = 16,000 sq ft	
FY09 = 0 sq ft	
FY10 = 0 sq ft	
Overseeding	
FY08 = 12 fields (once)	
FY09 = 2 fields (three) + 2 fields (twice) + 3 fields (once)	
FY10 = 3 fields (once) + 3 fields (twice)	
Diamond Work	
FY08 = 1,998 hrs	
FY09 = 2,024 hrs	
FY10 = 2,474 hrs	
Mowing Hours	
FY08 = 5,076 hrs	
FY09 = 5,616 hrs	
FY10 = 6,066 hrs	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Public Works – Parks and Forestry					
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	1,033,523		82,049		1,115,572		
Expenses	213,821		67,550		281,371		
Operating Capital	6,700				6,700		
Total Operating Request	1,254,044		149,599		1,403,643		
Special Financial Warrant Articles?	YES	X	NO		How Many?	1	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department			Public Works – Parks and Forestry							
Object			Description				Amount			
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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)	
	18		18			18	18		18	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes		No	X
1. Salary and Wage Permanent Positions.							941,477			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2							0			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	9 Temporary Laborers x 13 weeks							58,172		
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Salary and Wage Overtime (Itemized Below)										
a.	Tree Work, Tree Planting, Storm Damage							5,618		
b.	Field Maintenance							22,702		
c.	Special Events							1,993		
d.	Rosemary Pool							3,561		
e.										
f.										
Sub Total 4							33,874			
5. Total Salary and Wages (1+2+3+4)							1,033,523			
DSR2B										
Object			Description				Amount			
Energy			Electric (8,333) Natural Gas (5,701)				14,034			
Repairs & Maintenance Services			Fencing (2,400) Equipment Repair (1,000) Field Renovation and Repair (17,522) Plumbing and Irrigation (6,000) Rosemary Pool Maint. (1,500) Electrical Repair (2,000) Scoreboard Service (800)				31,222			
Rental & Leases			Crowd Control Fencing				2,200			
Other Property Related Services			Tree Removals Contract Work – New Field				15,578			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Parks and Forestry	
Object	Description	Amount
	Construction	
Professional & Technical Services	Police details (1,150) Professional Seminars & Schooling Fees (1,650) Professional Consulting (1,000)	3,800
Communications	Telecommunications (350) Postage (40) Wireless Communications(2,400) Printing (360) Legal Notices 200	3,350
Recreational & Cultural Services		
Other Purchased Services	Turf Product Applications	3,125
Office Supplies	Paper Products - Office Sundries	300
Building & Equipment Supplies	Light Bulbs Paint Glass Hardware	350
Custodial Supplies	Paper Products Cleaning Supplies	650
Grounds Keeping Supplies	Pesticides (9,359) Trees & Shrubs (4,000) Mulch (500) Tools, Parts & Accessories (4,250) Loam, Sod & Soil Additives (9,063) Marking Lime (400) Irrigation Supplies (2,500) Beach Sand (350) Fertilizer (21,360) Seed (14,504) Infield Mix (3,350) Quick Dry Clay (840)	70,476
Vehicular Supplies	Parts and Supplies (2,200) Diesel (35,342) Gasoline (7,614) Fuel Additive 700)	45,856
Food and Service Supplies		
Medical Supplies	First Aid Supplies	500
Public Works Supplies	Lumber (750) Paint (600) Tools, Parts & Accessories (1,500) Misc. Hardware (2,250) Field Marking Supplies (5,450)	10,550
Other Supplies & Equipment	Clothing, Work & Safety Gear (5,180) Supplies and Equipment (4,000)	9,180
Governmental Charges	Hoisting Licenses (300) CDL Licenses (300) Pesticide Licenses & Certifications	1,200

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Parks and Forestry	
Object	Description	Amount
	(600)	
Travel & Mileage		100
Dues & Subscriptions		1,350
6. Total Expenses		213,821
DSR2C		
Capital Equipment Replacement	Debris Blower	6,700
7. Total Operating Budget Capital		6,700
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,254,044

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	New Natural Turf Athletic Fields		Priority	1
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage				
Expenses	X		20,000	
Capital				
Total Request			20,000	
Budgetary Considerations			YES	NO
1. Are there additional costs to implement this request 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 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				
New field construction at Memorial Park and DeFazio includes two natural grass multi-use fields and three 90ft natural turf diamonds. To maintain the quality of new natural turf fields, the maintenance program needs to be expanded. We need to continue to look to improve the sustainability of existing natural turf. The natural turf program needs to utilize products that enhance soil fertility, improve efficiency of applied fertilizers and improve biological components of the soil. It also needs to incorporate additional seeding, aeration and top-dressing. The ability to improve sustainability is critical in maintaining the new natural turf fields in the best condition as possible. The natural turf fields have sand base root zones. These require additional fertilization and soil additives. This request would cover the costs needed for a new organic based program to keep the natural turf fields in good condition.				
Expenses				
Organic Fertilizer				
Grounds keeping Supplies 20,000				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works – Parks and Forestry				
Title	Memorial Park and DeFazio Complex Fencing			Priority	2
DSR4					
Expenditure Classification	Frequency				Total
	Recurring		One-Time		
Salary and Wage					
Expenses			X		17,650
Operating Capital					
Total Request					
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 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 completion of fencing at Memorial Park and DeFazio Field Complex. Addition of one bollard at the Pickering entrance to Memorial Park: 1,000 Perimeter Fencing Removal and Replacement behind the new safety net along first base side at Memorial Park: 7,400 Remove and Replace Fencing along Oakland Ave. and Highland Ave.: 4,850 Add a new access gate to McLeod Field for field maintenance equipment: 1,800 Take down old pipe fence and gate at Asa Small – replace with new double drive gate – new gate will match remainder of fencing: 2,000 Reinstall used gate from Asa Small at Dedham Ave. entrance to Warner Field: 600					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works – Parks and Forestry				
Title	Crowd Control Fencing			Priority	3
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring		One-Time		
Salary and Wage					
Expenses			X	11,400	
Operating Capital					
Total Request					
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 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					
Every year the Parks and Forestry Division rents crowd control fencing for special events. The total amount spent annually is at least \$2,200, depending upon the number of special events held in Town. Because of budget constraints, the Town tries to use other means of crowd control that are less effective. If the Parks and Forestry Division owned crowd control fencing, the Town would use the fencing more often and the amount spent would be recouped within five years. The request is for 1,000 linear feet of fencing. This should provide sufficient fencing to support all special events in Town. If funded, the leases and rentals line in the Operating Budget of \$2,200 could be eliminated. The fencing is expected to last at least 20 years.					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Engineering				
Title	Retaking Monumentation of Street Layouts			Priority	4
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring		One-Time		
Salary and Wage	21,000				21,000
Expenses	4,000				4,000
Operating Capital					
Total Request					
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 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					
This program is intended to fund the survey and drafting efforts required to determine and record the layout of various streets throughout the Town. Retaking plans and the installation of stone bounds are included in this program..					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works – Parks and Forestry				
Title	Landscape Beautifications			Priority	5
DSR4					
Expenditure Classification	Frequency				Total
	Recurring		One-Time		
Salary and Wage					
Expenses		x			17,000
Operating Capital					
Total Request					17,000
Budgetary Considerations				YES	NO
1. Are there additional costs to implement this request that are NOT included in this request?					x
2. Will the assistance of another department be required to provide support 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 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					
There are opportunities around town to create new and/or improve existing planting beds. The idea is to have landscaped planting beds, pleasing to the eye, that are sustainable with low maintenance and water requirements. Needham has a great asset in the Memorial Park Gateway Flowerbed. This is a good example of taking an area and enhancing the beauty of the town. It is a large area requiring a high level of maintenance, which is on a volunteer basis. To maintain the quality of this planting bed and others around the Town, an established funded program needs to be in place. Funds would be used to hire a contractor to perform the needed maintenance and purchase plants and supplies. The concept of low maintenance and water requirements would be applied to the planting and as the plants became more sustainable, the program could expand to others areas in town. The planting beds would be maintained at a higher level. The contractor would provide weeding, mulching, pruning, site cleanup and the amount could be reduced as sustainable plants become incorporated into the settings.					
Expenses					
Repairs and Maintenance 9,000					
Groundskeeping Supplies 1,500					
Professional and Technical Services 6,500					

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Public Works – Parks and Forestry			
Title	School Grounds Staffing		Priority	6
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage	X		82,049	
Expenses	X		1,500	
Operating Capital				
Total Request			83,549	
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 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 establish the positions of Working Foreman, W-6 and Laborer, W-1 in the School Grounds Program. These two positions were originally part of the final phase of School Grounds Maintenance Program. This final phase, Broad Meadow and Eliot School athletic fields, was added in FY06. The maintenance expense money was added in FY 2008. The addition of Broad Meadow and Eliot Schools added three more diamonds to the Division's maintenance list. These staff additions would bring the Division up to its proposed labor staff level. The increased staff would allow the Division to provide needed maintenance to the athletic fields. The diamond conditions are already a problem with the increase of weeds in the infields and three more diamonds without additional staff only adds to the length of time between maintenance. Salaries: Working Foreman W – 6 48,206 Laborer W - 2 33,843 Expenses: Foreman's, Pest Lic. + Safety & Work Gear 1,500				

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Works - Engineering				
Title	GIS Monument Grid System			Priority	7
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring		One-Time		
Salary and Wage	4,000				4,000
Expenses	6,000				6,000
Operating Capital					
Total Request					
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 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 program is intended to develop a system of monuments for the town utilizing its Global Positioning System (GPS) to allow all future construction to be easily tied into the Town's GIS system. Currently, new subdivisions, site plans, road and utility work are not incorporated into the Town's GIS system. Parcel data is input by hand by the Engineering Division and GIS Administrator (IT Dept.) The program would include the purchase and installation of new property monumentation and additional GPS equipment to provide greater coverage throughout the Town.					

Fiscal Year 2012 Proposed Budget

Town of Needham Performance Improvement Funding Request DSR4									
Department	Department of Public Works – Highway & Traffic Controls								
Title	Roadway & Sidewalk Maintenance Program	Priority	8						
DSR4									
Expenditure Classification	Frequency		Amount						
	Recurring	One-Time							
Salary and Wage	X		160,000						
Expenses	X		90,000						
Operating Capital			0						
Other (explain)									
Total Request			250,000						
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 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							
<i>All "YES" responses must be explained in the narrative</i>									
Description and Explanation									
This request would provide the necessary staff to form a full time construction crew and purchase the materials required to rehabilitate / reconstruct at least 2 miles of sidewalk including handicap ramps and incidental work each year. In addition to sidewalk improvements the construction crew will make roadways repairs, repair failing trenches, install granite curbing and perform other work annually on a priority basis. Currently the Town pays private contractors about \$35 per foot to reconstruct sidewalks. The Town could make systematic annual improvements that would save hundreds of thousands of dollars over the next twenty years. <table> <tr> <td>3 full time field positions and 2 summer help – Highway Division</td> <td align="right">\$160,000</td> </tr> <tr> <td>Asphalt, Concrete, Curbing, Castings and Incidental Materials</td> <td align="right"><u>\$90,000</u></td> </tr> <tr> <td></td> <td align="right">\$250,000</td> </tr> </table> By funding this program the Town would make measurable improvements in rebuilding its sidewalks.				3 full time field positions and 2 summer help – Highway Division	\$160,000	Asphalt, Concrete, Curbing, Castings and Incidental Materials	<u>\$90,000</u>		\$250,000
3 full time field positions and 2 summer help – Highway Division	\$160,000								
Asphalt, Concrete, Curbing, Castings and Incidental Materials	<u>\$90,000</u>								
	\$250,000								

Fiscal Year 2012 Proposed Budget

Department Information DSR1S																									
Department		Municipal Parking Program																							
Operational Considerations																									
The Town pays a flat rent to the T (\$50,000 per year), and participates in a revenue sharing arrangement above and beyond the rent. The Town's agreement with the T expired in June 2007; negotiations are underway to reach a new agreement. The Town currently pays the MBTA fifty percent of all revenue after taking in the first \$10,120.38 per month. Effective November 2008, the MBTA increased parking rates from \$2 per day to \$4 per day. Revenue associated with this program was \$290,395 in FY04, \$272,714 in FY05, \$269,820 in FY06, \$271,371 in FY07, \$282,793 in FY08, \$337,008 in FY09, and \$384,423 in FY2010. Revenue associated with the business center lots over the past nine years is as follows: <table border="0"> <tbody> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2004/2005</td> <td>\$25,585</td> <td>2007/2008</td> <td>\$33,072</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2005/2006</td> <td>\$28,395</td> <td>2008/2009</td> <td>\$32,995</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2006/2007</td> <td>\$32,110</td> <td>2009/2010</td> <td>\$32,560</td> </tr> </tbody> </table> The Municipal Parking Program poses some challenges for the Town over the next several years. Many of the lots are in need of renovation or reconstruction. The Hersey Upper Lot was resurfaced and parking areas restriped two years ago. The Town has also been stymied in its need to optimize methods for collecting revenue at the MBTA lots. The \$4 parking fee has made it inconvenient for some riders to make payment. The Town has been exploring options to provide alternative payment methods, but any such change requires MBTA approval. The MBTA recently rolled out its Park mobile program at the lots for which it manages. Their plan is to implement the plan for non-MBTA managed lots over the next year.								2001/2002	\$16,860	2004/2005	\$25,585	2007/2008	\$33,072	2002/2003	\$17,305	2005/2006	\$28,395	2008/2009	\$32,995	2003/2004	\$14,360	2006/2007	\$32,110	2009/2010	\$32,560
2001/2002	\$16,860	2004/2005	\$25,585	2007/2008	\$33,072																				
2002/2003	\$17,305	2005/2006	\$28,395	2008/2009	\$32,995																				
2003/2004	\$14,360	2006/2007	\$32,110	2009/2010	\$32,560																				
Spending Request Recap																									
Description	Base Request DSR2S		Additional Request DSR4		Total																				
Personnel																									
Expenses																									
Operating Capital																									
Total Operating Request	282,900				282,900																				
Special Financial Warrant Articles?																									
	YES		NO		How Many?																				

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S					
Department		Municipal Parking Program			
DSR2SA					
Staffing: Are the positions shown under section (I) funded in the current year?				Yes	No
I. Salary and Wage Permanent Positions					
	Title	Rate	FTE	Amount	
a.					
b.					
c.					
Sub Total I				0	
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)					
	Description	Amount			
a.	Collection and Enforcement Personnel	13,900			
b.					
c.					
d.					
e.					
Sub Total II				13,900	
A. Total Salary and Wages (I & II)					
DSR2SB					
	Object	Description	Amount		
a.	Repairs & Maintenance Services	Maintenance/MBTA 18,500 Maintenance/BC 1,050	19,550		
b.	Rentals & Leases	Rent/MBTA 50,000 Additional revenue/MBTA 174,000	224,000		
c.	Other Property Related Services	Snow Remove/MBTA 11,500 Sweeping/BC 2,600 Landscape Maintenance/BC 6,900 Traffic control/BC 3,450	24,450		
d.	Travel & Mileage	In-Town mileage reimbursement/MBTA	1,000		
e.					
B. Total Expenses and Operating Capital				269,000	
C. Total Base Request (A + B)				282,900	

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Municipal Lighting Program					
Operational Considerations							
The Town's contract with Republic Electric for street light maintenance and repair will be in its third year of a maximum 3 year contract term for FY2012 (July 1, 2011 – June 30, 2012). Based on competitive bids, the maintenance unit price will remain at \$1.06 per fixture. The Professional and Technical line item is, therefore, set at \$43,613.64 for FY2012. Other contractual items in the contract include new fixtures and lamps, tags and labels, and street light transfers. We currently have approximately 70 street light transfers remaining to be performed due to utility pole replacements at a cost of about \$14,000 total. Including the cost of funding for 1 new street light in FY2012, the total street light maintenance line item budget is proposed to be set at \$58,000. In FY2011 the Energy (electrical expense) line item was held at a 0% increase from FY2010 due to the energy savings realized by upgrading the street light fixtures from mercury vapor to high pressure sodium (HPS). For FY2012, the energy cost is expected to increase by 3.5 percent. Metered energy cost is expected to be \$0.2100 per KWH, however street light energy costs are set by a flat rate per fixture, considering wattage or lumens and lamp type (incandescent, mercury, or HPS). The total energy line item budget is proposed to be set at 198,000 The total proposed Municipal Lighting Program budget reflects the upgrades to the lighting system, new pedestrian scale lighting on Chestnut Street, and favorable maintenance costs resulting in a total proposed budget of \$256,000, an increase of \$2,700 or 1.07 percent above the approved FY2011 budget of \$253,300.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel							
Expenses							
Operating Capital							
Total Operating Request	256,000				256,000		
Special Financial Warrant Articles?							
	YES		NO	☒	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S											
Department				Municipal Lighting Program							
DSR2SA											
Staffing: Are the positions shown under section (I) funded in the current year?								Yes	☐	No	☐
I. Salary and Wage Permanent Positions											
	Title				Rate	FTE	Amount				
a.											
b.											
c.											
Sub Total I							0				
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)											
	Description						Amount				
a.											
b.											
c.											
d.											
e.											
Sub Total II											
A. Total Salary and Wages (I & II)							0				
DSR2SB											
	Object				Description			Amount			
a.	Energy				Electricity for Street Lights			198,000			
b.	Repairs & Maintenance Services				Street light Repairs and Replacements			58,000			
c.											
d.											
e.											
B. Total Expenses and Operating Capital							256,000				
C. Total Base Request (A + B)							256,000				

Fiscal Year 2012 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 employees, three full-time and one part-time. The division is responsible for the oversight of larger vertical public construction projects. The construction division also provides clerical and professional support to the 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 FY2012 budget proposals do not include cost of living adjustment (COLA) increases for employees who are members of the ITWA or the BCTIA or for 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	3,058,620		50,508		3,109,128		
Expenses	4,734,492		42,607		4,777,099		
Operating Capital							
Total Operating Request	7,793,112		93,115		7,886,227		
Special Financial Warrant Articles?	YES	☐	NO	☒	How Many?	☐	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2												
Department				Department of Public Facilities								
Object				Description						Amount		
DSR2A												
Personnel	FY2010			FY2010			FY2011					
	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	1	57.8	53	1	53.8	54	1	54.8			
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?									Yes		No	
1. Salary and Wage Permanent Positions.									2,752,203			
2. Other Salary and Wage Expenses – (Itemized Below)												
a.	Public Facilities Construction								0			
b.	Public Facilities Operations								0			
c.												
d.												
e.												
f.												
Sub Total 2									0			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	Public Facilities Construction								0			
b.	Public Facilities Operations								29,141			
c.												
d.												
e.												
f.												
Sub Total 3									29,141			
4. Salary and Wage Overtime (Itemized Below)												
a.	Public Facilities Construction								0			
b.	Public Facilities Operations								277,276			
c.												
d.												
e.												
f.												
Sub Total 4									277,276			
5. Total Salary and Wages (1+2+3+4)									3,058,620			
DSR2B												
Object				Description				Amount				
Energy				Public Facilities Construction (0) Public Facilities Operations (2,876,756)				2,876,756				
Repairs & Maintenance Services				Public Facilities Construction (0) Public Facilities Operations (322,222)				322,222				
Rental & Leases				Public Facilities Construction (0) Public Facilities Operations (28,738)				28,738				
Other Property Related Services				Public Facilities Construction (0) Public Facilities Operations (632,323)				632,323				
Professional & Technical Services				Public Facilities Construction (5,700)				48,008				

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities	
Object	Description	Amount
	Public Facilities Operations (42,308)	
Communications	Public Facilities Construction (4,000)	134,894
	Public Facilities Operations (130,894)	
Recreational & Cultural Services	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
Other Purchased Services	Public Facilities Construction (300)	23,150
	Public Facilities Operations (22,850)	
Office Supplies	Public Facilities Construction (1,000)	4,000
	Public Facilities Operations (3,000)	
Building & Equipment Supplies	Public Facilities Construction (0)	427,197
	Public Facilities Operations (427,197)	
Custodial Supplies	Public Facilities Construction (0)	166,711
	Public Facilities Operations (166,711)	
Grounds Keeping Supplies	Public Facilities Construction (0)	6,259
	Public Facilities Operations (6,259)	
Vehicular Supplies	Public Facilities Construction (0)	34,071
	Public Facilities Operations (34,071)	
Food and Service Supplies	Public Facilities Construction (0)	250
	Public Facilities Operations (250)	
Medical Supplies	Public Facilities Construction (0)	300
	Public Facilities Operations (300)	
Public Works Supplies	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
Other Supplies & Equipment	Public Facilities Construction (300)	17,218
	Public Facilities Operations (16,918)	
Governmental Charges	Public Facilities Construction (0)	
	Public Facilities Operations (0)	
Travel & Mileage	Public Facilities Construction (5,000)	10,250
	Public Facilities Operations (5,250)	
Dues & Subscriptions	Public Facilities Construction (1,895)	2,145
	Public Facilities Operations (250)	
6. Total Expenses		4,734,492
DSR2C		
Capital Equipment Replacement	Public Facilities Construction (0)	0
	Public Facilities Operations (0)	
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		7,793,112

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Department of Public Facilities - Construction				
Operational Considerations						
The Public Facilities Construction division is working on the construction oversight and preconstruction activities associated with the rebuilding of Town Hall; major repair project at Newman Elementary School and development of a Guaranteed Maximum Price (GMP) with the construction Manager at Risk, Consigli Construction, (this is an MSBA funded project, which includes installation of 32 modular units for interim swing space); and the Pollard Improvements which will allow the Newman School K and Pre-K students to occupy existing modular space at Pollard during the 2011/2012 school year.						
Performance Factors						
The Construction division benchmarks for the coming year include: completion of Town Hall in September 2011, Construction at the Newman School extending from June 2011 thru September 2012, and Pollard Improvements being constructed in summer 2011. Other anticipated projects include removal and replacement of the Pollard Middle School Roof, Study of conditions at the Pollard, Hillside and Mitchell schools for Capital Improvement Plan budgeting, and the selection of a designer for a new Senior Center to be constructed in 2012.						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	308,671				308,671	
Expenses	18,195				18,195	
Operating Capital						
Total Operating Request	326,866				326,866	
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Facilities - Construction							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	3	1	3.8	3	1	3.8		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	N
1. Salary and Wage Permanent Positions.								308,671			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 2			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
								Sub Total 4			
5. Total Salary and Wages (1+2+3+4)								308,671			
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases											
Other Property Related Services											
Professional & Technical Services				PFD Construction (5,700)				5,700			
Communications				PFD Construction (4,000)				4,000			
Recreational & Cultural Services											
Other Purchased Services				PFD Construction (300)				300			
Office Supplies				PFD Construction (1,000)				1,000			
Building & Equipment Supplies											

