Town of Needham

Office of the Town Manager

PROPOSED ANNUAL BUDGET

FISCAL YEAR 2024

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2 Revenue Summary

3 Departmental Budget Submissions

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- Select Board Goals
- Financial Policies
- Glossary
- Town Manager Budget Guidelines

FISCAL YEAR 2024 PROPOSED ANNUAL BUDGET
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Town of Needham
Town Manager's Proposed Annual Budget
Fiscal Year 2024

Needham Select Board

Marianne B. Cooley, Chair Marcus A. Nelson, Vice Chair
Kevin J. Keane, Clerk Matthew D. Borrelli Heidi R. Frail

Kate Fitzpatrick, Town Manager
Daniel Gutekanst, Superintendent of Schools

Department Managers

Debra Anderson, Director of Conservation
Tom Conroy, Fire Chief
David Davison, Assistant Town Manager/Finance
Matt DeMarrais, Solid Waste & Recycling Superintendent
Barry Dulong, Director of Building Maintenance
Theodora Eaton, Town Clerk
Hank Haff, Director of Design & Construction
Kim Hewitt, Library Director
Rhainhardt Hoyland, Highway Superintendent
Katie King, Assistant Town Manager/Operations
Carys Lustig, Director of Public Works
Shane Mark, Assistant Director of Public Works
Timothy McDonald, Director of Health & Human Services
Melissa Motta, Director of Assessing
Chuck Murphy-Romboletti, Director of Human Resources
Lee Newman, Director of Planning & Community Development
Ed Olsen, Parks & Forestry Superintendent
John Regan, Fleet Supervisor
Michael Retzky, Water & Sewer Superintendent
David Roche, Building Commissioner
Tom Ryder, Town Engineer
John Schlittler, Chief of Police
Cecilia Simchak, Director of Administration & Finance, Public Services
Sara Shine, Director of Youth & Family Services
LaTanya Steele, Director of Aging Services
Myles Tucker, Support Services Manager
Michelle Vaillancourt, Town Accountant

Town of Needham Community Profile

Name: Town of Needham

Incorporated: 1711

Total Area: 12.61 sq. miles

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

Road Miles: 138

County: Norfolk

Population: 32,091
(2020 Census)

Form of Government:
Representative Town Meeting

School Structure: K-12

FY2023 Tax Rate:
$13.05 Residential
$25.56 Commercial

FY2023 Average Single-Family Home Value: $1,114,084

FY2023 Average Single Family Home Tax Bill: $14,528

Coordinates:
42° 16' 52" N 71° 14' 11" W

Town Hall Address:
1471 Highland Avenue
Needham, MA 02492

Website: www.needhamma.gov

Facebook: Town of Needham
Twitter: @TownofNeedham
Instagram: Townofneedamma

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

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

READER'S GUIDE
TO THE FISCAL YEAR 2024 PROPOSED ANNUAL BUDGET

The Proposed Annual Budget document is more than estimates of revenues and expenses; it is a reflection of the Town's values, priorities, and goals. The budget document serves as a policy document, a financial guide, and a communication device. This guide was created to help orient interested readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. Presented in distinct sections, this budget document provides both general and specific data, including line-by-line department spending requests.

THE BUDGET APPROVAL PROCESS

The Town Manager, the Finance Committee, the Select Board, 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 Select Board and School Committee, shall not later than the 31st day of January, present to the Finance Committee a balanced budget recommendation in the form of an executive budget, which shall include the spending priorities of all Town departments for the ensuing fiscal year, including in addition thereto, the voted School Committee budget request if different than that contained in the proposed balanced budget. The Town Manager's executive budget recommendation shall not be binding on the Finance Committee. Said executive budget recommendation shall include the estimates of Town revenues and proposed expenditures of all Town departments, including debt service and other amounts required to be raised for the ensuing fiscal year. The Town Manager may amend or otherwise revise revenue estimates as may be warranted. All such revisions shall be provided in writing to the Board of Selectmen, School Committee and Finance Committee.