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Construction	
Object	Description	Amount
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	PFD Construction (300)	300
Governmental Charges		
Travel & Mileage	PFD Construction (5,000)	5,000
Dues & Subscriptions	PFD Construction (1,895)	1,895
6. Total Expenses		18,195
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		326,866

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department Public Facilities – Operations
Operational Considerations	
The Department has worked to keep operating costs level for FY 12. Some factors, including new building construction, new buildings coming on line, and contract negotiations have had an impact on this years budget request. The Town entered into a new agreement with the Needham Building Custodian and Trades Independent Association in the Fall of 2009. With this new agreement were two cost of living increases, snow pay, sick leave incentive pay and the introduction of an additional step, that have resulted in a slight budget increase. In addition, with the new Town Hall coming online in September 2011, our Department must budget for an additional position to clean the PSAB as the two custodians currently performing the task will be moving back to the Town Hall. The overtime budget is being continued as it was last year. The results of this overtime program have been reduced energy costs, increased cleanliness in the building, and increased comfort for building occupants. This program supports weekly activities including grounds keeping work, snow removal, a custodian to oversee school programming at the High School on weekends, the Sunday custodian at the Library, and a Saturday crew of 3 trades persons and 4 custodians that perform tasks that cannot normally be addressed during normal work hours. The energy budget was derived for all the building except those listed below by taking the three year average of energy consumption. If FY 10 was higher than the average, the energy numbers for FY 10 were used. The Newman school will be operating off of natural gas and electricity, with electricity being the only energy type utilized at the modulars, at the time the budget was drafted information regarding this energy consumption was not yet available, so the Town has continued to budget this school as it has in the past. Additionally, the Town will be coming online with new systems, greater square footage, and anticipated longer operating hours that will increase the load at this building. The new energy types at the Town Hall will be electricity and natural gas. The expenses budget is staying the same as in FY 11 with the exceptions that certain line items have been adjusted to reflect actual spending and the addition of the Town Hall. In FY 11 expenses for the Town Hall were transitioned over to the PSAB and were used to offset the costs of operating the PSAB. The Town Hall will be put online in FY2012, so the \$18,150 of non energy related expenses that were not budgeted in FY 2011 has been added back into the budget. Just as we did last year the Department will carry a \$97,036 energy upgrade fund to fund energy savings building improvements.	
Performance Factors	
The Department has continued in its goals to increase customer satisfaction and improve the maintenance of all Town facilities. During the past year the Department has worked to achieve this goal by implementing a Facilities Maintenance Software suite to facilitate work orders, scheduling, capital planning, and preventative maintenance. This product is increasing the communication between users, administration, and technical personnel. The work order and scheduling modules have been utilized since December 2009, the	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Department Public Facilities – Operations					
preventative maintenance module has been utilized since March 2010 and the capital planning module will be fully utilized by Spring of 2011. The Department participated in the 5% energy reduction challenge by providing support to building managers and by tracking energy consumption. The Department purchased energy efficient appliance, conducted two heating controls upgrades, and worked to seal up building envelope issues. The non-weather adjusted results of this challenge indicate that most buildings were able to make a significant reduction in their energy usage. The Department intends on continuing to make changes to improve the efficiency of its buildings and encouraging building users to be more energy conscious. For FY 2011 the Department will attempt to overhaul its permitting regulations and fees. This will help to increase user satisfaction, increase revenue for the program, and will merge existing practices with the new online permitting application.							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	2,749,949		50,508		2,800,457		
Expenses	4,716,297		42,607		4,758,904		
Operating Capital							
Total Operating Request	7,466,246		93,115		7,559,361		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

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Department Expenditure Detail DSR2											
Department				Department of Public Facilities - Operations							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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)		
	50	0	50	50	0	50	51	0	51		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.											
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.									2,443,532		
b.											
c.											
d.											
e.											
f.											
Sub Total 2								2,443,532			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Summer Trades Assistant								10,327		
b.	Town Hall Building Monitors								12,960		
c.	COA Building Monitors								1,854		
d.	PSAB Building Monitors								4,000		
e.											
f.											
Sub Total 3								29,141			
4. Salary and Wage Overtime (Itemized Below)											
a.	Saturday Coverage at NHS and Sunday Coverage at Library								16,531		
b.	Snow Program								39,003		
c.	Grounds Keeping								35,515		
d.	Non-Billable Coverage								59,040		
e.	Saturday Program to Support Preventative Maintenance and Upgrades								98,714		
f.	Boiler Inspections								28,473		
Sub Total 4								277,276			
5. Total Salary and Wages (1+2+3+4)								2,749,949			
DSR2B											
Object				Description				Amount			
Energy				Electric (1,906,320) Natural Gas (413,796) Oil (556,640)				2,876,756			
Repairs & Maintenance Services				Alarm and Sprinkler Servicing Door Repairs Elevator Maintenance Extinguisher Service Floor Repair General Repairs Generator Maintenance HVAC Maintenance				322,222			

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Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Roof Repairs Telephone Maintenance Vehicle Maintenance Window Washing	
Rental & Leases		28,738
Other Property Related Services	Contract Cleaning Pest Control Services Fence Repair Energy Upgrade Fund	632,323
Professional & Technical Services	Environmental General Contract Consulting	42,308
Communications	Hardwire Phones Cellular Phones Network Services for Schools	130,894
Recreational & Cultural Services		
Other Purchased Services	Misc. Construction Services	22,850
Office Supplies		3,000
Building & Equipment Supplies	Electrical Plumbing HVAC Carpentry Glass	427,197
Custodial Supplies		166,711
Grounds Keeping Supplies		6,259
Vehicular Supplies		34,071
Food and Service Supplies		250
Medical Supplies		300
Public Works Supplies		
Other Supplies & Equipment		16,918
Governmental Charges		
Travel & Mileage		5,250
Dues & Subscriptions		250
6. Total Expenses		4,716,297
DSR2C		
Capital Equipment Replacement		0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		7,466,246

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Performance Improvement Funding Request DSR4					
Department	Department of Public Facilities – Operations				
Title	Trades Supervisor			Priority	1
DSR4					
Expenditure Classification	Frequency			Total	
	Recurring		One-Time		
Salary and Wage	50,508				50,508
Expenses					
Operating Capital					50,508
Total Request					
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 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					
Under the Supervision of the Director of Facility Operations, assists in the construction, maintenance and repair of all Town Buildings by: planning, scheduling, and assigning tradesmen and craftworkers to construction, maintenance program. Prepare and update the preventative maintenance program; monitor the work order system; maintains maintenance records for all buildings; assist in the procurement process by drafting scopes of service and monitoring work completed; and perform other related work as required.					

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Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	42,607		42,607
Operating Capital			
Total Request			42,607
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 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
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, our Internet bandwidth connection speed is 5 Mbps and is insufficient to meet the District's current and future needs. Our goal, through this request, is to increase our bandwidth to a 50 Mbps connection. Increased bandwidth is critical to support the growing use of the Internet throughout the District for both administrative and instructional purposes. There are many times throughout the day when the Internet connection is exceedingly slow and at times is unusable for certain tasks. We're using a 5 Mbps connection to service more than 2500 computers while a typical home connection is between 5 – 50 Mbps for 2 or 3 computers. Our Internet connection is used for a wide variety of activities. In general, teachers research and prepare their lessons using and embedding a variety of online resources specific to their disciplines. Teachers also find content specific sites to be used in class with students. These uses are harder to track but comprise a significant use of the Internet. As we continue to deploy more laptop carts to be used in classrooms we have whole classes accessing the Internet simultaneously. Moving towards increased student access to			

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Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2
portable devices is part of our technology plan. To provide further understanding of the issues we face, below is a breakdown of some of the common administrative and instructional uses of the Internet within the District. Administrative Functions: PowerSchool – Our student information system used for grading, attendance and reporting. Internet bandwidth is used when students, parents, and teachers access PowerSchool from home. Atlas Curriculum Mapping - This web-based resource is being used to house the Needham Public Schools' K - 12 curriculum. A number of teachers and administrators continually review and update the curriculum maps and information on a daily basis. The use of this tool is becoming more widespread with full implementation expected within the next couple of years My Learning Plan – This is the District's online professional development tool for teachers. The District course catalog and archives are located here as well as course sign-up, attendance and professional development certificate generation. AESOP – This is the District's automatic substitute placement and absence management system. There is some daily use of this system by teachers but there is an additional component used by administrators for reporting. AtomicLearning – This is a site that houses video tutorials for a large variety of software tools. Tutorials are typically short segments. Instructional Uses: Video Streaming: United Streaming, TeacherTube, YouTube, BrainPOP, and iTunesU are all examples of commonly and frequently accessed sites used in the classroom. Video streaming is one of the most resource intensive Internet activities and is often what cannot be done because of bandwidth limitations. Please note that a lot of things cannot be downloaded in advance, only streamed. Research Databases: The Needham Public Schools' libraries subscribe to a number of different online databases. The Gale Databases, Biography Resource Center, Student Resource Center, CultureGrams and online encyclopedias are a few examples of resources used to support student research skills. A more comprehensive list can be found by exploring the Media Center Database links at each of the schools. Research is an important component of the Needham Public Schools' curriculum and the databases are used extensively by students and teachers. Google Apps: Needham High School has officially become a "Google Apps" school. Consequently, students and teachers are using the collaborative tools of Google Apps hosted on our Google supplied teacher and student domains. Teachers and students are			

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Performance Improvement Funding Request DSR4			
Department	Department of Public Facilities - Operations		
Title	Internet Bandwidth Expansion	Priority	2
creating and sharing word processing, presentation, and spreadsheet documents as well as creating websites. It is expected that we will be rolling out Google Apps to additional faculty and students in future years. In summary, we are clearly at a point where our Internet resources are in need of expansion. It is essential that our infrastructure is robust enough to support the District's educational goals. To that end we are requesting an increase of our Internet bandwidth from 5 Mbps to 50 Mbps.			

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Department Information DSR1	
Department	Health
Operational Considerations	
With a FY'10 budget of \$451,763 the Health Department received \$471,450 in grants and donations and \$73,182 for permits and licenses for an additional \$544,686. The grants and donations helped us to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees each year. The DSR 2 Expenditures were not increased. The CIP from previous years for the Health Department vehicle and emergency supplies trailer has been transferred to the DPW/Garage CIP. 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 and Charles River ARC contracts. The Fuss and O'Neil contract was increased by 5% as required by the contract. The FY'10 increase in the Riverside Community Care contract has brought additional services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department and the Council on Aging. Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention and performed a comprehensive Coalition evaluation. They have added additional Clinical Advocates to the Needham based Alternative Youth Services counseling program. Riverside has also provided a Clinical Social Worker to the Housing Workgroup, chaired by the Public Health Department, to coordinate services among Town Departments and Service Providers. They are also running a parent group in the community for high risk teens. Charles River ARC continues to provide many services to cognitive delayed residents. The synthetic fields were tested by Fuss and O'Neil 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. Project Interface has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses this past 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. Project Interface will be funded for the next five 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. The mission and vision of the Needham Coalition for Youth Substance Abuse Prevention (NCYSAP) are centered on collaboratively reducing substance use in our community with prevention initiatives which impact media advocacy, policy and enforcement, access and	

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Department Information DSR1	
Department	Health
availability and create a shift in community norms around the normalization of youth substance use. The coalition work in these vital areas has created community awareness outside of the youth population resulting in enhanced awareness of the hope of recovery from substance abuse and dependence among our adult population. Initiatives impacting access such as the Medication Take- Back and the Needham Police Department Party Patrols, accompanied by media advocacy on the justification of these initiatives, in addition to informational media articles, PSA's and shows on prescription drug misuse and the impact of alcohol abuse, 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 of the NCYSAP. 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. The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 45 -50 homebound clients a day. Harvard Community Health Care recently 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 Domestic Violence Action Committee, Chairs the Needham Youth Substance Abuse Prevention Coalition, Co-Chairs the Eat Well Be Fit Committee, Co-Chairs the Healthy Needham 2011 Committee, Coordinates the Tobacco Control Program, Chairs the Housing Workgroup and Coordinates the Medical Reserve Corps. There are two DSR 4 request for FY 2011. The first DSR- 4 request is for \$2,160 for 1.5 additional hours for the Public Health Program Coordinator, who is currently at 12 hours a week (plus 6 hours a week from a grant as the Emergency Preparedness Coordinator). This would not increase the FTE's or require benefits as the combined budget and grant total would be 19.5 hours a week. We have been told by the Centers for Disease Control that emergency preparedness funding for FY 12 may be reduced by 25% for and these 1.5 hours would help to maintain the current services. The focus of the additional hours would focus on two of the Selectmen's current goals to:) Develop a comprehensive approach to promote health and wellness for the citizens of Needham across the age and ability continuum, beginning with school and town entities.) Endeavor to maintain strong human services, programming, notwithstanding expected fiscal challenges during the goals period. The additional hours would also include working with other departments to identify needs, strengthen programs, and avoid redundancies and write two grants on emergency preparedness. The second DSR-4 for \$1,500 would allow one professional staff member a year to attend a major national conference to increase professional expertise, present our best practices, bring back new models, and develop professional relationships. This is the third year	

Department Information DSR1	
Department	Health
requesting this training. 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. Leading Health Indicators The US Department of Health and Human Service developed 10 Leading Health Indicators that represent the most important determinants for overall health. These indicators motivate action, can produce data to measure progress and are important public health issues. The indicators are: 1. Physical Activity 2. Overweight and Obesity 3. Tobacco Use 4. Responsible Sexual Behavior 5. Mental Health 6. Substance Abuse 7. Injury and Violence 8. Environmental Quality 9. Immunization 10. Access to Health Care	

Department Information DSR1	
Department	Health
Leading Health Indicators - Time spent on the following activities addresses <u>ALL</u> <u>TEN</u> Leading Health Indicators - Access to Quality health Services - Educational and Community Based Programs - Health Communication - Public Health Infrastructure - Time spent on the following activities addresses <u>ONLY</u> <u>FOUR</u> Leading Health Indicators. - Environmental Health - Food Safety - Occupational Safety and Health - Immunization - Injury and Violence Prevention	
Leading Health Indicators Mandated requirements from the CDC, the Massachusetts Department of Public Health and Massachusetts Department of Environment Protection greatly increases the demands of health departments. Therefore, MORE time is spent on activities that have the LEAST impact on Health Promotion and Prevention.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Health					
Performance Factors							
<u>1. Food Establishment Inspections</u> Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health. (All 140 establishments inspected at least twice in FY'10) <u>2. Communicable Disease Monitoring/Investigation</u> Investigate all communicable disease investigations reported using the new State surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. (All 96 reportable disease investigations in FY'10) <u>3. Medical Reserve Corps</u> Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. (Completed in FY'10) <u>4. Food, Housing, Nuisance and Tobacco Complaints</u> Follow up on all complaints received within 24 hours. (All 132 complaints followed up on within 24 hours in FY'10) <u>5. Fuel Assistance to Families</u> Assist eligible families to obtain state, private and monies raised locally to provide fuel assistance and emergency funds as needed. (264 families received fuel assistance in FY'10, a 13% increase of from FY'08) <u>6. Needham Coalition for Youth Substance Abuse</u> Increase the Needham Coalition for Youth Substance Abuse Prevention active membership by 5 individuals, from a broad range of community sectors, to increase reach and awareness of our mission. (Currently 19 active members who participate and come to monthly meetings). <u>7. Traveling Meals Program</u> Friends of the Needham Board of Health and Traveling Meals will continue to fund raise at the same level to provide meals for those vulnerable needy residents unable to pay for meals. (970 meals provided for free at a cost of \$4,600 provided by FRIENDS in FY 2010).							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	\$385,301		\$2,160		\$387,461		
Expenses	\$76,829		\$1,500		\$78,329		
Operating Capital	0		0		0		
Total Operating Request	\$462,130		\$3,660		\$465,790		
Special Financial Warrant Articles?	YES	X	NO		How Many?	2	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Health						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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 3 (see below)?								Yes	No	X
1. Salary and Wage Permanent Positions.								302,752		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.	Public Health Nurses - PT							34,414		
b.	Senior Public Health Program Specialist PT (Also Emergency Preparedness Coordinator grant listed in section 3)							17,278		
c.	Environmental Health Agent PT							12,174		
d.	Department Assistant							3,000		
e.										
f.										
Sub Total 2								66,866		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Per Diem Nurses							2,466		
b.	Traveling Meals Summer Packers/Drivers							6,174		
c.	Animal Inspector							2,500		
d.	SAMSHA Drug Free Community grant positions – Public Health Senior Program Coordinator (63,694) and Program Coordinator (Grant 14,000)							0		
e.	Emergency Preparedness Coordinator (Grant 8,200)							0		
f.	Recording Secretary							2,543		
Sub Total 3								13,683		
4. Salary and Wage Overtime (Itemized Below)										
a.	Emergency Off-Hour Inspections (Town Meeting 2006)							2,000		
b.										
c.										
d.										
e.										
f.										
Sub Total 4								2,000		
5. Total Salary and Wages (1+2+3+4)								385,301		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services				Hearing Machine, Eye Machine, Gas Meter, Noise Meter, Thermometers				513		
Rental & Leases										
Other Property Related Services										
Professional & Technical Services				Employee training seminars				1,400		
Communications				Cell phones, postage and legal notices				4,553		
Recreational & Cultural Services										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Health	
Object	Description	Amount
Other Purchased Services	Contracts for Riverside Community Care, Charles River Arc, Fuss & O'Neil	59,414
Office Supplies	General office supplies, visual aids	4,760
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies	First Aid, Medical Supplies, CPR Supplies	1,093
Public Works Supplies		
Other Supplies & Equipment	Educational materials, other subscriptions not classified elsewhere	1,875
Governmental Charges		
Travel & Mileage	Staff mileage traveling meals summer packers and drivers, in-state travel for staff conference, inspectional visits and meetings	2,100
Dues & Subscriptions	Professional Dues and Memberships	1,121
6. Total Expenses		76,829
DSR2C		
Capital Equipment Replacement	Moved to DPW/Garage requests	0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		462,130

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Health		
Title	1.5 hours Additional Public Health Program Coordinator	Priority	1
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	X		\$2,160
Expenses			
Operating Capital			
Total Request			
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 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 first DSR- 4 request is for \$2,160 for 1.5 additional hours for the Public Health Program Coordinator, who is currently at 12 hours a week (plus 6 hours a week from a grant as the Emergency Preparedness Coordinator). This request would not cause the position to become benefit eligible as the combined budget and grant total would be 19.5 hours a week. We have been told by the Centers for Disease Control that emergency preparedness funding for FY 12 may be reduced by 25% and these 1.5 hours would help to maintain the current services. The focus of the additional hours would focus on two of the Selectmen's current goals to: 1. Develop a comprehensive approach to promote health and wellness for the citizens of Needham across the age and ability continuum, beginning with school and town entities. 2. Endeavor to maintain strong human services, programming, notwithstanding expected fiscal challenges during the goals period. The additional hours would also include working with other departments to identify needs,			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Health		
Title	1.5 hours Additional Public Health Program Coordinator	Priority	1
strengthen programs, and avoid redundancies and the writing of two grants to support emergency preparedness efforts. #5 – The Public Health Program Coordinator would have less time to search and apply for grants. This position has been a key factor seeking, applying and receiving grants (1 of 3 people who wrote the \$125,000 a year Substance Abuse grant, 4 NACCHO grants over the last 3 years for a total of \$25,000 and 2 Homeland Security grants for a total of over \$75,000 for 7 towns). We anticipate that these additional hours could be found in future grants. In the possible chance that the grant from the Centers for Disease Control is not reduced by 25% we recommend that this request make up the difference not to exceed \$2,160.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Health			
Title	For One Member of the Health Department Staff To Attend One Major Conference A Year		Priority	2
DSR4				
Expenditure Classification	Frequency		Total	
	Recurring	One-Time		
Salary and Wage				
Expenses	X		\$1,500	
Operating Capital				
Total Request				
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 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 one staff member a year to attend a national conference to present best practices, bring back new ideas, and develop professional relationships around the country. This is the third year requesting this expense. * #9 -Would help to keep staff current on professional issues				