The Legislative body of Needham's Town government is Representative Town Meeting. This is a unique form of government in New England that sets it apart from most other sections of our country. The Town is divided into ten precincts, and each precinct votes for 24 representatives to the Town Meeting. There are a total of 240 elected Town Meeting Members. In addition, there are the following at-large members:

- Moderator
- Town Clerk
- Members of the Select Board
- Chair of the Board of Assessors
- Chair of the Board of Health
- Chair of the Trustees of Memorial Park

- Chair of the Park and Recreation Commission
- Chair of the Planning Board
- Chair of the School Committee
- Any resident member of the General Court whose state legislative district is wholly within the Town

It is important to understand this structure, as no budget or fiscal appropriation can be made without the approval of Town Meeting Members at either the Annual Town Meeting, held the first Monday in May each year, or at a Special Town Meeting, held in the spring or fall of each year, or as otherwise needed. The Town Manager presents a proposed annual budget to the Finance Committee for its consideration, and the Finance Committee then forwards its proposed budget to the Annual Town Meeting for appropriation. The final budget voted by Town Meeting constitutes the legal budget authority which ultimately governs the manner and amount of local funding expended during the fiscal year. This document presents information on the General Fund, and two Enterprise Funds – each must be appropriated by Town Meeting in accordance with State law.

Readers should also obtain a copy of the Annual Town Meeting Warrant, which contains the actual budget articles to be voted upon. The Warrant is available in April at www.needhamma,gov under the Town Government / Town Meeting listing.

THE BUDGET PROCESS/CALENDAR

In order to be ready for the Annual Town Meeting vote, the budget development process begins a year earlier.

Budget guidelines were distributed to departments, boards, and committees on September 19, 2022, with spending requests due on October 25, 2022. 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 Select Board, Finance Committee, and School Committee continued during the fall and winter. The Town Manager's official budget consultation with the School Committee occurred on January 3, 2023.

BUDGET DOCUMENTS

The five-year Capital Improvement Plan is issued as a separate document. The following documents are available for viewing at www.needhamma.gov.

- FY2024 – FY2028 Capital Improvement Plan
- FY2024 Proposed Annual Budget

BUDGET CALENDAR

July/August
- Start of Fiscal Year 2023

September
- Capital improvement plan guidelines are released
- Town Manager budget consultation with the Select Board
- Town Manager budget consultation with the Finance Committee

October
- FY2024 budget guidelines released
- Capital requests are due
- Town Manager budget consultation with the Select Board
- Special Town Meeting

November
- Department spending requests are reviewed
- Town Manager budget consultation with the Select Board

December
- Department spending requests are due to Finance Committee from the Town Manager and School Superintendent
- Select Board votes CIP recommendation

January
- FY2024 – FY2028 Capital Improvement Plan is released
- Town Manager budget consultation with the School Committee
- Town Manager's Proposed Annual Budget is released

February
- Warrant articles for the 2023 Annual Town Meeting are due to the Select Board
- Finance Committee's FY2024 draft budget is due to the Town Manager

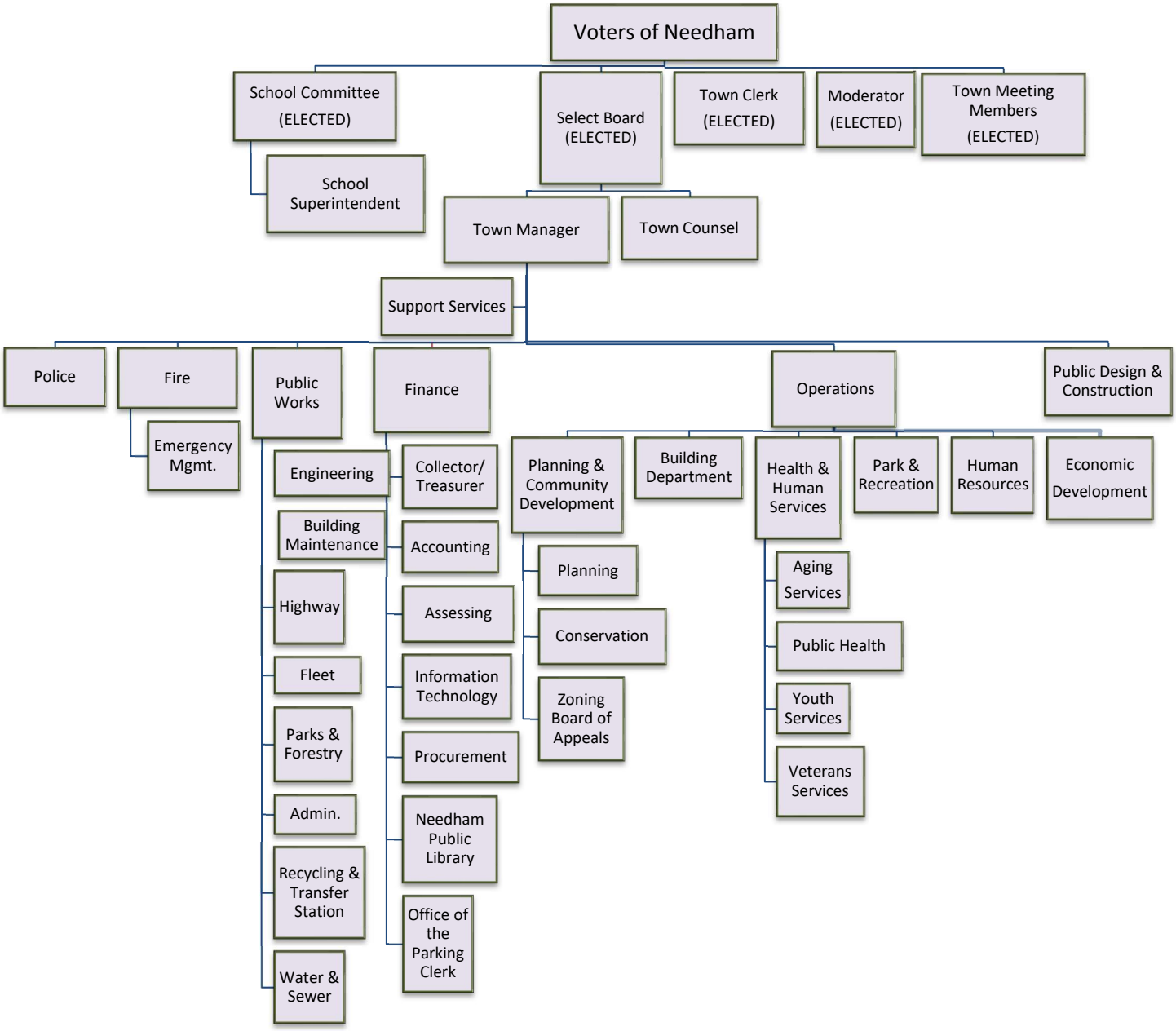
March
- Finance Committee's budget recommendations are due for inclusion in the Annual Town Meeting Warrant