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
Operational Considerations	
The Human Services Department (formerly the Diversified Community Social Services) 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. <u>Council on Aging</u> The mission of the Council on Aging (COA) is to respond to its older residents' needs by providing a welcoming, inclusive, and secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth. <u>Veterans' Services</u> 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. <u>Youth Services</u> 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.	
Performance Factors	
<u>Council on Aging</u> This year presented some difficult staffing issues to include needing to fill two important part time staff positions. During our interview process, operating deadlines were not missed and programs and services continued. The staffing turnover did impact our plans to expand the scope of the Friendly Visitor Programs, however by working together we will be back on track by the end of FY2011. The quest continued for additional funding sources for our very busy transportation program. Support from community partners, individual donations and the State Formula Grant has helped us to keep this vital and necessary program operating, however due present economic climate these funding sources may be affected in the near future. The COA will continue to seek outside funding for programs and services. The Council on Aging (COA) continues to operate at a maximum capacity within the confines of an inadequately sized facility. The total available programmatic square footage is limiting, the location and number of restroom facilities are inadequate, parking is difficult, and the	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
building itself is barely handicapped accessible. Confidential offices and meeting rooms do not exist and flooding occurs frequently throughout the year, however with the support of the elected/appointed officials and the Town Manager there has been significant improvement and support to recommend building a new Senior Center. The COA is a tenant within a larger building therefore a private management company has control over the building's operation. Due to the building's age and maintenance needs, day-to-day operations for the Senior Center can be challenging. Examples of this include: parking issues, snow removal and plowing issues, general building repairs, air conditioning concerns and notably repeated flooding issues. Fiscal Year 2010 continued to present our department with challenges. The National Reaccreditation Process of the Stephen Palmer Senior Center formally began during our kick off event in December. Nine different Committees, made up of staff and community volunteers, were organized and charged to conclude their work by the end of the Spring with hopes of completing the overall process in the early Winter of 2010. The quest for a senior center site continued and as requested the Executive Director, assigned as staff member to the Senior Center Exploratory Committee, continued to attend meetings throughout the year. To aid the Town Manager and the Committee the department compiled pertinent information as requested which has resulted in a recommendation to site a new Senior Center building on the MBTA Needham Heights parking lot. Fiscal Year 2012 <u>Objectives</u>: 1) Work with the Town Manager, the Assistant Town Manager/Director of Operations to help facilitate continued progress towards achieving an appropriate Senior Center as a capital planning priority for the Town. 2) Pursue funding for continued transportation service; 3) Work with the Council on Aging Board to complete the reaccreditation process for the Stephen Palmer Senior Center 4) Work to appropriately fill professional vacancies 5) Continue to update COA web-site 6) Ensure ongoing evaluation of programs and services with the intent of provide programs and services to meet future needs. <u>Performance Indicators</u>: 1) Providing service, information and learning opportunities to address the economic and energy issues of concern to our target population; 2) Complete Reaccreditation Process; 3) Develop a transportation strategy and plan for financing to address more fully the needs of our target population; 4) Vacant Professional Positions filled with appropriate candidates 5) Pursuit of new Senior Center has moved forward 6) Program and Service evaluations are done routinely and evaluated Veterans' Services On March 18, 2010, the Executive Office of Health and Human Services/Department of Veterans' Services approved the formation of the West Suburban Veterans' District. The District includes the Towns of Needham, Wellesley and Weston. The District has one Director (Mr. Stanley Spear) and one administrative assistant. The services being provided have expanded to meet the needs of the veterans of yesterday and of today. In addition, in October the Town has hired Mr. William Topham as its Care of Graves/Coordinator of Ceremonies who will be working with the Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services—All Divisions
Youth Services Youth Services is sensitive to the budget constraints facing the Town of Needham. 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: ❖ Employment Program Estimate of Amount Generated: \$750 Source: Fee Amount of Fee: \$5/\$10 depending on service Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Additional hours for Department Assistant position ❖ Babysitter Training Seminars Estimate of Amount Generated: \$2,500 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Consultant; additional hours for Department Assistant position, materials ❖ Peer Tutor Program Estimate of Amount Generated: \$2,000 Source: Fee Last Year: 1) Create online registration process for programs <u>Achievement:</u> 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. <u>Achievement:</u> This was accomplished. 3) Work with graduated Needham High School students regarding suicide/safety issues. <u>Achievement:</u> This was accomplished. This Year: 1) Work with the High Rock/Pollard PTC on a new parenting program 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. 3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards Projecting over the next three to five years, the Youth Services will focus upon:	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Human Services—All Divisions					
- Identifying space for our evening programs. - Meeting the escalating needs of youth and families.							
Review Fee Structure							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	\$ 493,873				\$ 493,873		
Expenses	\$ 70,370				\$ 70,370		
Operating Capital							
Total Operating Request	\$ 564,243				\$ 564,243		
Special Financial Warrant Articles?	YES	X	NO		How Many?	1	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Human Services—All Divisions							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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)		
	7.0	2.0	8.3	7.0	2.0	8.3	7.0	1.0	7.8		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								468,886			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	VS—Care of Graves/Coordinator of Ceremonies								2,500		
b.	VS--Seasonal Assistance								500		
c.	COA-Outreach Worker 10 hrs./wk.								11,122		
d.	COA-Building Monitor 18 hrs./wk.								10,159		
e.	Recording Secretary 4 hrs./month for 10 months								706		
f.											
Sub Total 3									24,987		
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)									493,873		
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services				COA-Maintenance My Senior Center				1,000			
Rental & Leases											
Other Property Related Services				VS—Care of Veterans' Graves				1,200			
Professional & Technical Services				YS-- Programmatic and clinical consultation services				1,500			
Communications				YS-- stamps/postage, Blackberry				2,200			
				COA—postage/printing and mailing				1,100			
				VS--postage				150			
Recreational & Cultural Services				COA—Programs and Services				1,500			
				VS—Memorial Day Parade				600			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services—All Divisions	
Object	Description	Amount
Other Purchased Services		
Office Supplies	YS--Basic office supplies	800
	COA—Basic Office Supplies	2,000
	VS—Basic Office Supplies	150
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	COA--Fuel and Oil	3,000
Food and Service Supplies	COA—Related programs	500
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	YS--program materials and food, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues	340
Governmental Charges	VS—WS Veterans' District	48,000
	VS--Flags and markers	5,000
Travel & Mileage	YS--Reimburse staff/interns for work-related mileage when using their personal vehicles.	825
	Conferences: To pay for attendance at conferences on youth/family-related topics	200
	COA—Reimbursement for staff for work related mileage when using their personal vehicles.	50
	VS-- Reimbursement for staff for work related mileage when using their personal vehicles.	
Dues & Subscriptions	YS--Professional subscriptions	25
	COA—Memberships and Dues	170
	VS—Professional subscriptions	60
6. Total Expenses		70,370
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		564,243

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
Operational Considerations	
The Council on Aging (COA) continues to operate at a maximum capacity within the confines of an inadequately sized facility. The total available programmatic square footage is limiting, the location and number of restroom facilities are inadequate, parking is difficult, and the building itself is barely handicapped accessible. Confidential offices and meeting rooms do not exist and flooding occurs frequently throughout the year, however with the support of the elected/appointed officials and the Town Manager there has been significant improvement and support to recommend building a new Senior Center. The COA is a tenant within a larger building therefore a private management company has control over the building's operation. Due to the building's age and maintenance needs, day-to-day operations for the Senior Center can be challenging. Examples of this include: parking issues, snow removal and plowing issues, general building repairs, air conditioning concerns and notably repeated flooding issues. FY 10 continued to present our department with challenges. The National Reaccreditation Process of the Stephen Palmer Senior Center formally began during our kick off event in December. Nine different Committees, made up of staff and community volunteers, were organized and charged to conclude their work by the end of the Spring with hopes of completing the overall process in the early Winter of 2010. The quest for a senior center site continued and as requested the Executive Director, assigned as staff member to the Senior Center Exploratory Committee, continued to attend meetings throughout the year. To aid the Town Manager and the Committee the department compiled pertinent information as requested which has resulted in a recommendation to site a new Senior Center building on the MBTA Needham Heights parking lot. This year presented some difficult staffing issues to include needing to fill two important part time staff positions. During our interview process, operating deadlines were not missed and programs and services continued. The staffing turnover did impact our plans to expand the scope of the Friendly Visitor Programs, however by working together we will be back on track by the end of FY2011. The quest continued for additional funding sources for our very busy transportation program. Support from community partners, individual donations and the State Formula Grant has helped us to keep this vital and necessary program operating, however due present economic climate these funding sources may be affect in the near future. The COA will continue to seek outside funding for programs and services. As the Aging Service Department for the Town, the COA strives to meet the needs of the 6925 residents 60years of age and older along with their families as well as residents of all ages (Town census 2010). Due to the major economic challenges over the past few years the department continued to see an increased number of folks dealing with issues which in the past seemed to have been minimally explored. These issues included but were not limited to resume writing, how to pursue work opportunities in a computerized society, how to apply for food stamps and many related issues surrounding foreclosure, homelessness and hoarding. During this full year the department also experienced many successes. Our popular shopping program continued to be active and successful. The van was utilized three days a week, morning and afternoon, to address the needs for this program. Four of the excursions included volunteer shopping assistance. Another component of this program was the community collaboration we share with The Charles River Center (ARC) where their	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
volunteers provided home delivery grocery service to residents through our combined efforts. The "Senior to Senior Program" established through Needham High School Health and Wellness Department and the Needham High School Community Service Program, in collaboration with the Needham Council on Aging, continued to flourish, with 32 adults having participated this past year. The Needham Council on Aging also offered the second Cultural Competency workshop as part of the "Reaching Out Across Cultures" program funded by the MetroWest Community Health Care Foundation and presented by Cathy Romeo of VNA Care Network. The series curriculum was adapted from an award-winning nationally recognized model, "Communicating Across Boundaries." As part of the Green Needham Collaborative, The Home Energy Efficiency Improvement Project, we hosted two educational opportunities for residents to learn about energy saving opportunities that might help them reduce their energy use, save money and increase their comfort. We continued our work on the Needham Coalition for Suicide Prevention and offered a QPR training for Center participants as well as Board Members. In anticipation of the Town's 300th anniversary, and as part of a coalition of Town departments and organizations, the department participated in a Healthy Needham initiative to help build a healthy living infrastructure in municipal, business, philanthropic and residential areas of the Town. To this end the Healthy Needham Committee developed a calendar of events to promote wellness and to showcase healthy living services and programs. The COA hosted a public hearing of the Area Agency on Aging's (Springwell) proposed Area Plan on Aging for federal years 2010-2013. The plan is intended to complement and support strategic goals of the state and federal government while addressing specific local needs that have been established through study and assessment. The plan is intended to "empower older adults to make informed decisions that are driven by them, the consumer; to enable seniors to remain in their own homes with a high quality of life and level of independence for as long as possible; and to empower older people to stay active and healthy." The MetroWest SHINE Program introduced a second counseling site in Needham. The Needham Library graciously made space available to help address counseling demands due to the space limitations in the Senior Center so that we could meet the needs of those requiring this important health care counseling service. The SHINE Counselors managed to increase their remarkable service to older adults in our region to 6382 (dup.) as compared to 4384 last year. This translated into a financial savings 3.5 million for the region and close to 200,000 in health care costs for residents in Needham. Driving and transportation were well publicized State issues this year therefore the Needham Council on Aging offered several programs related to this topic to include a Driver Safety Course with AARP, a meeting with State officials regarding potential legislative issues related to driver testing, rail and bus service, and a lecture by Dr. Nina Silverstein a member of the Needham Council on Aging Board who is known for her research in this area. A successful intergenerational and interagency activity took place with collaboration between the Needham Policy Community Affairs Liaison, Needham school students, the Needham Council on Aging, and the Friends of the Needham Elderly. People came together to assemble are packages to be shipped to our nation's military personnel. Fourteen large boxes were put together and sent overseas.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services---Council on Aging
The second Needham Volunteer Opportunities Fair was held this spring to help recruit valuable volunteers and to promote community partnerships. Programs and services continued to flourish throughout the year. Some of our interesting new programs were Play Reading, Line Dancing, Home Modification for Home Safety, Energy Conservation, and Assertiveness Training.	
Performance Factors	
<u>Funding FY 10</u> Funding for the Council on Aging Division and the many services and programs that we offer comes from varied sources. As an adjunct to town funding, the COA received funds through the State Formula Grant (\$ amount of grant) which supported some professional staff hours and expenses. Additionally, the Needham COA continued to administrate the Serving the Health Information Needs of the Elderly (SHINE) Grant for 22 cities and towns in the Metro West Region. The funding received was used to pay for three (3) part time positions: Shine Program Director, Assistant Shine Program Director and Outreach Worker who provided supervision and over site for 46 volunteers. 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.	
<u>Program Statistics FY 10</u> • 400 volunteers donated well over 25,000 hours which translates to over \$400,000 worth of services to the town of Needham. • 46 SHINE Counselors served over 900 people from the Needham and provided 6,490 volunteer hours of services within the 22 towns located in the Metro West Region and contributed to an estimated \$3,598,099 savings in health care costs for residents in these towns. • Once again the Council on Aging Department served over 3,500 different people and offered approximately 2,400 different session of programs and events with 40 programs being offered on a regular basis at the Stephen Palmer Senior Center and additional sites throughout Needham • Our Social Service department continued to touch the lives of more than 2,000 individuals • Our van provided 7,664 rides to include 3,348 rides related to food shopping • Our phone logs indicate that over 10,500 calls came into the COA during 2010.	
<u>FY12 Objectives:</u> 1) Work with the Town Manager, the Assistant Town Manager/Director of Operations to help facilitate continued progress towards achieving an appropriate Senior Center as a capital planning priority for the Town. 2) Pursue funding for continued transportation service; 3) Work with the Council on Aging Board to complete the reaccreditation process for the Stephen Palmer Senior Center 4)Work to appropriately fill professional vacancies 5)Continue to update COA web-site 6) Ensure ongoing evaluation of programs and services with the intent of provide programs and services to meet future needs.	
<u>Performance Indicators:</u> 1) Providing service, information and learning opportunities to address the economic and energy issues of concern to our target population; 2) Complete Reaccreditation Process; 3) Develop a transportation strategy and plan for financing to address more fully the needs of our target population; 4) Vacant Professional Positions filled	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Human Services---Council on Aging					
with appropriate candidates 5) Pursuit of new Senior Center has moved forward 6) Program and Service evaluations are done routinely and evaluated							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	255,503				255,503		
Expenses	9,470				9,470		
Operating Capital							
Total Operating Request	264,973				264,973		
Special Financial Warrant Articles?	YES	☒	NO	☐	How Many?	1	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2												
Department						Human Services-Council on Aging						
Object						Description				Amount		
DSR2A												
Personnel	FY 2010			FY 2011			FY 2012					
	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	3	1	3.8	3	1	3.8			
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?									Yes		No	x
1. Salary and Wage Permanent Positions.									233,516			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)												
a.	Outreach Worker 10 hrs. per week									11,122		
b.	Building Monitor 18 hrs. per week									10,159		
c.	Recording Secretary 4 hrs. per month for 10 months									706		
d.												
e.												
f.												
									Sub Total 2		21,987	
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.												
b.												
c.												
d.												
e.												
f.												
									Sub Total 3			
4. Salary and Wage Overtime (Itemized Below)												
a.												
b.												
c.												
d.												
e.												
f.												
									Sub Total 4			
5. Total Salary and Wages (1+2+3+4)									255,503			
DSR2B												
Object						Description				Amount		
Energy												
Repairs & Maintenance Services						Maintenance for MySeniorCenter				1,000		
Rental & Leases												
Other Property Related Services												
Professional & Technical Services												
Communications						Postage/ Printing and Mailing				1,100		
Recreational & Cultural Services						Expenditures for recreational and cultural activities				1,500		
Other Purchased Services												
Office Supplies						Basic office supplies				2,000		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services-Council on Aging	
Object	Description	Amount
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies	Gas and oil for the Van	3000
Food and Service Supplies	Food supplies related to programming	500
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment		
Governmental Charges		
Travel & Mileage	Reimbursement for staff work related mileage	200
Dues & Subscriptions	Membership and Dues	170
6. Total Expenses		9,470
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		264,973

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Human Services—Veterans' Services					
Operational Considerations							
FY 2012 Objects: 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. This past year, Mr. John Logan retired as Needham's Director of Veterans' Services. On March 18, 2010, the Executive Office of Health and Human Services/Department of Veterans' Services approved a request for the formation of the West Suburban Veterans' District. The District includes the Towns of Needham, Wellesley and Weston. The District has one Director and one Administrative Assistant. The services being provided have expanded to meet the needs of the veterans of yesterday and of today. In addition, to the district the Town now has a dedicated Care of Graves/Coordinator of Ceremonies who will be working with the Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities. The monies spent on Veterans and services are eligible for up to 75% reimbursement that will be returned to the District for services in Needham.							
Performance Factors							
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. Veterans' Services continues to work with other town departments to provide information and services to Needham's veterans and their families.							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	\$ 3,000				\$ 3000		
Expenses	\$ 55,210				\$ 55,210		
Operating Capital							
Total Operating Request	\$ 58,210				\$ 58,210		
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Human Services—Veterans' Services						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	0	1	.5	0	1	.5	0	0	.0	
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes	No	X
1. Salary and Wage Permanent Positions.										
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Care of Graves/Coordinator of Ceremonies							2,500		
b.	Seasonal Assistance							500		
c.										
d.										
e.										
f.										
Sub Total 3								3,000		
4. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)								3,000		
DSR2B										
Object				Description				Amount		
Energy										
Repairs & Maintenance Services										
Rental & Leases										
Other Property Related Services				Care of Veterans' Graves				1,200		
Professional & Technical Services										
Communications				Postage				150		
Recreational & Cultural Services				Memorial Day Parade				600		
Other Purchased Services										
Office Supplies				Standard Office Supplies				150		
Building & Equipment Supplies										

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services—Veterans' Services	
Object	Description	Amount
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Flags and Markers	5,000
Governmental Charges	WS Veterans' District	48,000
Travel & Mileage	Reimburse staff for work-related mileage when using their personal vehicles.	50
Dues & Subscriptions	Professional subscriptions	60
6. Total Expenses		55,210
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		
		58,210

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
Operational Considerations	
Youth Services is sensitive to the budget constraints facing the Town of Needham. 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: ❖ Employment Program Estimate of Amount Generated: \$750 Source: Fee Amount of Fee: \$5/\$10 depending on service Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Additional hours for Department Assistant position ❖ Babysitter Training Seminars Estimate of Amount Generated: \$2,500 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Consultant; additional hours for Department Assistant position, materials ❖ Peer Tutor Program Estimate of Amount Generated: \$2,000 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Copying, purchase of materials, peer tutor recognition, and supplies; additional hours for Department Assistant position ❖ Substance Abuse Awareness Program Estimate of Amount Generated: \$350 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials and supplies ❖ A Conversation...For Parents of Teens Estimate of Amount Generated: \$500 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials and supplies, food	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
❖ Project VAN Estimate of Amount Generated: \$600 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials, supplies, mailings ❖ Make A Statement Day Estimate of Amount Generated: \$2,000 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2010 (next review will be in July, 2011) Use of funds: Purchase of materials, supplies, mailings ❖ Miscellaneous gifts, donations, and grants Estimate of Amount Generated: \$2,250 Source: Individuals and businesses Use of funds: Purchase of materials, supplies, mailings, etc. REVOLVING ACCOUNT At the time of this writing, the amount in our revolving account is approximately \$14,000. It is estimated that over the course of FY 2011 expenses will match incoming funds. Out of this account we fund 3 hours per week for our Department Specialist position (this amount will be \$3,465 for the 2012 fiscal year), consultants/facilitators for programs, and miscellaneous program related expenses. 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 800 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	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Human Services – Youth Services
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, Town Hall Maintenance, and Council on Aging.	
SERVICE DEMANDS As the figures from our FY 2011 Statistical Summary of Services indicates, the volume of work for such as a small department is impressive --- we provided 530 hours of individual therapy, 378 of group therapy, and recorded 3,866 participants in our workshops and trainings. In addition programs such as Peer Tutor and our Parenting Programs are in significant demand and typically have a waiting list. The demand for the services of this department has been and will continue to be greater than this department is capable of meeting. This is due to a variety of factors including 1) Increase in the teen/youth population; 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.	
Performance Factors	
Below is a summary of past years as well as this years Performance Factors: Three Years Ago: 1) Complete extensive website review, redesign, and rewriting (over 150 pages). <u>Achievement:</u> Considerable time was devoted to this, and website redesign was accomplished. 2) Provide three (3) QPR Suicide Prevention Trainings. <u>Achievement:</u> This was accomplished (and many more than three trainings were held). 3) Offer Parenting Programs in collaboration with Sweet Basil restaurant. <u>Achievement:</u> This was accomplished and this parent program was well received by participants. Two Years Ago: 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults). <u>Achievement:</u> This was not accomplished. 2) Increase participation in "Make A Statement Day" by 15%. <u>Achievement:</u> This was accomplished. Last Year: 1) Create online registration process for programs <u>Achievement:</u> 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	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Human Services – Youth Services					
to online registration. 2) Coordinate with schools and Library for use of space as PSAB is limiting for our needs. <u>Achievement</u>: This was accomplished. 3) Work with graduated Needham High School students regarding suicide/safety issues. <u>Achievement</u>: This was accomplished. This Year: 1) Work with the High Rock/Pollard PTC on a new parenting program 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. 3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards Projecting over the next three to five years, the Youth Services will focus upon: • Identifying space for our evening programs. • Meeting the escalating needs of youth and families. • Review Fee Structure							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4			Total	
Personnel	\$ 235,370					\$ 235,370	
Expenses	\$ 5,690					\$ 5,690	
Operating Capital							
Total Operating Request	\$ 241,060					\$ 241,060	
Special Financial Warrant Articles?	YES		NO	X	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Human Services- Youth Services							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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		4.0	4.0		4.0	4.0		4.0		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes	☒	No	
1. Salary and Wage Permanent Positions.								235,370			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)								235,370			
DSR2B											
Object				Description				Amount			
Energy											
Repairs & Maintenance Services											
Rental & Leases											
Other Property Related Services											
Professional & Technical Services				Programmatic and clinical consultation services				1,500			
Communications				Stamps/postage, Blackberry monthly fees.				2,200			
Recreational & Cultural Services											
Other Purchased Services											

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Human Services- Youth Services	
Object	Description	Amount
Office Supplies	Basic office supplies	800
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	A variety of expenses including program materials and food, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues	340
Governmental Charges		
Travel & Mileage	Reimburses staff/interns for work-related mileage when using their personal vehicles. Conferences: To pay for attendance at conferences on youth/family-related topics	825
Dues & Subscriptions	Professional subscriptions	25
6. Total Expenses		5,690
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		241,060

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Commission on Disabilities					
Operational Considerations							
The Commission on Disabilities formed in 1991 consists of nine members appointed by the Board of Selectmen. The members of the Commission are chosen to represent a wide range of people with disabilities. The purpose of the Commission is to advise municipal officials, public and private agencies and other individuals to ensure compliance with federal, state and local disability laws, particularly the Americans with Disabilities Act (ADA). Through the application of the ADA the Commission aims to bring about full and equal participation in all aspects of life in the Town for people with disabilities. The Commission's modest budget funds equipment for the handicapped parking patrol, handicapped parking signs, stationary, printing and postage. The past few years the Commission on Disabilities has been instrumental in assisting the many municipal building projects including the Needham High School renovation, 500 Dedham Ave. Public Services Administration Building, High Rock School renovation and the Needham Town Hall renovation project. Funding is received from handicapped parking fines charged to offenders parking in designated handicapped parking spots throughout the Town of Needham. The \$100 fine per offense is put into a revolving fund to be used to provide grants to Needham organizations, schools, and departments to promote disability awareness, advocacy and assist in helping disabled residents. Examples of grants provided include vision enhancing software for the Senior Center, speaker and program fees for disability awareness assemblies at the elementary schools, portable sound amplification systems for Town offices, large print books for the library and assistance to match funds for a health and wellness program for disabled citizens living in housing managed by the Needham Housing Authority. No significant changes are expected to affect revenue.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel	0		0		0		
Expenses	550		0		550		
Operating Capital	0		0		0		
Total Operating Request	550		0		550		
Special Financial Warrant Articles?	YES		NO		How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S						
Department		Commission on Disabilities				
DSR2SA						
Staffing: Are the positions shown under section (I) funded in the current year?					Yes	No
I. Salary and Wage Permanent Positions						
	Title	Rate	FTE	Amount		
a.				0		
b.				0		
c.				0		
Sub Total I				0		
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)						
	Description			Amount		
a.				0		
b.				0		
c.				0		
d.				0		
e.				0		
Sub Total II				0		
A. Total Salary and Wages (I & II)				0		
DSR2SB						
	Object	Description		Amount		
a.	Other supplies and equipment	Mileage and digital camera for handicapped parking patrol, disability related conference and publication fees		450		
b.	Communications	Printing		100		
c.						
d.						
e.						
B. Total Expenses and Operating Capital				550		
C. Total Base Request (A + B)				550		

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Historical Commission					
Operational Considerations							
The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. A recent amendment to the Town's by-laws increased the Commission by two members to help spread the work of the Commission out to more persons. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of the unofficial bodies organized for similar purposes. 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. The modest budget appropriated annually for the Historic Commission is used for operating expenses such as copying and postage, and for the purchase of historic markers.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel							
Expenses	1,050				1,050		
Operating Capital							
Total Operating Request	1,050				1,050		
Special Financial Warrant Articles?	YES		NO	☒	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail											
DSR2S											
Department				Historical Commission							
DSR2SA											
Staffing: Are the positions shown under section (I) funded in the current year?								Yes	☐	No	☒
I. Salary and Wage Permanent Positions											
	Title				Rate	FTE	Amount				
a.											
b.											
c.											
Sub Total I											
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)											
	Description							Amount			
a.											
b.											
c.											
d.											
e.											
Sub Total II											0
A. Total Salary and Wages (I & II)											
DSR2SB											
Object				Description				Amount			
a.	Communication			Copying, postage				50			
b.	Office Supplies			Office supplies, markers				1,000			
c.											
d.											
e.											
B. Total Expenses and Operating Capital											1,050
C. Total Base Request (A + B)											1,050

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Library
Operational Considerations	
For the major part of FY10 library business increased over FY09. Circulation for the year increased by 3.6% over the previous fiscal year, setting a new record of high of 580,611 items checked out, 20,375 more than FY09. As of this writing, circulation seems to have leveled off. Network transfers and inter-library loans increased by 12.2%. 11,925 items were added to the collections and 5,010 were withdrawn for a net increase of 6,915. The library's holdings numbered 163,084 at the end of FY10. For FY11 the library has encumbered \$68,547 of its State Aid Fund to cover the salaries of the people who were hired to handle the increased level of business and allow the library to open at 9:00 a.m. on Monday through Friday. There are DSR4 requests to make these salaries part of the library's regular budget. There are also DSR4 requests for funds to be incorporated into the library's budget for an increase in the materials (books, periodicals, AV) budget, Bookletters software, and museum pass reservation software. The latter two items are being paid for by the State Aid Account. As State funds dwindle, so does the yearly State Aid allotment. The DSR2 base budget request includes a salary reduction of \$13,198, the result of staff turnover. Even with this decrease the part-time request is up slightly (\$2,333—.1 FTE). This is caused by the calendar. The part-time cost is higher on certain days (the busier ones) and the library will be open on more of these busy days in FY12 than in FY11. The \$416 increase in Professional & Technical Services includes an anticipated minimal rise in the Minuteman Library Network membership fee (\$533). Minuteman struggles each year to keep its membership costs from increasing. The rest of the increase (\$66) is for the rising cost of microfilm storage at Iron Mountain. These are the only budget changes from FY11. The total FY12 budget request of \$1,320,905 is \$12,782 less than the FY11 budget. Unfortunately, this is \$30,802 short of the amount needed for certification by the Mass. Board of Library Commissioners. To retain certification 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 FY12 that figure is \$1,351,706 3. Spend 13% of its total budget on library materials The MBLC has a waiver process; failure to obtain a waiver will mean decertification and loss of the State Aid payment (\$29,040). The library is already depending on its State Aid account to make up several salary shortfalls and to pay for two computer software programs that have become integral to the efficient functioning of the library (see DSR4 requests). During FY10 the library spent \$20,207.45 from the State Aid account. Expenses covered included museum passes (\$3,515), library programs (\$6,857.45), software (\$1,835), and parking lot rental (\$8,000). FY10 Trust Fund expenses totaled \$62,003.38 and were covered by \$63,337 in donations and \$14,300.46 in interest. The staff is still in the process of spending the Friends of the Library FY10 donations. The largest portion of the trust funds (\$31,312.70) was spent on library materials and the Children's Room makeover (\$10,986.39). Reflective of the economy is the fact that Trust Fund interest keeps decreasing each year.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1					
Department			Library		
Performance Factors					
Utilizing library trust funds and with help from the Public Facilities Department and the Friends of the library, in FY10 the Children's Room Play Area improvements were completed. Supporting columns and walls were painted, the "wave" was removed, two love seats were purchased, and a puppet theater, fanciful book stack ends, and a mural were installed. Everyone is pleased with the improvements. The ability to handle the increased circulation performance measure delineated in "Operational Considerations" was helped considerably with the installation of a self-check station in November 2009. From modest beginnings of 2,956 items checked out at the self-check station in November 2009, usage grew to more than 6,000 items a month being self-checked. The total number for FY10 was 36,304. Improving the loan/borrow network transfer/inter-library loan ratio continued in FY10. With the staff checking the library's shelves several times a day for items requested by Needham residents utilizing their home computers and the continued collection building that is being accomplished with the Capital Materials request, the gap has been further narrowed. The following chart illustrates the steady improvement being made, despite the fact that request numbers keep rising.					
	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%	6.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
The library tracks many other measures of its business and produces both a monthly and a yearly statistical report. Each year the library files a detailed statistical report with the Mass. Board of Library Commissioners. The performance measures for FY12 will include: - Network transfer/inter-library loan gap elimination - Promotion of self-check - Improved publicity - Sponsoring culturally diverse programs - Purchasing world language materials					

Fiscal Year 2012 Proposed Budget

Department Information DSR1						
Department		Library				
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4			Total	
Personnel	1,059,646	60,309				1,119,955
Expenses	261,259	31,925				293,184
Operating Capital	0	0				0
Total Operating Request	1,320,905	92,234				1,413,139
Special Financial Warrant Articles?	YES		NO	X	How Many?	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2									
Department				Library					
Object				Description				Amount	
DSR2A									
Personnel	FY 2010			FY 2011			FY 2012		
	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)
	14	40	22.6	14	40	22.6	14	40	22.7
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?							Yes	X	No
1. Salary and Wage Permanent Positions.							797,516		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 2		
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Included with this budget request are two sheets that delineate the library's part-time staff. One is a chart of Monday through Saturday part-time hours. The other is a page that shows the Sunday part-time hours.								
b.	Part-time Monday through Saturday								233,938
c.	Sunday part-time hours (time and a half)								28,192
d.									
e.									
f.									
							Sub Total 3		
							262,130		
4. Salary and Wage Overtime (Itemized Below)									
a.									
b.									
c.									
d.									
e.									
f.									
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)							1,059,646		
DSR2B									
Object				Description				Amount	
Energy									
Repairs & Maintenance Services				Equipment repairs and copy machine maintenance 1,489				2,096	
				Computer hardware maintenance 607					
Rental & Leases				Postage meter rental 533				1,633	
				Computer software licenses 1,100					
Other Property Related Services									

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Library	
Object	Description	Amount
Professional & Technical Services	Minuteman Library Network	52,350
	Bindery	4,568
	Iron Mountain and NEDCC	325
	Other	1,000
Communications	Postage	2,065
	Printing	508
Recreational & Cultural Services		
Other Purchased Services		
Office Supplies	Paper (copier and other), pens, pencils, printer cartridges, calendars, file folders, etc.	6,545
Building & Equipment Supplies		
Custodial Supplies		
Grounds Keeping Supplies		
Vehicular Supplies		
Food and Service Supplies		
Medical Supplies		
Public Works Supplies		
Other Supplies & Equipment	Supplies for processing books, periodicals, and AV items	6,096
	Library materials budget:	
	Newspapers, periodicals, microfilm	19,812
	Books	121,263
	Audiovisual	36,576
	Databases	5,690
		<u>183,341</u>
Governmental Charges		
Travel & Mileage	Conference in-state	142
	Mileage	300
Dues & Subscriptions	American Library Association Membership	290
6. Total Expenses		261,259
DSR2C		
Capital Equipment Replacement		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,320,905

Fiscal Year 2012 Proposed Budget

FY12 LIBRARY PART-TIME HOURS

	Adult Ref	Adult Circ	Adult Page	CR Ref	Cr Page	Tech Serv	Hours Total	Amount
Monday (43)	391.5 h 7,775.19	1,075 h 16,479.75	365.5 h 3,157.92	129 h 2,561.94	215 h 1,875.60		2,176	31,832.40
Tuesday (52)	364 h 7,229.04	1,430 h 21,921.90	442 h 3,818.88	163 h 3,237.18	260 h 2,246.40	416 h 6,377.28	3,075	44,830.68
Wednesday (52)	364 h 7,229.04	1,014 h 15,544.62	442 h 3,818.88	338 h 6,712.68	260 h 2,246.40	416 h 6,377.28	2,834	41,928.90
Thursday (51)	315 h 6,255.90	841.5 h 12,900.20	433.5 h 3,745.44	178.5 h 3,545.01	255 h 2,203.20	408 h 6,254.64	2,431.5	34,904.39
Friday (52)	338 h 6,712.68	806 h 12,355.98	338 h 2,920.32	156 h 3,098.16	260 h 2,246.40	416 h 6,377.28	2,314	33,710.82
Saturday- Winter (37)	196 h 3,892.56	1,036 h 15,881.88	296 h 2,557.44	133 h 2,641.38	111 h 959.04		1,772	25,932.30
Saturday- Summr(16)	224 h 4,448.64	448 h 6,867.84	128 h 1,105.92	112 h 2,224.32	48 h 414.72		960	15,061.44
Vac Fill-ins	112 h 2,224.32	73.5 h 1,126.76		31.5 h 625.59			217	3,976.67
Training/ Meeting	50 h 993.00	50 h 766.50					100	1,759.50
Total Hours FTE Total \$	2,354.5 h 1.2 46,760.37	6,774 h 3.46 103,845.43	2,445 h 1.25 21,124.80	1,241 h .63 24,646.26	1,409 .72 12,173.76	1,656 .85 25,386.48	15,879.5 8.11 FTE	233,937.10

This is a chart of library part-time hours. It does not include the hours worked by part-timers on Sundays. Sunday Salaries are listed on a separate sheet. FTE including Sundays is 8.74

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Part-Time Children's Librarians	Priority	1
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	29,939		29,939
Expenses			
Operating Capital			
Total Request			29,939
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 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			
For many years, hiring a full-time Children's Librarian was the library's number 1 DSR4 request. In place of adding a full-time Children's Librarian the library is requesting funding for two part-time positions: 1 – 19 hours a week to handle all the children's programming. 19 hours x 52 weeks=988 hours x 19.8525 per hour= \$19,615 2 – 10 hours a week in additional help at the Children's Reference Desk 10 hours x 52 weeks=520 hours x 10.8525 per hour= 10,324 Total \$29,939 Quality programming is an essential service for a successful Children Room operation. Programming is currently being done by a part-time children's librarian. Her hours are funded by the library's State Aid account. Continued use of this fund for salary items will totally deplete the fund in a few years (see enclosed State Aid account statement). The ten hours of additional help at the Children's Reference Desk will allow the Children's Supervisor extra time to catalog the increasing backlog of children's materials.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Circulation Desk 10 Hours of Part-Time Help	Priority	2
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	7,968		7,968
Expenses			
Operating Capital			
Total Request			7,968
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 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			
Part-time, non-benefited position 10 hours per week x 52 weeks = 520 hours x 15.3228 per hour = 7,968 This request was originally for 20 hours per week of part-time hours at the Circulation Desk. 10 of the hours were funded in FY10; the request is for the remaining 10 hours. Check/In and Check/Out at the library's Circulation Desk continues to increase. It began with the opening of the new building in March of 2006 and has continued to the present time. Circulation increased in FY06 by 18.1%; FY07 by 20.1%; FY08 by 6.3%; FY09 by 13.6%; and FY10 by 3.6%. The extra hours of part-time help are needed to handle the morning check-in of materials returned in the return boxes during the hours that the library is closed and to check-in materials returned through the State's delivery system (18 to 25 crates a day). Checking in materials in a timely manner is essential to the success of the library's operation. The library relies on a quick turnaround of materials to compensate for an inadequate materials budget. As keeping up with the increased level of business was impossible, the library trustees voted to fund these hours through the State Aid account. Continued use of this fund			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Circulation Desk 10 Hours of Part-Time Help	Priority	2
for salary items will totally deplete the fund in a few years (see enclosed State Aid account statement). State Aid payments will decline again this year. In FY09 the library received \$38,809.36. This figure dropped to \$29,251.05 in FY10—a 24.6% decline. As of this writing, the expected amount for FY11 is \$29,040. Without these hours of help at the Circulation Desk, materials to be checked in will pile up and not be available to customers.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	9:00 a.m. Opening Funding	Priority	3
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	13,579		13,579
Expenses			
Operating Capital			
Total Request			13,579
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 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			
Part-time, non-benefited positions: Reference Department— 97 hours x 19.8525 per hour = 1,926 Children's Department— 201 hours x 19.8525 per hour = 3,991 (if a full-time Children's Librarian is approved, the Children's hours can be reduced by 104 hours, \$2,065) Circulation Department— 500 hours x 15.3228 per hour = 7,662 Total 13,579 This is a request to add part-time hours to the library's budget, so that the library will be able to staff the Reference, Circulation, and Children's Desks and open the building to the public at 9:00 a.m., Monday – Friday. After observing the 15 to 30 people waiting to be let in at 10:00 a.m. every weekday morning, the Board of Trustees voted to use State Aid funds to pay for the extra part-time help necessary to open at 9:00 a.m. Part-timers originally scheduled to begin work at 10:00 a.m. now come at 9:00 a.m. Opening at 9:00 a.m. has proven to be extremely popular with the public. In a survey distributed in March of 2010, the 9:00 a.m. opening received overwhelming			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	9:00 a.m. Opening Funding	Priority	3
approval. The 9:00 a.m. opening results in less use of the outside return slots and, therefore, less damage to library materials and less work for the staff who empty the return bins.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pick List Page Hours	Priority	4
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage	8,823		8,823
Expenses			
Operating Capital			
Total Request			8,823
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 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			
Part-time, Non-benefited position: 19 hours a week x 52 weeks = 988 hours x 8.93 per hour = 8,823 This is a request to hire a 19-hour-a-week page to do the Network Transfer Pick List. The Pick List is a multi page list of Needham items to be sent to other libraries to fill requests. During FY10 Needham provided 57,286 items to other libraries (and received 62,063). This is an average of 220 items per day (the list is run on Monday through Friday). The items sent figure represents an increase of 15.8% for FY10 over FY09 (see "network Transfers" chart for a multi-year history of items loaned to other libraries). The person working these 19 hours also unpacks the library's return bins every morning. These hours are currently being funded by the library's State Aid Account. Continued use of this account for salary items will totally deplete the fund in a few years (see enclosed "State Aid Account" statement.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Library Materials Increase	Priority	5
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	30,000		30,000
Operating Capital			
Total Request			30,000
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 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			
#1. Additional library materials will require additional covers, barcodes, tape, etc. and will be paid for by either the library's "Other Supplies" account or Trust Funds. This is a request to add \$30,000 to two sections of the library's Materials Budget—Books (5582) and audiovisual (5583). The current budget remains inadequate, as it has been for several years. Circulation of materials continues to increase (FY06—18.1%; FY07—20.1%; FY08—6.3%; FY09—13.6%; FY10—3.6%). FY08, FY09, FY10, and FY11 Capital appropriations have allowed the library to replace many lost and worn-out items and to do some needed collection building in subjects where the demand was high but the materials were lacking. However, an ongoing adequate materials budget is needed to keep up with the demands of Needham's citizens. In FY10 the library borrowed 62,063 items from other libraries to fill requests for Needham residents (see "network Transfers" chart for a multi-year history of items borrowed for Needham requests). This is an average of 1,193 items a week that must be unpacked from the delivery bins, checked in at the circulation desk (this action triggers the reserve notice), filed on the reserves shelves, and, finally, checked out to a			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Library Materials Increase	Priority	5
patron. When the patron returns the item, it must be checked in, labeled, and packed in a delivery bin for transport to the library that loaned the item. This is a labor-intensive, time-consuming process. If the library had an adequate materials budget, it would not be necessary to borrow so many items. An adequate materials budget would provide Needham citizens with their materials faster, and there would be time-saving, with less packing and unpacking of materials borrowed from other libraries.			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Bookletters Software	Priority	6
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	1,200		1,200
Operating Capital			
Total Request			1,200
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 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 is a request for the Town to fund an electronic service that is currently being paid by the library's State Aid Account. The service allows the library to tap into a more than 4 million book, audiobook, and movie database that generates brief annotations, in-depth reviews, author biographies, book discussion guides, and more. This tool assists Needham resident in making reading, listening, and viewing choices. It is a great help to the many book discussion groups in Needham			

Fiscal Year 2012 Proposed Budget

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Museum Pass Reservation Software	Priority	7
DSR4			
Expenditure Classification	Frequency		Total
	Recurring	One-Time	
Salary and Wage			
Expenses	725		725
Operating Capital			
Total Request			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 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 library offers the use of eighteen 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 160 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 2012 Proposed Budget

Department Information DSR1	
Department	Park and Recreation Department
Operational Considerations	
Environment and Facilities: 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. 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. Rosemary Pool: This has been a difficult year for the pool. One Needham resident appealed the permit to drain Rosemary Lake, and the DEP appeal process did not allow for the annual draindown of Rosemary Lake. The DPW did a phenomenal job assisting Park and Recreation with an alternate cleaning plan, but thorough cleaning and painting could not be done under water and the alternate plan cannot be used for Summer 2011. The appeal process is still underway as this is written, and it is not known if Rosemary Pool will be able to open in Summer 2011. Programs: The greatest need for the programs is additional space for hosting programs. It is becoming harder for the department to schedule the summer programs in schools, and it remains difficult finding space throughout the year, particularly during the school day. The additional meeting space at PSAB has helped to provide appropriate locations for staff training sessions. Our department currently has partnerships with St. Sebastian's for use of the ice rink for skating lessons, the Needham Housing Authority for the Itsy Bitsy Arts program, and North Hill for our ballet program. Program Staff: One member of the full-time staff left to work for another department in December 2009, and the position was left vacant during the budgeting period. During that time, the Director worked with Human Resources to convert a Department Assistant 2 position into a newly created Recreation Supervisor position. Duties will be more evenly divided between the Director, Assistant Director and Recreation Supervisor. A summer program supervisor position was eliminated to provide the additional funds needed for the Recreation Supervisor position. The Recreation Supervisor will provide some staff assistance to the Needham Cultural Council's New Years Needham events, and the Assistant Director has been working with the Needham 300 committee. Health: There is a greater concern to provide opportunities that enable residents of all ages to be healthier, physically and emotionally. The department is an active participant in <i>Eat Well, Be Fit, Needham</i> 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. The Assistant Director is the Chair of the Tercentennial subcommittee on healthy programs, and will be overseeing the promotion of many events in the community. The department has also had to spend more time educating the public on the actions that they take that have an effect on the health of others. Most prominent is the concern of the spread of bacteria, including e-coli, in the pool, and the safe use of athletic fields, including warmer synthetic turf fields. Communication: Despite the daily attention to communication, particularly with residents, the demand for more information continues to increase. The department	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Park and Recreation Department
regularly utilizes the following communication resources: 3 seasonal brochures, Town's web site, recorded information, local and regional newspapers (Needham Times, Patch.com, Hometown Weekly, and The Boston Globe), Needham Channel, school newsletters, and information mailings. On the Town's web site, <i>Field Status</i> is located prominently on each page, and utilizing the site's <i>Notify Me</i> section allows the department to reach out quickly with information on program cancellations, field status, and construction updates. On-line registration has been well-received with the majority of our customers choosing that method for registration. The amount of paperwork and mailing that our office has done in the past has been reduced, as have the number of phone calls. The department's printing and postage costs have been reduced. The software has features that allow us to quickly send out messages to participants of individual programs, particularly helpful when there are weather cancellations. Fees: The Park and Recreation Commission annually reviews all program fees, comparing registration figures and revenue for each individual program with the direct costs for providing those programs. The fees are adjusted, as needed. The review for the major summer programs and Rosemary Pool is traditionally done in November. The revenue collected from these two sources is deposited into the Town's General Fund. Most revenue from other programs is deposited into the department's Revolving Fund, as is the <i>Field Maintenance Fee</i>, utilized for athletic field improvements. The department has strived to recover costs related to services that residents choose, including most programs. The percent of revenue vs. expenses rose until the late 1990's when the budget received funds for maintaining school playgrounds. The playground structures do not have a dedicated revenue stream. We now also have budgeted funds for park building restroom cleaning which does not have dedicated revenue. The operating budget has funds for the major summer programs, Rosemary Pool, and some costs for the parks, primarily spent on playground maintenance. Fees charged for Rosemary Pool, the major summer programs and the <i>Field Administration Fee</i> are deposited into the Town's General Fund. The Summer 2010 Programs maintained their attendance rates from the prior summer. The majority had slightly higher attendance rates. The number of requests for fee assistance remained consistent with Summer 2009, generating a loss of revenue, again, of approximately \$9,000. The average in prior years has been \$4,000. Pool information is reported under Performance Factors. 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 <i>Field Maintenance Fee</i>, <i>Tennis Badge Fee</i>, <i>Memorial Park Lights Fee</i>, <i>DeFazio Park Lights Fee</i>, <i>Claxton Lights Fee</i>, and the <i>Carleton Pavilion Fee</i>. Most programs in the Revolving Fund also contribute a small portion of their fees to the Town's General Fund in an effort to reflect the office staff members' time spent on Revolving Fund Programs. Expenses: The cost of operating the pool and programs, in general have increased, but due to our efforts to reduce costs where possible, including the savings generated through the new registration software program, Park and Recreation is able to handle the increased costs within the existing budget. The staff of the DPW and Public Facilities are assisting whenever possible, to decrease the need for contractors, with Park and Recreation absorbing the costs related to overtime and supplies as needed.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Park and Recreation Department					
Performance Factors							
FY2011 Report: The performance goal was to increase the number of patrons at Rosemary Pool, using revenue and attendance figures to compare. The Summer of 2010 was as challenging as the last two summers! The DPW replaced the two major pumps in the filter room, making the filtering process more efficient. Due to an appeal of our draining permit, the lake and pool could not be drained. An alternate plan for cleaning the pool was put together. A permit to open the pool was given, but the MA Department of Public Health and the Needham Health Department will not issue a permit for Summer 2011 unless the pool can be thoroughly cleaned and painted. The alternate process created a delay in opening the pool. The major difference between Summer 2010 vs. 2009 and 2008 was the weather. In 2009, there were 20 days of low attendance due to the weather and 24 days in 2008, but in 2010, there were only 8 low attendance days, which is closer to the average. More season passes were sold in 2010 (329) vs. 2009 (315) and 2008 (290), but interestingly, less were sold at "early bird rates" and more were sold at the full season rate. The total attendance number for 2010 was 16,218, an increase from 2009 (10,444) and 2008 (15,092). The number of participants in swim lessons increased with 414 in Summer 2010 vs. 336 in Summer 2009. The number of requests for free pool passes for Needham residents remained consistent with the 2009 requests, though still higher than in previous years. The estimated loss of revenue is \$14,000. So, despite the challenges, some that had never been handled in the prior 37 years of the pool's existence, Rosemary Pool had many successes this summer. Though the staff worked hard to achieve these successes, the weather was a major factor! FY 2012 Performance Goal: In recent years, the Town completed a Master Plan for Trails. Without a staff person dedicated to the plan, many goals and objectives have not been achieved. Through the re-organization of the administrative staff in the Park and Recreation office, the Assistant Director will now assume some direct responsibility for the implementation of the plan. Achievements will be measured through a comparison to the goals and objectives, as well as the number of volunteer projects that occur during the year.							
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Personnel	440,395		0		440,395		
Expenses	110,875		0		110,875		
Operating Capital	0		0		0		
Total Operating Request	551,270		0		551,270		
Special Financial Warrant Articles?	YES		NO	X	How Many?	0	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2										
Department				Park and Recreation Department						
Object				Description				Amount		
DSR2A										
Personnel	FY 2010			FY 2011			FY 2012			
	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 3 (see below)?								Yes	No	X
1. Salary and Wage Permanent Positions.								243,663		
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Rosemary Pool: Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 3 (4); Rec Spec 2 (15). 10 week season, training, pre-season maintenance								107,110	
b.	Summer Programs: Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20) 8 week season; training; pre-season set-up								86,482	
c.										
d.										
e.										
f.										
Sub Total 3								193,592		
4. Salary and Wage Overtime (Itemized Below)										
a.	Recreation Supervisor: 60 hours overtime								1,280	
b.	Administrative Specialist: 40 hours overtime								860	
c.	DPW Project Assistance Overtime								1,000	
d.										
e.										
f.										
Sub Total 4								3,140		
5. Total Salary and Wages (1+2+3+4)								440,395		
DSR2B										
Object				Description				Amount		
Energy				Gas (1,000)				10,200		
				Electric (9,200)						
Repairs & Maintenance Services				Plumber: (2,800)				15,600		
				Pump Specialist: (2,500)						
				Pool Cleaning: (1,200)						
				Electrician: (500)						
				Playground Maintenance: (8,000)						
				Repairs: fence, carpentry (600)						
Rental & Leases								0		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation Department	
Object	Description	Amount
Other Property Related Services	Park Building Custodial Services	9,000
Professional & Technical Services	Water Testing: (1000) Training: CPR/First Aid, Staff, Lifeguard (1,000)	2,000
Communications	Phones: land & cell (3,000) Printing: brochure, forms (2,500) Postage: (2,000) Legal Notices: (300)	7,800
Recreational & Cultural Services	Special Events	1,800
Other Purchased Services	Bus Rentals: (2,500) Misc: equipment repair, pest control, assistance with state permits, pond treatment: (1,200)	3,700
Office Supplies	Office Supplies	1,200
Building & Equipment Supplies	Pool Paint: (6,000) Chlorine: (11,500) DE: (14,500) Pool Supplies: (1,500) Misc Repair Supplies: (325)	33,825
Custodial Supplies	Pool custodial supplies	800
Grounds Keeping Supplies	Playground safety surfacing and supplies (12,000)	12,000
Vehicular Supplies	Gas, oil	200
Food and Service Supplies	Program snacks	2,500
Medical Supplies	First Aid supplies	200
Public Works Supplies		0
Other Supplies & Equipment	Staff/volunteer shirts <i>state requirement for pool</i> (1,800) Lifeguard uniform reimbursement <i>state requirement</i> (700) Pool Badges/admission bands (1,200) Red Cross Certificates (150) Safety Equipment (400) Arts & Crafts materials (1,500) Program equipment (1,000) Training materials (100)	6,850
Governmental Charges		0
Travel & Mileage		2,500
Dues & Subscriptions		700
6. Total Expenses		110,875
DSR2C		
Capital Equipment Replacement		0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		551,270