May
- Annual Town Meeting

SUMMARY OF THE PROPOSED ANNUAL BUDGET

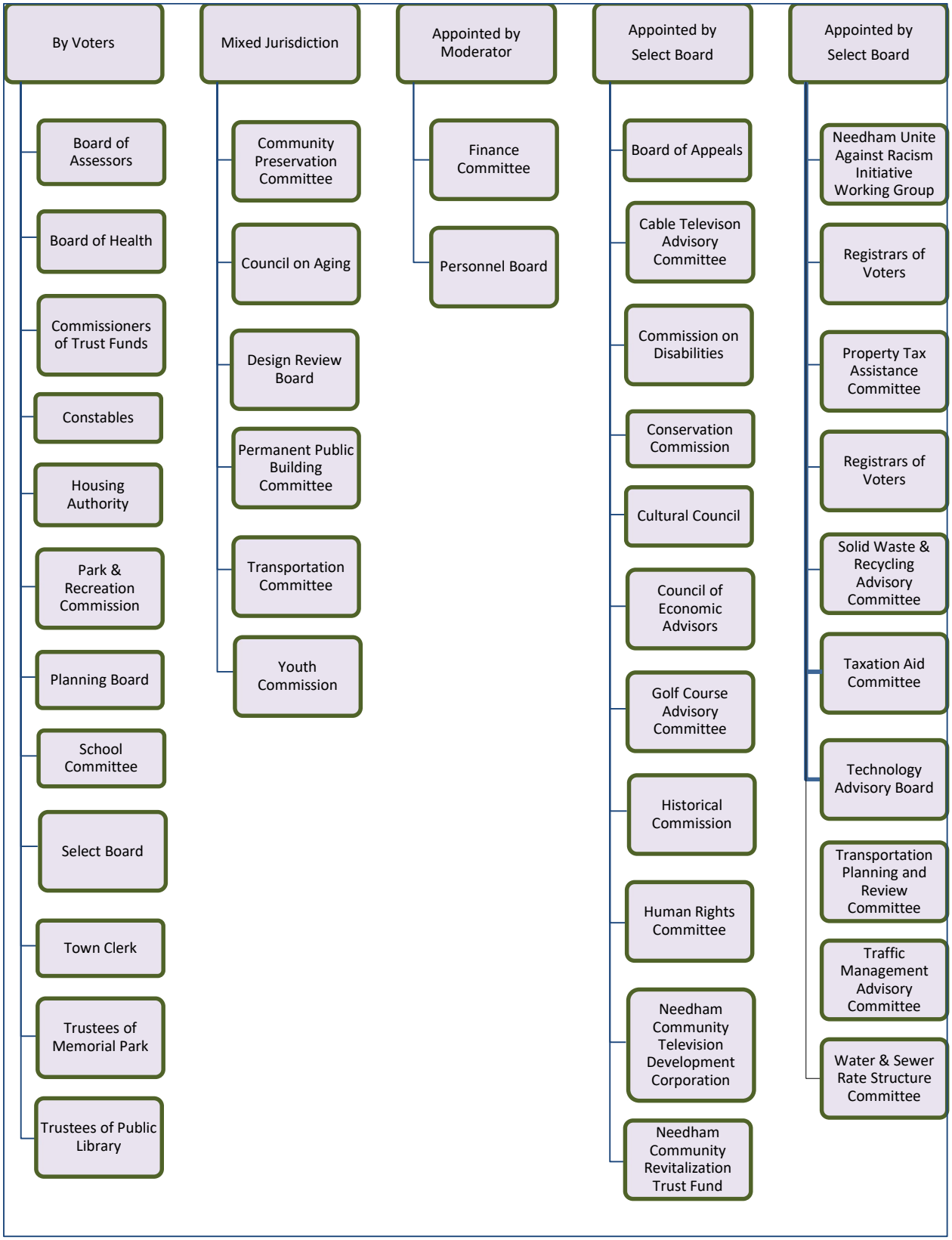
Section 1 **Town Manager's Budget Message**	This section contains the overall philosophy upon which the budget was developed and provides an explanation of the budget process and any significant changes to the budget as compared to previous years. This section also covers the budget highlights and provides a summary of the balanced budget proposal.
Section 2 **Revenue Summary**	This section identifies the sources of revenue to meet the proposed operational, miscellaneous, and capital expenses for the coming year. The section also provides the reader with an overview of historical and proposed revenue, including the assumptions used to develop the estimates.
Section 3 **Departmental Budget Submissions**	This section contains budget submissions for General Fund, Enterprise Funds, and the Community Preservation Fund, as well as descriptions that identify 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 **Financial Policies**	This section contains financial policies adopted by the Select Board.
Section 5 **Glossary**	This section contains a glossary of terms that may prove useful in reviewing this budget document.