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Trustees of Memorial Park					
Operational Considerations							
The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation. The primary costs 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 restroom cleaning. 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. Public Facilities purchased a new vacuum cleaner in 2007 for this purpose. Efforts are made to reduce use of the building during the winter to reduce the expense of the electrical heat. The Trustees of Memorial Park have a food concession revolving fund with a cap of \$4,100. They have not charged a concession fee in recent years, as the groups using the concession room have been making donations towards projects at the park. The Trustees are in the process of developing a project with donors that will rejuvenate the concession room, making it easier for the volunteer groups to utilize, and providing more energy efficient kitchen appliances. In FY'08, the operating budget was increased by \$250, to provide additional funds for landscaping around the memorial areas and for supplies related to the memorials within the building. An Eagle Scout rehabilitated the gazebo in 2008 to add to the safety and beauty of the park. The garden at the corner of the park is primarily maintained through volunteer labor and donations. Plans were initiated this fall to do a major restoration of the garden area, with a local landscape company overseeing the work by some high school students, including an Eagle Scout candidate. The Fields of Dreams project is completed at Memorial Park, with donated improvements estimated at \$2 million. The Public Facilities Department has a list of projects related to the building on their work order list, and Public Works has overseen a project that added protective netting around the 90' diamond.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel							
Expenses	750				750		
Operating Capital							
Total Operating Request	750				750		
Special Financial Warrant Articles?							
	YES		NO	☒	How Many?	0	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S										
Department				Trustees of Memorial Park						
DSR2SA										
Staffing: Are the positions shown under section (I) funded in the current year?							Yes	☐	No	☐
I. Salary and Wage Permanent Positions										
	Title				Rate	FTE	Amount			
a.										
b.										
c.										
Sub Total I							N.A.			
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)										
	Description						Amount			
a.										
b.										
c.										
d.										
e.										
Sub Total II										
A. Total Salary and Wages (I & II)							N.A.			
DSR2SB										
	Object				Description			Amount		
a.	Groundskeeping Supplies							400		
b.	Maintenance							350		
c.										
d.										
e.										
B. Total Expenses and Operating Capital							750			
C. Total Base Request (A + B)							750			

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works / RTS Enterprise Fund
Operational Considerations	
The 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 DPW. 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 our community such as books, clothing and many other reusable items for our residents to utilize as needed.	
<u>Line Changes in FY12 Budget in Comparison to FY11 Budget</u>	
Line 5210, Energy; Increase of \$3,372 or 12.5% to reflect actual usage.	
Line 5290, other Property Related Services; Increase of \$45,000 or 6%. Line 5290 adjusts the request according to actual amounts spent in FY10. The increase to the Municipal Solid Waste (MSW) disposal contract is 3.375%, or approximately \$15,000. New contracts will be bid for the transportation of MSW and wood waste. The estimated increased cost for transportation is 5%, or an increase of \$5,000 for solid waste transportation, and a total of \$25,000 for wood waste transportation and disposal.	
Line 5340, Communications; Decreases by \$1,900 or 38%.	
Line 5380, Other Purchased Services; the budget amount for Single Stream Recyclables, \$16,400, has been eliminated this year, since our program is below the threshold at which a charge becomes effective. The cost of log chipping was increased because of the need to increase the stockpile so that a better price can be obtained. The amount allocated for paint disposal has been increased to \$29,000 due to increased cost of paint being disposed. The cost of disposal for paint for FY10 was \$22,085.	
Line 5430, Building & Equipment Supplies; is reduced by \$13,500 and relocated to line 5480; Vehicular Supplies to reflect proper classification.	
Line 5480, Vehicular Supplies; Increase of \$9,380 due projected fuel costs, Increase of \$13,500 from Line 5430.	
Line 5530, Public Works Supplies; Decrease of \$16,358 or 19% due to reflect actual bag usage.	
Line 5580, Other Supplies & Equipment; Decrease of \$400 due to elimination of the materials sales tax.	
Performance Factors	
The RTS is recognized as one of the most diverse recycling programs in the Commonwealth. The diversion rate, by which we measure the facility's success, is the amount of material removed from the total waste stream through recycling, processing and reuse programs thereby reducing disposal and expense costs.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1														
Department		Department of Public Works / RTS Enterprise Fund												
Diversion Rates with out yard waste for FY08 = 39.55 % ; FY09 = 37.76 % ; FY10 = 33 % Diversion Rates with Yard Waste for FY08 = 64.18 % FY09 = 57.44 % ; FY10 = 55 % 1. During FY10 the RTS processed and disposed of 8,720 tons of municipal solid waste (MSW/Trash) 8405 tons for incineration at the Wheelabrator waste to energy plant in Millbury, MA. During FY10 the RTS collected from schools and municipal buildings approximately 400 tons of this waste and recyclables with our Packer collection program. Our single stream program gives all town departments the opportunity to participate in our recycling efforts. This program services all of our schools, parks, town wide receptacles and administration buildings. 2. During FY10 the RTS managed and processed 6,652 tons of yard waste materials in the yard waste and composting area. This includes 2650 tons of leaves, 3670 tons of mixed brush and leaves, 44 tons of logs, and 327 tons of food waste. 3. During FY09 the RTS began a Food Waste Program in our composting area, this contributes to the diversion factor of waste with a valuable element to the processing of our reusable materials. Food waste provides nutrient value in addition to a more efficient and quicker break-down period needed to produce a finish product. In FY 09 we accepted 70 tons; in FY10 we processed 327 tons of food waste with a revenue value. 4. During FY10 the RTS managed and processed 4256 tons of recyclables throughout the site. This includes 2475 tons of paper, 992 tons of commingle containers, 310 tons of metals, 230 tons of cardboard, 171 tons of clothing ect. 43 tons of waste ban items, 20 tons of paints and 7 tons of motor oil & antifreeze.														
Spending Request Recap														
Description	Base Request DSR2		Additional Request DSR4		Total									
Personnel	639,479				639,479									
Expenses	1,169,984				1,169,984									
Operating Capital	58,000				58,000									
Total Operating Request	1,867,463				1,867,463									
Debt Service	150,000				150,000									
Reserve Fund	45,000				45,000									
Total Enterprise Budget	\$2,062,463				\$2,062,463									
<table border="1"> <tr> <td>Special Financial Warrant Articles?</td> <td>YES</td> <td></td> <td>NO</td> <td>X</td> <td>How Many?</td> <td></td> </tr> </table>								Special Financial Warrant Articles?	YES		NO	X	How Many?	
Special Financial Warrant Articles?	YES		NO	X	How Many?									

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Works/ RTS Enterprise Fund							
Object				Description					Amount		
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	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	1	9.35	9	0	9	9	0	9		
Do the <u>FTE totals</u> above include seasonal and temporary positions included under line 3 (see below)?								Yes	X	No	
1. Salary and Wage Permanent Positions.								491,089			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 2								7,460			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.									7,460		
b.											
c.											
d.											
e.											
f.											
Sub Total 3								7,460			
4. Salary and Wage Overtime (Itemized Below)											
a.	Scheduled Overtime								67,369		
b.	Additional Saturday Staff including paint collections & HHWD								37,895		
c.	Vacation Backfill								8,421		
d.	Monday Equipment Maint.								20,211		
e.	Leaf Sundays								5,162		
f.	Landfill Monitoring								1,549		
	Household Hazardous Waste								323		
Sub Total 4								140,930			
5. Total Salary and Wages (1+2+3+4)								639,479			
DSR2B											
Object				Description					Amount		
Energy				Electricity and transmission charges					30,194		
Repairs & Maintenance Services				Equipment Services					28,700		
				Building Services					8,000		
				Facility Services					9,500		
Rental & Leases				Misc. Equipment Rental					3,000		
				Landfill Equipment Rental					2,000		
Other Property Related Services				MSW Disposal					745,000		
				MSW Transportation(Wood)					25,000		
								770,000			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works/ RTS Enterprise Fund	
Object	Description	Amount
Professional & Technical Services	Soil & Compost Testing 2,000 Transfer Station Inspections 2,500 Landfill Groundwater Monitoring & Testing. 35,000	39,500
Communications	Fax Line 350 Postage 150 Wireless Communication 1,800 Printing & Mailings 2,000 Legal Notices 600	4,900
Recreational & Cultural Services		
Other Purchased Services	Transportation and Disp. 0 Mixed Paper 0 Commingle Cont. 0 Corrugated Cardboard 0 Single Stream Recyclables 0 Metals Transported by Town 0 Brush Grinding 18,400 Log Grinding 8,000 Compost Processing 0 Yard Waste Disposal 0 Paint Disposal 29,000 Universal Waste Disposal 5,000 Waste Oil Disposal 0 Tire Disposal 2,000 Freon Removal 3,500 Propane Tank Disposal 500 HHWD 8,000 Landfill Mowing 7,000	81,400
Office Supplies	Standard Office Supplies 700 Computer Paper 800 Billing forms 500	2,000
Building & Equipment Supplies	Overhead Doors, Fire Alarm 5,500 Disposal Stickers 3,000 Gates & Signs 1,500	10,000
Custodial Supplies	Cleaners 500 Brooms, Mops etc. 300 Paper Products, soap etc, 700	1,500
Grounds Keeping Supplies		
Vehicular Supplies	Fuel 66,500 Additives & Fluids 4,950 Parts for Equip. & tires 18,000	89,450
Food and Service Supplies		
Medical Supplies	First-Aid Kits 350	350
Public Works Supplies	Paint 1,500 Carpentry Supplies 2,500 Calcium chloride, speedy dry etc. 1,000 Tarps & bungee cords 5,750	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works/ RTS Enterprise Fund	
Object	Description	Amount
	Landfill flare parts 7,500 PPT Large Bags 50,000 PPT Small Bags 13,000	81,250
Other Supplies & Equipment	Employee Boot Allowance 1,200 Employee PPE Gear 2,165 Licensing 540 Material Sales Tax 0	3,905
Governmental Charges		
Travel & Mileage	Conf. In State 800 Mileage 250 Conf. Out of State 2,500	3,550
Dues & Subscriptions	APWA 150 SWANA 275 US Composting Con. 250 Waste News 25 Composting News 85	785
6. Total Expenses		1,169,984
DSR2C		
Capital Equipment Replacement	Transfer Trailer and construction bins	58,000
7. Total Operating Budget Capital		58,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,867,463

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works – Sewer Enterprise
Operational Considerations	
Sewer System- The Water & Sewer Division provides the collection, pumping and transportation of Needham's Sewage to discharge points on the MWRA Interceptor System that passes through Needham primarily paralleling the Charles River. The MWRA provides for transportation of Needham's wastewater from Needham to the Deer Island Wastewater Treatment Facility (DIWWTF). The transportation to and treatment at the DIWWTF must meet stringent EPA requirements before being released to Boston Harbor via a 9.5 mile long tunnel under the harbor floor. The 43 communities discharging to the regional system share the cost of this transportation and treatment. The MWRA assessment is an average of the prior 3 calendar years metered flow. Drain System- It has been determined to reverse the manner in which the Drains budget is presented. Presently the Drain budget has been presented in the General Operating Budget (GOB) and not the Water Enterprise Fund (WEF) or the Sewer Enterprise Fund (SEF) primarily due to the funding sources. However, the operation, maintenance and repair of the Drain system are performed by the staff of the Water & Sewer Division predominately by the staff servicing the sewer system. To date the amount presented in the General Fund Budget for Drain Salary has been the result of a process allocation and proportioning within the Water Fund and the Sewer Fund with transfers to the General Budget. The FY 2012 budget proposes to keep the water & sewer funds in tact and export the Drain expenses from the General Fund to the Sewer Enterprise Fund. In practice, the Water & Sewer Division staff is a combined division that services all 3 systems (Water, Sewer & Drain). There are staff members dedicated primarily to water, sewer or drain functions and others such as the Construction and Repair group that service all 3 systems as determined by need or by a work plan. In reality the nature of the maintenance and repair of the drain system is virtually identical to work performed with the Sewer System and both differ substantially from work on the Water system. Therefore, the Sewer Fund has been selected to serve as the host Budget for the drain system funding. This will necessitate that the Drain expenses previously in the General Fund be presented in the Sewer Fund. In addition the salary portion of the Water Fund previously allocated will also be presented in the Sewer Fund. The Water & Sewer Division continues to explore in-house opportunities for undertaking the work created by the NPDES program during <u>overtime</u> hours. Beginning in FY 2005 some funds were redirected to salaries for completing this work in-house as opposed to contracting it out. The remaining funds were utilized to supplement the drain repairs documented by the CCTV inspection. The FY06 through FY12 budgets reflect this new approach of tackling these projects within our means. <u>Line item changes:</u> Note; there has been a significant increase in this years Sewer Enterprise Budget due too the disbandment of the Drains General Fund Budget. The funds required for Drains will now be drawn by the Sewer Enterprise Fund. 1) A correction of a worker listed as WTR HME0 4 was realigned to a SWR Public Works Craftsman W-4. The salaries of the Superintendent and Assistant Superintendent are distributed between the Water and Sewer. 2) Line 2a, Subtracted \$143,770 from Water Enterprise that's been added to the Sewer	

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Department of Public Works – Sewer Enterprise
Enterprise to cover anticipated work formerly required in the Drain General Fund. 3) Salary and Wage Overtime, Line 4e. A new item (Unscheduled Call in/Stand by Assist OT) was created in this category to better distinguish scheduled overtime from non-scheduled overtime. The dollar allocations have also been redistributed to reflect more accurately where overtime funds are spent. FY12 Sub Total for this category has an increase of 0.083%/ \$1,953 from FY11. 4) Salary and Wage Overtime, Line 4f. \$48,814 from the Drains Overtime General Fund was reallocated to Sewer Enterprise to cover anticipated Drainage Blockages & Investigations as well as NPDES Investigations. 5) Expenses/ Energy. The Division has been instructed to estimate electrical cost to be .21/kwh. After observing data from the 3 previous years, the division has estimated 107,871 kwhs for energy consumption for next fiscal year. 6) Professional and Technical Services. The amount under Special Contractors has been increased to reflect the Division's use of specialized electrical and mechanical contractors to service and repair the Town's pump stations. 7) Vehicle Supplies; The Division has been instructed to estimate Diesel Fuel cost to be \$3.41/gal for FY12. After observing data from the 2 previous years, the division has estimated 5,333 gallons of Sewer Diesel Fuel consumption for next fiscal year. Sewer Unleaded Gasoline is estimated @ \$3.16/gal. The division has estimated 2,805 gallons of Unleaded Gasoline will be needed for FY12. 8) Total reallocation of \$170,249 from Drains Expense General Fund to Sewer Enterprise Fund	
Performance Factors	
Sewer System: Goals for FY12 include continuation of the Sewer Pump Replacement program, the I/I Reduction program and Service Connection Renewals in conjunction with the Road Master Plan as allowed by the availability of our own staff. <u>Collection System</u> Visually inspect and mechanically rod or hydraulically flush and CCTV All sewer mains located in high traffic business districts at night annually All sewer mains annually Sewer Pipe CCTV'd ➤ 2010 – 137,497 Lf. ➤ 2009 – 111,275 Lf. Sewer Pipe Rodded ➤ 2010 – 2,225 Lf. ➤ 2009 – 4,968 Lf. Sewer Pipe Flushed ➤ 2010 – 73,760 Lf. ➤ 2009 – 95,485 Lf. Visually inspect and mechanically rod or hydraulically flush all trouble locations twice annually or as needed.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Department of Public Works – Sewer Enterprise					
Spending Request Recap							
Description	Base Request DSR2	Additional Request DSR4		Total			
Personnel	943,059			943,059			
Expenses	468,764			468,764			
Operating Capital	25,000			25,000			
Total Operating Request	1,436,823			1,436,823			
MWRA	5,043,945			5,043,945			
Debt Service	1,350,000			1,350,000			
Reserve Fund	35,000			35,000			
Total Enterprise Budget	7,865,768			7,865,768			
Special Financial Warrant Articles?	YES		NO	x	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department				Public Works – Sewer Enterprise Fund							
Object				Description				Amount			
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	11		9.2	11		9.2	12		12		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	x
1. Salary and Wage Permanent Positions.								644,503			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Added \$143,770 to Sewer Enterprise Fund that's been subtracted from the Water Enterprise Fund to cover work in Drains							143,770			
b.											
c.											
d.											
e.											
f.											
Sub Total 2								788,273			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	2 Seasonal Help @ \$12.4321 each for 15 weeks							14,916			
b.											
c.											
d.											
e.											
f.											
Sub Total 3								14,916			
4. Salary and Wage Overtime (Itemized Below)											
a.	On-Call Program - Sewer							18,985			
b.	Monitoring of Pump Stations - Sewer							38,944			
c.	Investigations and Blockages - Sewer							10,875			
d.	Night Sewer Cleaning/CCTV							13,144			
e.	Unscheduled/ called in to assist OT - Sewer							9,108			
f.	Drains - investigations for blockages & flooding + NPDES investigations							48,814			
Sub Total 4								139,870			
5. Total Salary and Wages (1+2+3+4)								943,059			
DSR2B											
Object				Description				Amount			
Energy				Sewer: Electricity= .21/kwh x 513,673kwh/yr = 107,871 Natural Gas= 1.26/therm x 2,100therm/yr = 2,646				110,517			
Repairs & Maintenance Services				Sewer: Reservoir B Pump Station 10,000				87,000			

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	G.P.A. Pump Station 5,000 Trench Restoration 7,000 <u>Drains</u> Replace up to 1000' of pipes per year 65,000	
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	<u>Sewer:</u> Specialized Contractors 50,000 Electric Evaluations 4,000 MWRA Mandated Testing (new program) 10,250 Training 1,350 Seminars 1,600	67,200
Communications	<u>Sewer:</u> Telephones, Cell Phones, Radios 6,920 Telemetry / Emergency Dialers 570 Printing 270 Legal Notices 215 Postage 685	8,660
Recreational & Cultural Services		
Other Purchased Services	<u>Sewer:</u> Construction Services 3,500 Special Pump Station Cleaning Services 6,210 Investigations, Blockages, and Equipment Failure 3,100	62,810

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	<u>Drains</u> Street Cleaning 18,000 Catch Basin Debris Disposal 13,850 Street Sweeping Debris Disposal 18,150 Brook and Culvert Cleaning 0	
Office Supplies	<u>Sewer:</u> Paper Products 400 Office Supplies 300	700
Building & Equipment Supplies	<u>Sewer:</u> Pump Station Supplies 1,800 Paint and Supplies 1,500 Window Repairs and Vandalism 500	3,800
Custodial Supplies		
Grounds Keeping Supplies	<u>Sewer:</u> Grass Seed and Fertilizer 250 <u>Drains</u> Grass Seed & Fertilizer 100	350
Vehicular Supplies	<u>Sewer:</u> Diesel= 3.42/gal x 5,333gallons/yr = 18,239 Unleaded Gasoline= 3.16/gal x 2,805gallons/yr = 8,864 <u>Drains</u> Gas and Diesel 11,649	38,752
Food and Service Supplies		
Medical Supplies	<u>Sewer:</u> Medical Supplies 250	250
Public Works Supplies	<u>Sewer:</u> Large Tools 1,500 Hand Tools 3,000 Pump Replacement Parts 8,000 Testing Equipment	74,865

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	400 Hardware Supplies 3,000 Mainline Sewer Pipe 1,200 Pipe for Services (PVC) 300 Special Flushing and Roding Tools 1,000 CCTV Truck Repair Parts and Supplies 6,500 Manhole Frames and covers 6,000 Precast manholes and barrel blocks 3,000 Crushed Stone 1,100 Sand 365 Sewer Bricks 500 Bagged Cement 500 Asphalt 3,500 <u>Drains</u> Pre-cast manholes, frames, covers, grates 25,000 Concrete block and stone 10,000	
Other Supplies & Equipment	<u>Sewer:</u> Safety Clothing 2,800 Clothing Allowance 2,840 Health/ Safety Training and Equipment 1,800 License Renewals 470 Investigations, Blockages and Equipment Failure 3,200	11,860

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Sewer Enterprise Fund	
Object	Description	Amount
	Drains Misc. Items 750	
Governmental Charges	Drains Certifications 500	500
Travel & Mileage		
Dues & Subscriptions	Sewer: APWA/ NEWEA/ WEF 1,250 Drains APWA/NEWEA/ WEF 250	1,500
6. Total Expenses		468,764
DSR2C		
Capital Equipment Replacement	Pump Replacement Program 25,000	25,000
7. Total Operating Budget Capital		25,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,436,823

Fiscal Year 2012 Proposed Budget

Department Information DSR1	
Department	Public Works – Water Enterprise Fund
Operational Considerations	
In 2004 the State adopted a new water policy. Working with this policy, the DEP implemented a review of all water withdrawal permits with the possibility of limiting daily withdrawals, in order to protect the base flow within the Charles River. If lower limits are implemented, the Town will need to institute an aggressive water conservation program, including summer outside watering restrictions that, if allowed, will cause an increase in the purchase of additional MWRA water. The MWRA provides a supplemental supply of water to Needham for use typically during the summer months, when the demand for water is high, or during times when the Needham systems are being serviced. Over 40 communities supplied by the MWRA share the cost of water distribution, including significant improvements in the MWRA delivery systems. The annual MWRA assessment is based on the prior calendar year's metered consumption. The FY12 assessment by the Massachusetts Department of Environmental Protection (DEP) for the State's administration of the Federal Safe Drinking Water Act (SDWA) is projected to be \$12,000 <u>Line item changes:</u> 1) Line 1, Salaries and Permanent Positions. The DSR-2 reflects the number of employees assigned to the Water Enterprise Fund. This year, the Drains budget has been incorporated into the Sewer Enterprise Fund budget. Line 2a subtracts \$143,770 from Salaries that have been added to the Sewer Enterprise Fund to cover the work required by Water Enterprise Fund personnel for Drains. 2) Salary and Wage Overtime. A new item (Call in/Stand by Assist OT) was created in this category to better distinguish scheduled overtime from non-scheduled overtime. The dollar allocations have also been redistributed to reflect more accurately where overtime funds are spent. FY12 Sub Total for this category has an increase of 0.083%/ \$1,953 from FY11. 3) Expenses/ Energy. The Town estimate for electrical costs for FY 12 is .21/kwh. After observing consistent data from the 2 previous years, the Fund has estimated 1,913,614 kwhs as a benchmark for energy consumption for the next fiscal year. This budget request includes Natural Gas cost of heating the Charles River Water Treatment Plant and Wells. Estimated cost per BTU= 1.25/unit, estimated cost for heating of all water facilities for FY12 is \$13,900. 4) Professional and Technical Services. (1) –EPA Testing: –Decrease to \$6,000. Recent improvements to the water system has lowered the MCL's for lead and copper allowing the town to sample less frequently than previous years. (2) – Stage 2 DBR testing at the Water Treatment Facility is no longer required by the DEP since the Town has fulfilled its obligation – the amount allocated for testing of \$14,000 has been reallocated to a new item: SCADA system maintenance. The maintenance is currently being done on an ad hoc basis. (3) –A new item for mandated wetlands delineation has been added to replace the mandated Unregulated Contaminate Monitoring Rule funding. The Unregulated Contaminate Monitoring Rule was a 2 year requirement in 2007 by the EPA, the Town has completed its commitment. No further funding required. (6) –CRWTF Sewer Residuals-increased to \$3,300 (11) -No longer required, the town is in compliance.	

Fiscal Year 2012 Proposed Budget

Department Information DSR1															
Department	Public Works – Water Enterprise Fund														
(15) - nspection of Birds Hill tank/ \$10,000 was added to FY12 budget. Required every 5 years per DEP. 5) Building & Equipment Supplies. (a) – Chemical Feed System; 1) Chemical Feed pump kits increased to \$3000 4) Process Analyzers increased due to upgrade of sensors and analyzers to \$2000 (b) –Charles River Well stations; 1) Well # 3 air release valve job completed/ subtracted \$300 6) Vehicle Supplies; The Division has been instructed to estimate Diesel Fuel cost to be \$3.41/gal for FY12. After observing data from the 2 previous years, the division has estimated 7,000 gallons of fuel as a benchmark for Diesel consumption for next fiscal year. Unleaded Gasoline is estimated @ \$3.16/gal. The division has estimated 8,450 gallons of Unleaded Gasoline will be needed for FY12. 7) Public Works Supplies; <table> <tr> <td>Laboratory Chemicals: Reagents decreased by 61%</td><td>(8,000)</td></tr> <tr> <td>Laboratory Equipment: increased by 67%</td><td>2,100</td></tr> <tr> <td>Sodium Hypochlorite decrease of 71.6%</td><td>(8,036)</td></tr> <tr> <td>Sodium Hydroxide decrease of 55%</td><td>(50,808)</td></tr> <tr> <td>Potassium Permanganate decrease of 16.4%</td><td>(952)</td></tr> <tr> <td>Hydrofluosilicic Acid increase of 108.8%</td><td>17,194</td></tr> <tr> <td>Phosphate increase of 15.4%</td><td></td></tr> </table> 2,000 8) Capital Equipment Replacement increased by \$35,000 in the special Projects from \$5,000 to \$40,000		Laboratory Chemicals: Reagents decreased by 61%	(8,000)	Laboratory Equipment: increased by 67%	2,100	Sodium Hypochlorite decrease of 71.6%	(8,036)	Sodium Hydroxide decrease of 55%	(50,808)	Potassium Permanganate decrease of 16.4%	(952)	Hydrofluosilicic Acid increase of 108.8%	17,194	Phosphate increase of 15.4%	
Laboratory Chemicals: Reagents decreased by 61%	(8,000)														
Laboratory Equipment: increased by 67%	2,100														
Sodium Hypochlorite decrease of 71.6%	(8,036)														
Sodium Hydroxide decrease of 55%	(50,808)														
Potassium Permanganate decrease of 16.4%	(952)														
Hydrofluosilicic Acid increase of 108.8%	17,194														
Phosphate increase of 15.4%															
Performance Factors															
Goals for FY12 include continuation of the water service replacement program, the water meter replacement program, and the small diameter water main looping program. SUPPLY & TREATMENT FY12 goals include development of a revolving filter media replacement program (CIP). Replacement of media based on one filter per year pending filter core analysis results to eliminate extended shutdown of the water treatment facility. Water quality monitoring and treatment modifications utilizing laboratory bench scale testing and computer modeling to verify impacts to the water system prior to full scale implementation. Maintain compliance with current drinking water regulations and prepare for future EPA changes in drinking water treatment procedures and regulations. Evaluation and implementation of new laboratory and field water testing methodology for accurate analysis of Needham source water, blended water, and MWRA water. Maintenance and calibration of (4) chemical feed systems including (12) chemical feed pumps and related appurtenances; and maintenance and testing of (4) greensand plus pressure vessels and appurtenances for optimal performance and maximum contaminant removal. Confirmation of automated process control through the maintenance, calibration and repair of (70) transmitters, (8) logic controllers, and (3) HMI's. Modifications of Logix (system) programming and WTF TeleDAC (alarm system) programming and SCADA real time development as needed. Preparation and															

Fiscal Year 2012 Proposed Budget

Department Information DSR1							
Department		Public Works – Water Enterprise Fund					
2009 – 13 2008 – 14 Meter replacement: FY10 – 1067 FY09 – 920 FY08 – 909							
Spending Request Recap							
Description	Base Request DSR2	Additional Request DSR4			Total		
Personnel	959,913				959,913		
Expenses	1,033,012				1,033,012		
Operating Capital	55,000				55,000		
Total Operating Request	2,047,925				2,047,925		
MWRA	265,017				265,017		
Debt Service	1,550,000				1,550,000		
Reserve Fund	75,000				75,000		
Total Enterprise Budget	3,937,942				3,937,942		
Special Financial Warrant Articles?	YES		NO	x	How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2											
Department			Public Works – Water Enterprise Fund								
Object			Description						Amount		
DSR2A											
Personnel	FY 2010			FY 2011			FY 2012				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	17		14.5	17		14.5	16		16		
Do the FTE totals above include seasonal and temporary positions included under line 3 (see below)?								Yes		No	X
1. Salary and Wage Permanent Positions.								851,528			
2. Other Salary and Wage Expenses for Permanent Positions – (Itemized Below)											
a.	Subtracted 143,770 from Water Enterprise Salaries that's been added to the Sewer Enterprise Salaries to cover anticipated required work within the Drains division								(143,770)		
b.											
c.											
d.											
e.											
f.											
Sub Total 2								707,758			
3. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	2 Seasonal Help @ \$12.4321 each for 15 weeks								14,918		
b.											
c.											
d.											
e.											
f.											
Sub Total 3								14,918			
4. Salary and Wage Overtime (Itemized Below)											
a.	On-Call Program								18,556		
b.	CRWTF Monitoring								60,214		
c.	Main Breaks and Service Leaks								46,560		
d.	Uni-Directional Hydrant Flushing								63,947		
e.	Hydrant Dry-Testing Program								11,990		
f.	Unscheduled Call in/ Stand by Assist OT								35,970		
Sub Total 4								237,237			
5. Total Salary and Wages (1+2+3+4)								959,913			
DSR2B											
Object			Description						Amount		
Energy			Electricity (5 pump stations, a treatment plant, and 2 stand pipes) (.21/ kwh x 1,913,614kwhs/yr)						415,782		
			401,859								
			Natural Gas= 1.26/ccf x 11,050ccf/yr								
			13,923								
Repairs & Maintenance Services			Maintenance Contracts:								

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	Fire/ Security Monitoring 1,600 HVAC 2,200 Generator 2,500 Distribution Maintenance 500	6,800
Rental & Leases		
Other Property Related Services		
Professional & Technical Services	1. EPA Testing: VOC/TTHM/HAA5, , Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides / Radon, Nitrate / Nitrite, Sodium 6,000 2. SCADA Maintenance 14,000 3. Mandated Wetlands Delineation 500 4. Perchlorate (EPA Mandate) 300 5. MWRA Testing: 1,300 CRWTF Sewer Discharge Permit at Location 0101 & 0102 - Quarterly - TSS/Metals - Monthly - TSS - Yearly - TSS/Metals 6. CRWTF Sewer Residuals – MWRA 3,300 7. Maint. contract for instrumentation 10,000 8. Well/Pump Performance Testing 1,800 9. Leak detection 10,000 10. Filter Media Testing 1,200	95,250

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	<u>11. Certified Testing Labs (incl. Lead and copper testing) Town in Compliance/ No Longer Required</u> 0 <u>12. Well Redevelopment</u> 30,000 <u>13. Training</u> 4,850 <u>14. Seminars</u> 2,000 <u>15. Birds Hill Tank Inspection</u> 10,000	
Communications	<u>1. Telephone, Verizon, Radios</u> 8,308 <u>2. Telemetry / Emergency Dialers</u> 2,216 <u>3. Printing (CCR & misc.)</u> 7,500 <u>4. Legal Notices</u> 300 <u>5. Postage (CCR & misc.)</u> 1,965	20,289
Recreational & Cultural Services		
Other Purchased Services	<u>1. Construction Services (lic. Plumbers & police details)</u> 5,000 <u>2. Main Breaks, Service Leaks & Equip Failure</u> 11,000 <u>3. Trench Restorations</u> 10,000	26,000
Office Supplies	<u>1. Paper Products</u> 414 <u>2. Office Supplies</u> 880	1,294
Building & Equipment Supplies	Chemical Feed System: <u>1. Chemical Feed Pump Kits</u> 3,000 <u>2. Oil</u>	6,450

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	100 3. CPVC Pipe and Valves 600 4. Process Analyzers 2,000 Charles River Well Stations: 1. Motor Oil 250 3. Paint and Supplies 500	
Custodial Supplies	1. Dedham Ave Pump Station 155 2. Saint Mary's Pump Station 155 3. CRWTF 675	985
Grounds Keeping Supplies	Grass Seed and Fertilizer 620	620
Vehicular Supplies	Diesel= 3.42/gal x 7,000gallons/yr = 23,940 Gasoline= 3.16/gal x 8,450gallons/yr = 26,702	51,642
Food and Service Supplies		
Medical Supplies	Medical Supplies 500	500
Public Works Supplies	Laboratory Chemicals: Reagents 5,000 Laboratory Equipment: (3) Bench top analyzer probes 3000 Epure Cartridges 1,400 Glassware 200 Process analyzer parts 800 Treatment Process Chemicals: Sodium Hypochlorite 11,200 Sodium Hydroxide	377,250

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	93,000 Potassium Permanganate	
	5,800 Hydrofluosilicic Acid	
	33,000 Phosphate	
	15,000	
	Hand Tools	
	6,000	
	Hardware Supplies	4,500
	Water Meters (various sizes)	
	100,000	
	Meter Parts (various sizes)	
	23,150	
	Meter Couplings	
	5,200	
	Water Services:	
	Brass Fittings (service connections)	
	13,000	
	Copper Tubing	
	7,500	
	Service Valves/ Boxes	
	7,000	
	Repair Sleeves	
	1,500	
	Water Mains:	
	Gate Valves	
	4,500	
	Hydrant Parts/ Boxes	
	3,000	
	Repair Sleeves	
	2,500	
	Gravel / Flowable Fill	11,000
	Asphalt	
	20,000	
Other Supplies & Equipment	CRWTF Supplies	15,650
	600	
	Safety Clothing	
	3,270	
	Clothing Allowance	
	3,180	
	Main Breaks, Service Breaks, Equip Failure	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2		
Department	Public Works – Water Enterprise Fund	
Object	Description	Amount
	6,000 Certificates/ Licenses	
	1,600 Health and Safety Training & Equipment	
	1,000	
Governmental Charges	Other (DEP, SDWA) 12,000	12,000
Travel & Mileage		
Dues & Subscriptions	APWA/ NEWWA/ AWWA 2,500	2,500
6. Total Expenses		1,033,012
DSR2C		
Capital Equipment Replacement	Hydrants 5,000 Large Water Mains 7,500 Large Gate Valves 2,500 Special Projects 40,000	55,000
7. Total Operating Budget Capital		55,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,047,925

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Community Preservation Committee					
Operational Considerations							
The Massachusetts Community Preservation Act permits up to 5% of the 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 serves as staff liaison. In FY'10, the CPC administrative budget paid for 2 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. In FY'10, the CPC administrative budget also paid for the down payment for the purchase of a parcel of land on Charles River Street. The \$32,500 would have been reimbursed had Town Meeting not approved the purchase appropriation. The administrative budget was also used to hire the services of a professional photographer to document the pre-construction historic features of Town Hall. 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.							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel	8,000		0		8,000		
Expenses	74,000		0		74,000		
Operating Capital	0		0		0		
Total Operating Request	82,000		0		82,000		
Special Financial Warrant Articles?	YES		NO	☒	How Many?	0	

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail DSR2S								
Department		Community Preservation Committee						
DSR2SA								
Staffing: Are the positions shown under section (I) funded in the current year?				<table border="1"> <tr> <td>Yes</td> <td>☒</td> <td>No</td> <td>☐</td> </tr> </table>	Yes	☒	No	☐
Yes	☒	No	☐					
I. Salary and Wage Permanent Positions								
	Title	Rate	FTE	Amount				
a.				0				
b.				0				
c.				0				
Sub Total I				0				
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)								
	Description	Amount						
a.	Staff Liaison	5,000						
b.	Recording Secretary	3,000						
c.								
d.								
e.								
Sub Total II				8,000				
A. Total Salary and Wages (I & II)				8,000				
DSR2SB								
	Object	Description	Amount					
a.	Professional and Technical		64,000					
b.	Communications		2,500					
c.	Office Supplies		2,500					
d.	Dues and Subscriptions		5,000					
e.								
B. Total Expenses and Operating Capital				74,000				
C. Total Base Request (A + B)				82,000				

Fiscal Year 2012 Proposed Budget

Department Information DSR1S							
Department		Minuteman Regional High School Assessment					
Operational Considerations							
Minuteman 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, Lincoln, Needham, Stow, Sudbury, Wayland and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to students from 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. We have been advised that the student enrollment from Needham is higher than this time last year, but no budgetary data is available from Minuteman at this time, so this line item has been funded at the amount in the August 2010 Pro Forma. The figure shown is for planning purposes only. The 2011 enrollment is 24 students, last year (2010) the enrollment was 15 (but originally 17 by decreased by two), compared to 18 students for 2009. Student Enrollment for FY03 Assessment (2001/2002 School Year): 27.78 Student Enrollment for FY04 Assessment (2002/2003 School Year): 23.08 Student Enrollment for FY05 Assessment (2003/2004 School Year): 27 Student Enrollment for FY06 Assessment (2004/2005 School Year): 45.69 Student Enrollment for FY07 Assessment (2005/2006 School Year): 39.56 Student Enrollment for FY08 Assessment (2006/2007 School Year): 30.17 Student Enrollment for FY09 Assessment (2007/2008 School Year): 18 Student Enrollment for FY10 Assessment (2008/2009 School Year): 15 Student Enrollment for FY11 Assessment (2009/2010 School Year): 24							
Spending Request Recap							
Description	Base Request DSR2S		Additional Request DSR4		Total		
Personnel							
Expenses	435,733				435,733		
Operating Capital							
Total Operating Request	435,733				435,733		
Special Financial Warrant Articles?	YES		NO		How Many?		

Fiscal Year 2012 Proposed Budget

Department Expenditure Detail										
DSR2S										
Department				Minuteman Regional High School Assessment						
DSR2SA										
Staffing: Are the positions shown under section (I) funded in the current year?							Yes	☐	No	☐
I. Salary and Wage Permanent Positions										
	Title				Rate	FTE	Amount			
a.										
b.										
c.										
							Sub Total I			
II. Seasonal & Temporary Positions and other Salary and Wage Expenses (Itemized Below)										
	Description						Amount			
a.										
b.										
c.										
d.										
e.										
							Sub Total II			
A. Total Salary and Wages (I & II)										
DSR2SB										
Object				Description			Amount			
a.	Other Assessments 5780			Minuteman Regional High School Assessment			435,733			
b.										
c.										
d.										
e.										
B. Total Expenses and Operating Capital							435,733			
C. Total Base Request (A + B)							435,733			



Needham Public Schools *Office of the Superintendent*

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

December 7, 2010

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools
Re: FY12 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2011/12 operating budget for the Needham Public Schools.

The proposed plan totals \$48,009,814. It reflects a \$2,386,636 (5.1%) expenditure increase over the current year budget of \$46,424,078¹. However, it also proposes to use \$800,900 in federal Education Jobs grant funds and other one-time resources to balance the budget, thereby reducing the overall budget request to \$1,585,736 (3.4%) over the current year.

The information included in this budget proposal details the resources the schools are requesting to continue to provide an educational program for our students, one that is consistent with our core values of **Scholarship, Citizenship, Community, and Personal Growth**.

Developing the budget this year has been a challenge, especially within the context of an extremely tight local and national economic climate. School administrators and staff took on this work knowing that the community has high expectations for student learning and achievement but reduced resources to fund school and town programs. This proposal is a prudent and responsible plan that balances the needs of the schools with the fiscal reality the Town of Needham is facing. The FY12 budget plan also uses over \$800,900 in Education Jobs grant funds and other one-time funding sources (e.g., special education tuition pre-purchase) to ensure a minimum revenue source is available for school needs and level service. Although these one-time resources are applied thoughtfully, for the purpose of 'bridging' this second-in-a-row difficult budget year until state and Town revenues begin to recover, the loss of these funds at the conclusion of the FY12 budget year will put a considerable strain on the schools unless additional revenue becomes available.

Principals and administrators, who are sensitive to the difficult economic climate, requested modest increases in their programs. Unfortunately, many of these requests are not included in the draft budget plan, which focuses limited resources on meeting contractual salary

¹ November 2010 Special Town Meeting approved an additional \$117,000 for capital improvements to Pollard School, for a total FY11 amended school budget of \$46,541,078.

FY12 Superintendent's Preliminary Budget

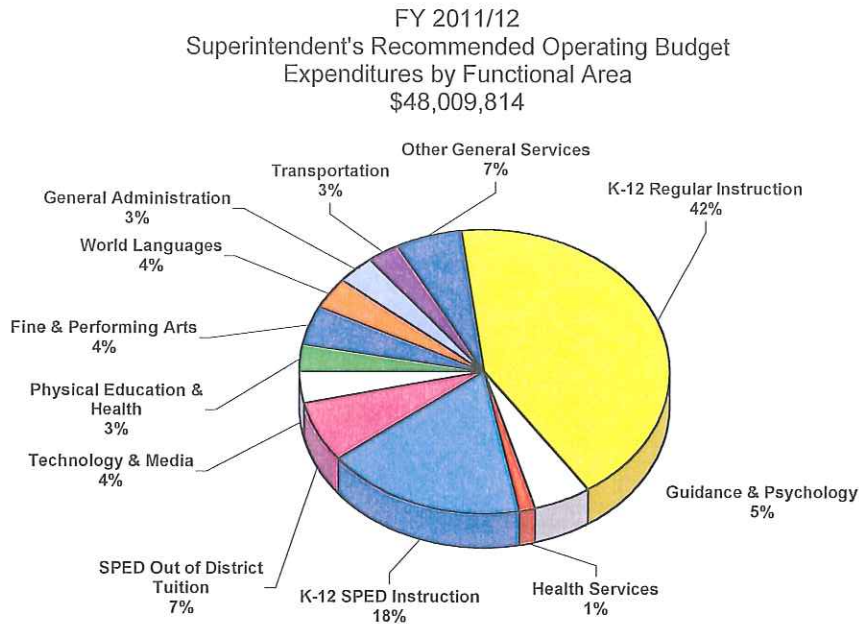
obligations for staff members, and addressing two key budget drivers: providing for special education needs and addressing growing enrollments at the secondary level. Overall, special education expenditures increase by \$1,254,852, which includes an anticipated increase in out-of-district tuition expenses of \$975,632. Nearly all of the tuition increase is due to recent cut backs in state Circuit Breaker aid for special education, which, if funded at the anticipated 40% reimbursement rate, will result in a revenue loss of approximately \$833,031 for Needham in FY12. In addition, the budget provides funding for an additional 7.1 FTEs (\$390,500) to meet growing enrollment at the middle and high schools. Resources are re-positioned throughout the budget to meet these needs. For instance, a total of 2.6 FTE teachers are reduced to provide funding for secondary classrooms. Other existing funds, including contractual obligations and maintenance are redirected to meet school and program needs.

The development of a budget plan for the FY 2013 school year will continue to be a difficult exercise, which will likely involve further reductions to existing programs and staff. Increased staff contractual costs in FY13 and diminished state and local revenues will exacerbate future planning and budgeting and will require the school administration, in collaboration with the School Committee and all town boards, to consider the steps that must be taken if the community is to strengthen the Needham Public Schools. Clearly, in the future it will not be possible to sustain school programs or develop new ones without additional resources.

However, Needham Public Schools will continue to pursue sustainable budget initiatives that seek to provide needed services as efficiently and effectively as possible. For example, this budget includes several changes to the pupil transportation program, which reduced operating budget costs by an estimated \$57,173 in FY12 – savings, which were used to offset the anticipated rate increase for yellow bus service and meet the increase in special needs transportation requirements. These changes also are expected to yield long-term benefits for the system by controlling the rate of growth in transportation costs and maximizing the amount of funds, which can be allocated to the classroom.

FY12 Superintendent's Preliminary Budget

FY12 Budget Summary



Expenditure Functional Area	FY09 Actuals	FY10 Actuals	FY11 Approved	FY12 Request	FY12 Supt. Recom	\$ Inc/(Dec) Over FY11	% Inc/ (Dec)	% FY11 TL
General Administration	1,456,855	1,536,945	1,464,656	1,563,425	1,546,725	82,069	5.60%	3.2%
Transportation	965,013	1,099,861	1,212,707	1,368,973	1,349,388	136,681	11.27%	2.8%
General Services	2,414,588	2,805,922	3,045,563	3,208,401	2,800,182	(245,381)	-8.06%	5.8%
K-12 Regular Instruction	18,397,756	19,430,062	19,889,010	21,308,780	20,498,822	609,812	3.07%	42.7%
K-12 SPED Instruction	9,443,263	10,237,475	10,768,780	12,250,746	11,736,123	967,343	8.98%	24.4%
Guidance & Psychology	2,174,091	2,282,924	2,313,965	2,454,662	2,396,640	82,675	3.57%	5.0%
Health Services	627,947	662,153	645,054	715,082	643,455	(1,599)	-0.25%	1.3%
Other Student Services	9,377	6,530	24,809	25,955	25,955	1,146	4.62%	0.1%
Technology & Media	1,859,165	2,114,079	1,951,023	2,045,666	1,712,253	(238,770)	-12.24%	3.6%
Physical Education & Health	1,301,301	1,373,201	1,401,025	1,436,534	1,377,997	(23,028)	-1.64%	2.9%
Fine & Performing Arts	1,861,591	2,027,578	2,041,650	2,178,472	2,133,393	91,743	4.49%	4.4%
World Languages	1,454,158	1,603,858	1,665,841	1,799,883	1,788,883	123,042	7.39%	3.7%
Totals	41,965,105	45,180,592	46,424,078	50,356,579	48,009,814	1,585,736	3.42%	100.0%

Significant Components of the FY12 Budget

- The budget represents a proposed 5.1% increase of \$2,386,636 over the current fiscal year. It depends on the use of \$800,900 in federal Education Jobs grant funds and other one-time funds to balance the budget, thereby reducing the overall budget request to \$1,585,736 or 3.42%.
- Mandated and contractual costs account for most (\$1,989,173) of the overall expenditure increase, including \$734,321 in contractual salary expense and \$1,254,852 in special education expenditures. The special education amount includes \$975,632 in new out of district tuition costs for children and \$143,240 in additional transportation expense for FY12.

FY12 Superintendent's Preliminary Budget

- Overall staffing is increased by a net of 11.2 Full Time Equivalents (FTE.) A total of 2.6 FTE teachers are reduced in order to provide for increases in staffing at the secondary level.
- The budget plan also includes a modest Cost of Living Allowance (COLA) for staff members. The recently-settled teacher's contract provides for a 0.25% COLA in FY12. A small cost of living increase also is assumed for the other bargaining units (administrators, instructional aides and clerical support staff), whose contracts are being collectively bargained this year.
- The budget assumes that total enrollment will grow to 5,511 in FY12, an increase of 79 students (1.5%) over the current year October 1 enrollment of 5,432. All of this growth is projected to occur at the secondary level, however: elementary enrollment is projected to decline by 0.85% from 2,575 to 2,553; middle school enrollment is expected to rise from 1,277 to 1,302 (2.0%) and High School enrollment is expected to increase by 5.2% from 1,449 to 1,525.
- Funding for substitutes, maintenance, postage, and legal services is reduced.

Budget Development Process and Priorities

The FY12 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.

In addition, the School Committee invited our state legislators to review with it the District's Five-Year Budget Forecast, a model that projects enrollment, contractual, school, and staffing needs against anticipated revenue. This model was developed to better inform the decision making process by helping the School Committee understand the 'big picture' challenges it faces in the budget process.

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

2011/12 Budget Calendar

Sept– School Committee Developed School Budget Priorities & Guidelines

Oct/ Nov – Superintendent Developed Preliminary Budget Recommendation, Based on School Committee Guidelines

Dec 7 – Superintendent's Budget Request Sent to School Committee, Town Manager and the Finance Committee (on or Before Second Wed in Dec.)

Dec/Jan – School Committee Holds Public Hearing(s) and Reviewed Superintendent's Request, Both Jointly and in Concert with the Finance Committee.

Jan 25, 2011– School Committee Sends Formal Budget Request to the Town Manager (Due on or Before Jan 31.)

Jan 31 – 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 15 – 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 2 – Annual Town Meeting

July 1 – New Fiscal Year Begins

FY12 Superintendent's Preliminary Budget

Committee's identified priorities and district goals. Early on it was clear that the local, state, and national economic picture would play a dominant role in our budget planning. Finally, the Superintendent and Central Office met with the Town Manager and her staff, School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

Newman Renovation

The FY12 budget proposal also calls for the use of \$153,529 in one-time funds that have been set aside to ensure that the upcoming Newman renovation project can succeed and meet the needs of students, staff, and families. Grades One through Five will be housed in modular classrooms on the Newman campus during the 2011/12 school year, while Preschool, Kindergarten, and KASE programs will be re-located to the modular classrooms at the Pollard Middle School. The proposed level of funding will provide resources for staff, transportation, planning, materials, moving, and other logistical items that will address the needs of all of Newman's student population both on the Newman campus and the Pollard campus.

What are the Capital Project Priorities for FY12?

The capital project priorities for FY12 are listed below and are described in greater detail within this document:

Ongoing Replacement Programs, totaling \$424,300 (Tier I Priorities):

- \$304,600 to replace District computers, laptops, servers and other technology
- \$66,950 to maintain the District's replacement schedule for copy machines
- \$15,000 for school musical equipment replacement
- \$37,750 to replace school furniture at Hillside, Mitchell, Newman and Pollard schools

Facility Repair/Renovation Requests, totaling \$5,026,270 (Tier II Priorities):

- \$442,000 to make the necessary improvements to Pollard School to accommodate the Newman School Population in September 2011. (This request originally was for \$1,200,000. The November 2010 Special Town Meeting approved \$442,000 in funding to retrofit the modular classrooms and undertake additional design of the parking/vehicle access proposals)
- \$4,584,270 to complete required repairs to the Pollard Middle School, including roof replacement. The Massachusetts School Building Authority recently agreed to reimburse Needham for at least 31% of eligible roof replacement costs, under their new Green Repair Program.

New Technology Requests, totaling \$246,400 (Tier III Priorities):

- \$159,500 to install interactive whiteboards in various classrooms throughout the District
- \$86,900 to pilot a 1:1 computing program at the Pollard Middle School

FY12 Superintendent's Preliminary Budget

Next Steps

The School Administration is anxious to discuss this preliminary request with the School Committee and members of the community. Additional meetings and deadlines include:

- December 7th and subsequent meetings through January: School Committee reviews the Superintendent's budget request.
- December 15th: School Committee budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review budget requests
- January 4th: The Town Manager meets with the School Committee to discuss the budget and town resources.
- January 18th: School Committee holds public hearing on the budget.
- January TBD: Finance Committee reviews budget request.
- January 25th: 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.

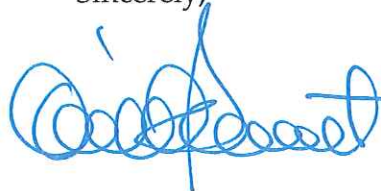
Conclusion

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. This budget is prudent and balances the needs of the schools with anticipated funding. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, while elementary teachers are reduced, class sizes in the elementary schools will remain similar to the existing year.

I recognize that the School Committee will need to ask hard questions and may need to make additional and difficult decisions in the days ahead, especially as the Town's other needs, priorities, and available revenue become clear. I remain confident that while the conversation will be challenging, the end result will be a budget that allows us to offer a high quality program for every child in each classroom.

I look forward to your questions and comments as you discuss the FY12 proposed budget request.

Sincerely,



Daniel E. Gutekanst
Superintendent, Needham Public Schools

EXECUTIVE SUMMARY

PROGRESS TOWARD ADEQUATE AND SUSTAINABLE CASH CAPITAL FUNDING IS ACHIEVABLE THROUGH SACRIFICE

Despite the most recent economic downturn and decades of financial uncertainty for municipal governments, the Town of Needham has made a truly 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 is willing to forgo growth in programs and services that are needed and desired in order to fund improvements to buildings and other capital assets, such as roads, bridges, sidewalks, and sewer, drain and water infrastructure. Table 1 shows the Town's investment in facilities and infrastructure over the past five years.

Table 1
Facility and Infrastructure Investment
2007 to 2011

Description	2007	2008	2009	2010	2011	Total	Five Year Average
Open Space				920,000	800,000	1,720,000	344,000
Municipal Facilities	79,960	180,000	7,760,000	18,204,837	548,000	26,772,797	5,354,559
Townwide Facilities and Community Services	391,000	291,500	1,870,000	556,291	455,600	3,564,391	712,878
Public Works Infrastructure Program	900,000	1,150,000	1,090,000	1,000,000	2,186,300	6,326,300	1,265,260
School Facilities	1,366,000	20,475,000	1,030,000	27,668,728	4,052,000	54,591,728	10,918,346
Drains, Sewer, and Water Infrastructure	3,336,950	2,956,800	4,322,500	2,533,300	1,483,800	14,633,350	2,926,670
Total	6,073,910	25,053,300	16,072,500	50,883,156	9,525,700	107,608,566	21,521,713

The need for this level of investment in facilities and infrastructure is generally attributable to three factors. First, the Town is nearly 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 (as defined by a roadway density ratio) will require less capital and maintenance investment (including snow and ice removal). Table 2 shows several similarly sized and abutting communities with a range of roadway density ratios. While reliable data on miles of sidewalk is not readily available, it stands to reason that communities with high roadway density ratios also have a high number of sidewalks to maintain and clear of snow.

Fiscal Year 2012 Proposed Budget

Table 2 Roadway Density in Comparable Communities			
Community	Square Miles	Road Miles	Roadway Density Ratio
Sherborn	16.89	55.70	3.30
Dover	15.16	62.26	4.11
Millis	12.17	51.74	4.25
Lincoln	14.56	62.60	4.30
Bedford	13.73	80.40	5.86
Ashland	12.41	79.11	6.37
Medway	11.16	73.90	6.62
Westwood	11.15	88.46	7.93
Dedham	10.50	106.40	10.13
Natick	14.88	154.53	10.39
Needham	12.50	138.14	11.05
Wellesley	10.05	130.16	12.95
Source: MMA Municipal Directory 2010 - 2011			

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 other seven 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 the early 1980's, the community found it difficult to make necessary investment in its array of school buildings. The result? 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 renovation or rebuilding (if any) of the School and Municipal buildings currently in use in Needham.

Table 3
Construction of School and Municipal Buildings Currently in Use in the Town of Needham

School Buildings	Year Constructed	Year Renovated or Rebuilt	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	1993	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 vehicles and equipment, 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 FY2007 through FY2011.

Fiscal Year 2012 Proposed Budget

Table 4
Vehicles, Equipment and Technology Capital
2007 to 2011

Description	2007	2008	2009	2010	2011	Total	Five Year Average
Equipment	278,478	1,241,235	448,061	1,083,681	1,364,903	4,416,358	883,272
All Other Functions		25,000	43,500	25,000	68,000	161,500	32,300
Public Facilities & Works	173,329	1,081,200	352,511	977,000	1,189,253	3,773,293	754,659
Public Safety		58,700				58,700	11,740
Public School	105,149	76,335	52,050	81,681	107,650	422,865	84,573
Technology	199,000	219,079	443,520	194,393	389,400	1,445,392	289,078
All Other Functions				25,000	282,800	307,800	61,560
Public Facilities & Works			85,280			85,280	17,056
Public Safety	33,000	25,000	100,000		68,000	226,000	45,200
Public School	166,000	194,079	258,240	169,393	38,600	826,312	165,262
Vehicles	623,975	804,123	862,427	635,133	743,334	3,668,992	733,798
All Other Functions			14,000			14,000	2,800
Public Facilities	54,000	28,500			65,046	147,546	29,509
Public Safety	176,162	197,832	343,034	153,900	176,888	1,047,816	209,563
Public Works	393,813	577,791	505,393	481,233	501,400	2,459,630	491,926
Total	1,101,453	2,264,437	1,754,008	1,913,207	2,497,637	9,530,742	1,906,148

Financing Methods

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.

Undesignated Fund Balance (or “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, it should not be relied upon 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 \$2,444,459 to be funded from General Fund revenue (of which \$1,711,359 is in the primary cash capital category).

Capital Improvement Fund – In 2004, the Annual Town Meeting 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 December 30, 2010 balance in the fund is \$560,114. This plan includes no projects to be funded from the Capital

Improvement Fund.

Capital Facility Stabilization Fund – In 2007, the Annual Town Meeting 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 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 December 30, 2010 balance in the fund is \$732,035. This plan includes no projects to be funded from the Capital Facility Stabilization 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 \$1,775,000 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 \$15,947,000 in projects to be funded through debt (\$2,778,000 in General Fund debt, an \$8,000,000 placeholder for the Senior Center, \$152,000 in RTS Enterprise Fund debt, and \$5,017,000 in Sewer 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 mandates 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 Fund 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.

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 FY2012 Capital Budget, which is recommended to the Finance Committee and ultimately Town Meeting for consideration. The projects presented for FY2013-FY2016 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. Projects recommended for funding in this plan have been reviewed in light of the core budget priorities adopted by the Board of Selectmen. The proposed financing plan for the recommended FY2012 capital budget is shown in the Table 5.

The general fund cash capital recommendation is broken into two components – primary and secondary. Secondary cash capital is recommended only if additional revenue, not yet identified, becomes available. In several of the past few years, the Town has been fortunate in that we have been able to supplement the primary cash capital recommendation with funds held in the Reserve Fund for snow and ice removal that was not needed. This was certainly true for items identified in the fiscal year 2011 capital budget.

Recurring requests for on-going programs and replacement schedules represent by far the largest portion of the available cash capital allocation – 77% of the “primary” category for fiscal year 2012. In collaboration with the Finance Committee, we continue to explore methods of increasing resources dedicated to cash capital needs.

Table 5
FY2012 Proposed Financing Plan

2012 Capital Recommendation Summary	Cash	Debt	Total
General Fund Tier 1 (Primary)	\$1,711,359	\$2,578,000	\$4,289,359
General Fund Tier 2 (Secondary)	\$733,100	\$200,000	\$933,100
Solid Waste Enterprise	\$86,000	\$152,000	\$238,000
Sewer Enterprise	\$825,000	\$5,017,000	\$5,842,000
Water Enterprise	\$864,000		\$864,000
Extraordinary		\$8,000,000	\$8,000,000
Total (all funds)	\$4,219,459	\$15,947,000	\$20,166,459

The Capital Improvement Plan (CIP) is primarily a planning document. It is updated annually, and is subject to change as the needs of the community become more defined. Used effectively, the capital improvement planning process can provide advance project

identification, evaluation, scope definition, design, public discussion, cost estimating, and financial planning. 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.

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 sudden changes in debt service payments. 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 (there are only a few dozen in Massachusetts) and allows the Town to borrow at a lower interest rate.

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 residents or Town employees; 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.

Project Summaries – Recommended Projects

GENERAL GOVERNMENT

DOCUMENT RECORD MANAGEMENT SYSTEM (Request: \$90,000)

A document management system (DMS) is a computer system used to track and store electronic documents and/or images of paper documents. It is also used to manage work flow needed to collaboratively create, edit, review, index, search, publish and archive various kinds of digital media and electronic text. This type of application is especially important in work areas with limited storage space, and when staff members have the need to find documents, records, or images associated with a specific project or request. In the renovated Town Hall, a document management system will allow departments to access electronically historical documents that in the past were stored locally and which will now be stored off-site or in remote locations. Document record management systems store not only letter or legal size documents, but also plan-size drawings. This project would include the purchase of the software application and the hardware to be used for scanning. *(Submitted by: Finance Department)*

The Town Manager's recommendation for the document record management system is \$90,000 in the primary cash capital category.

NETWORK SERVERS AND SWITCHES (Request: \$30,000)

This project will replace older application and data servers with newer, faster and more energy-efficient models. Hardware also includes the replacement of the spam and virus firewalls and internet filtering. Older network switches that are used to connect buildings, departments, and workstations throughout the Town are replaced with newer models for faster and more efficient communications. Not replacing or updating this equipment can affect email, financial applications, internet access, and data accessibility. If network attached devices and hardware are unavailable, departments are not able to communicate with the various application packages needed to run their operations. *(Submitted by: Finance Department)*

The Town Manager's recommendation for network servers and switches is \$30,000 in the primary cash capital category.

PUBLIC SAFETY

FIRE ENGINE (Request: \$400,000)

This request, in conformance with the Fire Department's established vehicle/apparatus replacement plan, is to replace Engine 2, which is a 1989 Emergency One pumper. At the time of replacement, the truck will be 23 years old, three years beyond the scheduled replacement of a back-up Engine. This truck was moved to "ready reserve" status (primary back-up) in 2005. The newly purchased Engine will be placed in service as Engine 1, a front-line emergency response vehicle, and the current Engine 1 (a 1999 Emergency One

pumper) will be moved into ready reserve as Engine 2. In FY2004, the existing 1989 Engine 2 was partially refurbished (at a cost of \$39,000) to extend its useful life. *(Submitted by: Fire Department)*

The Town Manager's recommendation for the fire engine replacement is \$400,000 in the primary debt financing category.

PUBLIC SAFETY RADIO BASE STATION (Request: \$112,496)

This project will fund the replacement of the Police Department's base radio station system based on changes in technology and aging of existing equipment. The upgrade of the Town's public safety dispatch radio communications equipment is required to conform to new technology specifications and FCC regulation changes relative to reallocation of the public safety communications bandwidth spectrum. The existing radio communications products were originally installed in 1990, and have reached the limits of expected use. Console furniture and racks to store additional new equipment were installed with E-911 grant funding in June, 2009. *(Submitted by: Police Department)*

The Town Manager's recommendation for the public safety radio base station is \$112,496 in the primary cash capital category.

PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT (Request: \$66,950)

School photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 44 copiers and 7 RISO duplicating machines. Since FY2004, 42 copy/RISO machines have been replaced throughout the district. The FY2012 request is to replace an additional seven machines for \$66,950. In FY2009, the School Department modified its methodology for predicting copier replacement, to reflect the lifecycle analysis based on actual usage and model capacity. Using the lifecycle analysis, the Department projects copier replacement needs based on actual usage and the manufacturer's total estimated capacity, which may be more than seven years if the copier is lightly used, or less than seven years for heavily used machines. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for School copier replacement is \$66,950 in the primary cash capital category.

SCHOOL FURNITURE AND MUSICAL INSTRUMENTS (Request: \$52,750)

In FY2005, the Town implemented a funding program to replace furniture in school facilities not scheduled to undergo capital renovation/addition projects in the near future (Hillside, Mitchell, Newman and Pollard). In these schools, furniture is 10-20+ years old and in a state of disrepair after decades of heavy use. This request would provide ongoing funding for regular replacement. The FY12 request for \$37,750 will target replacement at Pollard, Mitchell and Hillside. At the end of FY15, the Department expects that all furniture in "poor"

condition will have been replaced at these four schools, and future year requests will target furniture in “fair” condition.

Also in FY2005, the Town established a replacement cycle for school musical instruments. After eight years of funding, the School Department has experienced a marked improvement in the quality of musical instruments for students to use. The final year of this replacement cycle is FY2014, after which time the Department will have replaced its stock of old and/or un-repairable equipment. At that time, the Department requests funding for inventory expansion to accommodate the large classes beginning to enter the middle and high schools, where there will be a need for larger-sized instruments in the brass and string families. The preliminary replacement plan for FY2012 (\$15,000) is for two cellos or basses (determined by student need) and some large middle school percussion instruments and updating of elementary Orff percussion instruments. Actual purchases may differ to accommodate changes in instrument condition and program. *(Submitted by: Needham Public Schools)*

The Town Manager’s recommendation for School furniture and musical instruments is \$52,750 in the primary cash capital category.

SCHOOL PORTABLE DEVICE PILOT, NEW TECHNOLOGY, AND TECHNOLOGY REPLACEMENT
(Total Request: \$551,000)

Portable Device Pilot (\$86,900)

In 2007-2008, the Laptop Study Committee recommended that a 1:1 student laptop program be implemented in Needham to better prepare students for 21st century life and learning. The pilot was put on hold because the devices were not “ready”. By FY2012, however, it is expected that the quality and variety of devices has improved enough to enable the pilot program. In addition to meeting the needs of students, the pilot program would serve as a way to evaluate the viability of moving towards a technology model where students would bring a portable device to school in Grades 8 – 12 for writing, research and collaboration. This project would fund 110 devices to accommodate a cluster of approximately 105 students. The devices would be used by the students only during the school day. The pilot will also require the purchase and installation of 25 additional wireless access points and the purchase of four laptop/portable device storage carts. There is no plan to purchase additional portable devices – the intent is that by FY2014 students would begin to bring their own devices to Grade 8 at Pollard and to the High School.

New Technology (\$159,500)

In an effort to provide 21st century learning tools in all classrooms, the School District has made a commitment to using interactive whiteboards to enrich the learning environment with multimedia resources and provide the student, as well as the teacher, the ability to interact with these resources and support emerging curricula. SMART Boards and Mimios are the two brands of interactive whiteboards in use in the School Department. To date, the Department has installed SMART Boards at Needham High School, High Rock, Eliot, and Hillside. Schools that have partial interactive board installation include Pollard, Mitchell,

Broadmeadow and Newman. This request funds the purchase of new boards and the mounting of existing boards at Broadmeadow, Hillside, Mitchell, Pollard and Newman.

Technology Replacement (\$304,600)

The annual technology replacement program will fund the replacement of two network servers and the High School Foreign Language Lab server. The network servers are critical to the continuous use of the district's information systems. As critical servers are replaced, they are delegated to a less critical function and kept in the inventory for approximately six years. The Foreign Language Lab server has also reached the end of its life cycle and needs to be replaced. Also included in this category are replacements of 11 UPS battery backup devices that support and protect the servers. This request also includes 151 administrative and teacher computers that have reached end-of-life cycle, or are not repairable, 50 laptop computers and 65 desktop computers for students at Broadmeadow, Eliot, and Hillside, one laptop cart for Eliot, one laptop cart for Broadmeadow, and a replacement printer at Pollard for one of the instructional labs. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for School technology is \$349,100 in the primary cash capital category and \$201,900 in the secondary cash capital category.

POLLARD SCHOOL INTERIOR AND EXTERIOR IMPROVEMENTS "PHASE 1"
(Request: \$758,000)

Several improvements are needed to the Pollard Middle School in order to accommodate the incoming Newman School students during the 2011/12 school year. Young students will be relocated to the Pollard modular classrooms while construction is taking place at the Newman School. The scope of this project will include retrofits to the modular classrooms and improvements to both the parking areas and vehicular access. The modular retrofits are anticipated to include sub-dividing three classrooms into units/offices (involving the installation of partitions and adjustments to lighting and ventilation), bathroom and drinking fountain modifications, modifications to four classrooms that will accommodate preschoolers, and door modifications. The parking and access improvements are likely to include the installation of an access road from Dedham Avenue to the lower lot, and expansion and reconfiguration of the lower parking area. The November 2010 Special Town Meeting appropriated \$357,000 for retrofitting the modular classrooms, and \$85,000 for continued development of traffic and parking options for the 2011/2012 school year. This project would fund the design and construction of parking and access improvements.

The November, 2010 Special Town Meeting also appropriated \$3.5 million for the replacement of the Pollard roof, which will be partially funded by the Massachusetts School Building Authority. A condition assessment of the Pollard Middle School is scheduled to be completed in 2011 in an effort to identify long-term repairs and upgrades needed to extend the useful life of the Pollard Middle School facility. Long-term repairs/upgrades to the Pollard Middle School will be proposed in a future project ("Phase 2.") *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for Pollard School "Phase 1" is \$758,000 in the primary debt financing category.

HIGH SCHOOL ROOF – C BUILDING (Request: \$320,000)

The High School C Building Roof was last replaced in the mid 1980s. This is an asphalt shingle roof, which has an expected lifespan of 30 years. The Department of Public Facilities – Operations has repaired this roof twice in the past two years and shingles continue to blow off. The NHS C Building Roof was not included in the High School renovation project as the roof was within its useful lifespan at the beginning of that MSBA-funded project. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the High School C Building roof is \$320,000 in the primary debt financing category.

PUBLIC WORKS

CONSTRUCTION EQUIPMENT (Request: \$39,700)

This grouping consists of equipment primarily used in the heavy maintenance, construction, or reconstruction of the Town's infrastructure. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2012 includes:

Unit	Division	Year	Description	Cost
131	Highway	2000	Street Roller	\$39,700

(Submitted by: Department of Public Works)

The Town Manager's recommendation for construction equipment is \$39,700 in the secondary cash capital category.

CORE FLEET (Request: \$304,000)

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 FY2012 include:

Unit	Division	Year	Description	Miles	Cost
92	Engineering	2003	Expedition	40,364	\$42,000
32	Highway	2005	4WD Pickup Truck	61,714	\$50,000
57	Highway	2006	4WD Pickup Truck	56,979	\$50,000
9	Drains	1996	Six Wheel Dump Truck	58,540	\$162,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for the core fleet is \$304,000 in the primary cash capital category.

LARGE SPECIALTY EQUIPMENT (Request: \$139,000)

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. The Groundmaster mower is an ultra-precise cutting machine that is suited for high visibility sports fields. This piece of equipment will improve productivity, overall aesthetics, and quality of turf. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2012 include:

Unit	Division	Year	Description	Cost
336	Parks	2000	16 Foot Mower	\$59,000
New	Parks	New	Groundmaster Mower	\$80,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for large specialty equipment is \$139,000 in the secondary cash capital category.

SMALL SPECIALTY EQUIPMENT (Request: \$64,500)

This program provides funding to purchase new and replace existing Public Works specialty equipment. This equipment is critical for the efficient operation of the Drains, Highway, and Parks and Forestry Division's maintenance programs. The purchase of this equipment will increase productivity and expand the use of maintenance dollars. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2012 include:

Unit	Division	Year	Description	Cost
233	Highway	2004	Sidewalk Paver	\$29,500
334	Parks	1996	Turfcut Mower	\$35,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for small specialty equipment is \$64,500 in the primary cash capital category.

SNOW AND ICE EQUIPMENT (Request: \$165,000)

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 FY2012 are as follows:

Unit	Division	Year	Description	Cost
112	Highway	1989	Sidewalk tractor (Wheel w/blower)	\$135,000
9A	Highway	1988	Material Spreader	\$30,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for snow and ice equipment is \$165,000 in the secondary cash capital category.

SALT STORAGE SHED FEASIBILITY AND DESIGN (Request: \$75,000)

The existing 1,200 ton salt storage building located at the rear of 470 Dedham Ave was constructed during the 1970s with a grant from the Massachusetts Highway Department. Repairs have been made to the roof and walls within the last decade but the structure is showing signs of significant deterioration, especially the sliding access door system, making it difficult to open when required. The shed will be removed from service. The new salt storage shed, which will be designed to hold 5,000 tons of salt, is proposed to be sited at the RTS on Central Avenue. This project will fund a feasibility study to determine the most advantageous location and preliminary design. Building construction and related site work is projected at a cost of approximately \$1.5 million. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the salt storage shed feasibility and design is \$75,000 in the primary cash capital category.

PUBLIC WORKS INFRASTRUCTURE PROGRAM (Request: \$1,300,000)

The Public Works Infrastructure Program funds improvements to roads, bridges, intersections, drainage systems, brooks and culverts. This roadway program is essential to maintaining the structural and surface integrity of the Town's network of accepted streets. The primary strategy in this program is asphalt paving and incidental work directly associated with paving. Incidental work in support of the structural overlay paving may include corner reconstruction, handicap ramps, leveling, utility adjustments, minor drainage improvements, some drain extension work, street sign replacement, asphalt curbing with grass shoulders and pavement markings. Many streets have insufficient pavement thickness, are poorly shaped, lack curbing and require some drainage improvements. Applying this repair strategy in a timely manner will help defer costly and disruptive street reconstruction significantly on all but the most highly traveled roadways. Paving roadways in a timely manner will extend the useful life of the roadway system in the most cost effective manner.

Unless circumstances require otherwise, the FY2012 program will also include traffic signalization and reconstruction of the High Street at Greendale Avenue intersection, sidewalk repair and resurfacing on School Street from Chestnut Street to Warren Street (North side), Dedham Avenue opposite Grant Street to Bradford Street (North side), and Warren Street from School Street to Great Plain Avenue (West side). The DPW has been placing greater emphasis on sidewalk improvements in recent years to overcome deteriorating conditions. In the past, the sidewalk work has been primarily focused on the sidewalks used as school walking routes by the School Department. A portion of this program's funding has been targeted to increase this effort and to incorporate other sidewalks throughout town that are in as equally poor condition.

This Infrastructure program has been modified to include components of the storm drainage system including brooks and culvert work. The storm drain system is a functional component of a road system. Likewise, storm drains typically discharge into brooks and streams that pass beneath the roads in key locations through culverts. Structural work on these culverts and on brook walls has now been included in this program. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Public Works infrastructure program is \$1,100,000 in the primary debt financing category and \$200,000 in the secondary debt financing category.

PUBLIC FACILITIES

CORE FLEET (Request \$25,000)

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 include the following:

Unit	Division	Year	Description	Miles	Cost
700	PFD	1996	F250 Electrician Van	61,314	\$25,000

(Submitted by: Public Facilities Department)

The Town Manager's recommendation for the core fleet is \$25,000 in the primary cash capital category.

SMALL SPECIALTY EQUIPMENT (Request: \$29,563)

This program provides funding to purchase new and replace existing Public Facilities specialty equipment. This equipment is critical for the efficient operation of the Public Facilities Department's operations. The purchase of this equipment will increase productivity and expand the use of maintenance dollars. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2012 include:

Unit	Division	Year	Description	Miles	Cost
New	PFD	New	Closed Cab Mower/Blower	n/a	\$29,563

(Submitted by: Public Facilities Department)

The Town Manager's recommendation for small specialty equipment is \$29,563 in the primary cash capital category.

FACILITIES MAINTENANCE PROGRAM (Request: \$450,000)

This project allows for on-going building maintenance efforts, including, but not limited to flooring, painting, ductwork cleaning, and window replacement. With respect to flooring, the program allows for the replacement of worn, damaged, unsafe, and unsightly floor surfaces. In addition, it provides for the removal of asbestos containing floor tile and allows for its replacement with vinyl composition floor tile in classrooms and carpeting in offices.

Unless circumstances require otherwise, FY2012 funding will provide for asbestos abatement in the classrooms, hallways, and office spaces at the Pollard school, Mitchell school crawl space, and the Media Center at the Hillside school. Duct Cleaning will be performed at the

Eliot school and Library. In addition, funding from this article will support efforts to enhance energy efficiency and reduce energy consumption including, but not limited to replacing windows with dual pane glass where possible, and installing infrared and motion sensors for lighting, insulating, and correcting envelope issues. Additionally this program will allow the Department to address building systems determined to be in need of rebuilding or replacement. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the facilities maintenance program is \$400,000 in the primary cash capital category and \$50,000 in the secondary cash capital category.

COMMUNITY SERVICES

LIBRARY COLLECTION SUPPLEMENT (Request: \$30,000)

This recurring request supports an increase in the Library's collections to a level that will satisfy the needs of Needham citizens for their reading, listening, and viewing requirements. The goal is to have the number of items borrowed by Needham patrons from other Minuteman libraries equal the number of items the library lends to other Minuteman libraries. *(Submitted by: Needham Public Library)*

The Town Manager's recommendation for the Library collection supplement is to increase the operating budget by \$30,000 to permanently fund this increase to the Library collection.

LIBRARY TECHNOLOGY REPLACEMENT (Request: \$25,000)

The Library has established a plan for replacing computer and other technology-related equipment, the bulk of which was purchased at the time that the Library was renovated in 2006. The FY2012 request will support the acquisition of 15 public computers and one server. *(Submitted by: Needham Public Library)*

The Town Manager's recommendation for the Library technology replacement is \$25,000 in the primary cash capital category.

SENIOR TRANSPORT VAN (Request: \$52,000)

The Senior Center's wheel chair accessible van operates daily, predominantly for local trips that require frequent stops which create stress on the vehicle. The van has traveled approximately 10,000 miles per year since it was placed in service in 2004. Due to safety, reliability and maintenance concerns, the present vehicle is scheduled for replacement in fiscal year 2012. The proposal is for acquisition of a 14 passenger accessible vehicle as a replacement for the E350 van. *(Submitted by: Human Services Department)*

Unit	Division	Year	Description	Miles	Cost
402	Senior Center	2004	E350 to be replaced With a 14 passenger bus	59,000	\$52,000

The Town Manager's recommendation for the senior transport van is \$52,000 in the primary cash capital category.

ATHLETIC FACILITY IMPROVEMENTS (Request \$137,500)

The Department of Public Works and 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. The project proposed for FY2012 is the renovation of the Walker Gordon Facility, including field reconstruction, bleachers, player benches, irrigation, backstops and fencing. This project dovetails with the Town's acquisition of the adjacent parcel at 174 Charles River which will expand the 90 foot ball diamond, and a companion proposal to install modest playground structures at the Walker Gordon site. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for athletic facility improvements is \$137,500 in the secondary cash capital category.

PLAYGROUND STRUCTURE REPLACEMENTS (Request: \$25,000)

Walker-Gordon has a small playground area that is in need of some additional playground features. The requested funds will allow for equipment for young children to be purchased and installed. *(Submitted by: Park and Recreation Department)*

The Town Manager's recommendation for the playground structure replacements is \$25,000 in the primary cash capital category.

CRICKET FIELD BUILDING RENOVATION FEASIBILITY (Request: \$10,000)

The Cricket Field building is used throughout the year by Park and Recreation summer programs, Needham High Girls Soccer and Girls Lacrosse, and storage for Park and Recreation and DPW Parks & Forestry. The goals of the Park and Recreation Commission are to keep the building in use for years to come, improve health and safety of the building, develop handicap accessible access to the site and building, provide public restrooms to all park users, create more effective storage system, and enable the department to get more use of the building for revenue-generating programs. The wood frame structure is approximately 1,250 square feet. This request would fund a feasibility study to determine the best course of action to meet the stated goals. *(Submitted by: Park and Recreation Department)*

The Town Manager's recommendation for the Cricket Field Building feasibility study is \$10,000 in the alternative financing source category.

NEW SENIOR CENTER (Request: \$8,000,000)

The Senior Center provides services that help older residents of Needham and their families maintain their health, independence, and ultimately optimal level of functioning. The existing Senior Center is located in a basement that has environmental issues. The parking is inadequate with 29 spaces on and off the street, while the Center services 75 – 100 people per day. The facility has inadequate programming space, with no room for expansion, forcing

programs to be held in inappropriate spaces. On occasion, programs requiring space for a significant number of people have been discontinued or relocated. The facility does not have appropriate office space, which limits productivity and confidentiality.

The Board of Selectmen created a Senior Center Exploratory Committee in 2008 to explore and make recommendations to the Board on the appropriate location, size and design, projected cost, and other matters related to the construction of a new senior center. The November 8, 2010 Special Town Meeting appropriated \$500,000 for the design of a new facility at the Needham Heights MBTA Commuter Parking Lot at the intersection of Hillside Avenue and West Street. *(Submitted by: Board of Selectmen)*

The Town Manager's recommendation for construction of a new senior center is in the range of \$8,000,000 depending on the design of the new building.

RECYCLING/TRANSFER STATION (RTS) ENTERPRISE FUND

CONSTRUCTION EQUIPMENT (Request: \$86,000)

This grouping consists of equipment primarily used in the heavy maintenance, construction, or reconstruction of the Town's infrastructure. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2012 include:

Unit	Division	Year	Description	Cost
61	RTS	1992	Skid Steer Loader	
			Replace with forklift	\$86,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for RTS construction equipment is \$86,000 from RTS Retained Earnings.

LARGE SPECIALTY EQUIPMENT (Request: \$152,000)

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. Unless circumstances require otherwise, the vehicles scheduled to be replaced in FY2012 include:

Unit	Division	Year	Description	Miles	Cost
34	RTS	2001	Semi-Tractor	292,351	\$152,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for RTS Large Specialty Equipment is \$152,000 in the debt financing category.

SEWER ENTERPRISE FUND

CORE FLEET (Request \$65,000)

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 FY2012 include:

Unit	Division	Year	Description	Miles	Cost
17	Sewer	1997	One Ton Dump	37,331	\$65,000

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Sewer core fleet is \$65,000 from Sewer Enterprise Fund Retained Earnings.

LARGE SPECIALTY EQUIPMENT (Request: \$185,000)

Public Works specialty equipment consists of power-assisted equipment or other specialized tools used by the Department in the performance of its work. Unless circumstances require otherwise, the equipment scheduled to be replaced in FY2012 includes:

Unit	Division	Year	Description	Miles	Cost
16	Sewer	1997 (cab)	CCTV Truck	20,329	\$185,000
			2008 (equipment)		

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Sewer large specialty equipment is \$185,000 from Sewer Enterprise Fund Retained Earnings.

SEWER SYSTEM INFILTRATION AND INFLOW PROGRAM (Request: \$575,000)

This program supports the identification and removal of Infiltration and Inflow (I/I) in existing sewer systems. The requested funding for FY2012 is for infiltration, which is defined as groundwater or storm water runoff that enters the system through deteriorated pipe or manhole structures. On the basis of volumes of flow and knowledge of local sewer system overflows (SSO) or basement flooding, an order of priority has been established to determine the scheduling of the engineering, design and remediation work. The highest priorities relate to locations of known surcharging with sewage overflow or release or basement flooding. Unless circumstances require otherwise, infiltration work in FY2012 is proposed to continue in Area 16 (the Webster Street, High Street, Tower Avenue, Brookline Street area) and Area 22 bounded by Great Plain Avenue from Eaton Road to the Railroad and along the Railroad to Coulton Park. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Sewer system infiltration and inflow program is \$575,000 from Sewer Enterprise Fund Retained Earnings.

SEWER PUMP STATION IMPROVEMENTS – RESERVOIR B (Request: \$5,017,000)

This project is for the replacement of the Reservoir "B" Station (this is the second oldest station in the system) constructed and put into operation in 1949 prior to the development of the Industrial Park (now known as the New England Business Center) and the new Route 128 during the 1950s. Renovations were made shortly thereafter due to the significant impacts of these major new developments. The discharge location was redirected to run parallel to Route 128 to relieve the tremendous volume of sewage being discharged and overloading the existing sewer system in Needham Heights. During the 1970s, using in-house staff for design and installation, the station underwent improvements primarily to the pumps, motors, motor control center and to install an auxiliary engine to serve as a standby to operate a single pump during a power failure. During the mid-1990s and early 2000s components of the major discharge piping failed creating emergency situations for extended periods of time. More recently the standby engine has failed and pumps are in need of constant maintenance and frequent repair. The proposed replacement of the Reservoir B Station was intended to occur earlier but was deferred until a zoning study of the center was undertaken and amendments to the Zoning By-Law were approved by Town Meeting. The amount of activity anticipated in the Needham Business Center as a result of the zoning amendments will have an impact on both the Kendrick Street and Reservoir "B" Stations. The Kendrick Street Station was renovated to accommodate some of the initial redevelopment currently underway in the area tributary to that station. The proposed replacement of the Reservoir B stations is critical for the future development in the center. The station is currently operating at capacity and any increase in flow from new or expanded facilities may not be allowed if the replacement is not complete. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for sewer pump station improvements – Reservoir B is \$5,017,000 in the debt financing category.

WATER ENTERPRISE FUND

CORE FLEET (Request \$69,500)

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 FY2012 include:

Unit	Division	Year	Description	Miles	Cost
25	Water	1997	Utility Body	80,908	\$69,500

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Water core fleet is \$69,500 from Water Enterprise Fund Retained Earnings.

FILTER MEDIA REPLACEMENT (Request: \$70,000)

The filter media (greensand) used at the Charles River Water Treatment Facility (CRWTF) for manganese removal was installed during construction. The original media installed in all four filters was replaced with natural greensand in 2008. Under the current operating conditions, based on an examination and testing of the media when removed, the filter media should be replaced every five years. This proposal is for the replacement of the media in one filter in order to establish a pattern for the media replacement of all filters on a five year cycle. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for filter media replacement is \$70,000 from Water Enterprise Fund Retained Earnings.
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SCADA SYSTEM AND VIDEO SURVEILLANCE (Request: \$40,000)

A Supervisory Control and Data Acquisition (SCADA) is a computer system used for gathering and analyzing real time data to monitor and control the Charles River Water Treatment Plant. The system gathers information, transfers the information to a monitoring station, and alerts on-call personnel to allow for timely response. The CRWTF is linked with the Saint Mary's Pump Station, from which the Town draws from the MWRA system, and the Town's two water storage tanks with an outdated dedicated copper communication line for real time monitoring. The copper lines have had failures and are unreliable. In addition, new technology is not adaptable to the old copper communication lines. The intent of this project is to update the system and to add video monitoring equipment at these locations (interior and exterior) for facility security purposes. Adding video provides real time information at the CRWTF and will address homeland security concerns. Using SCADA the operation of the facility can be monitored by plant personnel remotely. Abnormal operating conditions or unauthorized access of the facilities are communicated electronically to the operators by means of alarms which can result in the operator taking corrective action well before arrival at the plant. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the SCADA system and video surveillance is \$40,000 from Water Enterprise Fund Retained Earnings.

WATER SYSTEM REHABILITATION PROGRAM (Request: \$684,500)

The annual Water System Rehabilitation Program draws from the recommendations of the Water System Master Plan. This 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, projects for FY2012 include Lincoln Street and/or Highland Avenue. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for water system rehabilitation is \$684,500 from Water Enterprise Fund Retained Earnings.
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GLOSSARY

Provided below are some of the most commonly used terms in capital planning and debt management.

APPROPRIATION – An authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

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.

BETTERMENTS (Special Assessments) – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years.

BOND – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

BOND ANTICIPATION NOTE – 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).

BOND 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 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.

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.

COMMUNITY PRESERVATION ACT (CPA) – Enacted as Massachusetts General Laws Chapter 44B in 2000, CPA permits cities and towns accepting its provisions to establish a restricted fund from which monies can be appropriated only for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. The local program is funded by a local surcharge up to 3 percent on real property tax bills and funds from the state generated from registry of deeds fees. The voters of Needham approved a 2 percent surcharge effective July 1, 2005.

COMMUNITY PRESERVATION FUND - A special revenue fund established pursuant to Massachusetts General Laws Chapter 44B to receive all monies collected to support a community preservation program, including but not limited to, tax surcharge receipts, proceeds from borrowings, funds received from the Commonwealth, and proceeds from the sale of certain real estate.

CONSERVATION FUND – The Town may appropriate money to a conservation fund. This money may be expended by the Conservation Commission for lawful conservation purposes as described in Massachusetts General Laws Chapter 40 Section 8C. The money may also be expended by the Conservation Commission for damages arising from an eminent domain taking provided that the taking was approved by two-thirds vote of Town Meeting.

CONTINGENT APPROPRIATION – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under Massachusetts General Laws Chapter 59 Section 21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual Town Meeting, voter approval of the contingent appropriation must occur by certain date after the Town Meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void.

DEBT EXCLUSION – A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot requires a 2/3 vote of the entire Board of Selectmen. The debt exclusion question requires a majority vote by voters for passage.

DEBT EXCLUSION OFFSET – Other funds that are used to reduce the amount of the debt paid 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.

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.

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.

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.

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.

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.

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.

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.

STABILIZATION FUND – Massachusetts General Laws Chapter 40, Section 5B allows a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized 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.

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.

UNDESIGNATED FUND BALANCE (ALSO CALLED FREE CASH) – A community's unrestricted available funds that may be used as a funding source for appropriations. Undesignated **Fund Balance** is generated when the actual operating results compare favorably with the budget. It can only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2010 certified amount may be used to fund supplemental appropriations voted during fiscal year 2011, or applied as a revenue source to support the fiscal 2012 budget voted in the spring of 2011.