TOWN OF NEEDHAM ORGANIZATIONAL CHART



- The Select Board appoints the Town Manager, Town Counsel, and many members of Boards and Committees that can be found on the following pages.
- The School Committee appoints the School Superintendent.
- The Moderator appoints the Finance Committee and the Personnel Board.
- The Town Manager appoints, subject to the approval of the Select Board:
    - Police Chief
    - Fire Chief
    - Director of Public Works
    - Assistant Town Manager/Director of Finance
    - Assistant Town Manager/Director of Operations
- The Town Manager appoints all other employees of the Town excluding the Executive Secretary to the Finance Committee and employees of the School Department.

BOARDS AND COMMITTEES



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Town Manager's FY2024 Budget Message: We Can Do a Few Things

"There is no power for change greater than a community discovering what it cares about."
– Margaret J. Wheatley

"A city isn't so unlike a person. They both have the marks to show they have many stories to tell. They see many faces. They tear things down and make new again."
— Rasmenia Massoud

Table 1.1
Overall General Fund Budget Summary

Description	FY2022 Actual	FY2023 Budget	FY2024 Proposed	$ Change	% Change
Sources					
Property Tax	$170,417,731	$178,892,914	$183,728,090	$4,835,176	2.7%
State Aid	$13,852,710	$15,221,089	$15,802,127	$581,038	3.8%
Local Receipts	$16,217,044	$12,411,662	$12,908,128	$496,466	4.0%
Free Cash	$11,526,630	$14,644,455	$15,000,000	$355,545	2.4%
Other Funds	$1,324,796	$3,912,320	$1,937,668	($1,974,652)	-50.5%
Reimbursements	$2,428,812	$2,186,147	$2,293,631	$107,484	4.9%
Total Sources	**$215,767,723**	**$227,268,587**	**$231,669,644**	**$4,401,057**	**1.9%**
Uses					
Municipal Departments	$46,544,096	$51,667,529	$54,253,629	$2,586,100	5.0%
Minuteman School	$1,230,287	$1,367,739	$1,641,773	$274,034	20.0%
Needham Schools	$81,607,641	$87,277,798	$92,155,973	$4,878,175	5.6%
Townwide Expenses	$58,760,463	$63,823,003	$64,175,434	$352,431	0.6%
Reserve Fund	$0	$2,052,091	$2,346,825	$294,734	14.4%
Capital Budget	$6,849,744	$13,210,814	$11,667,107	($1,543,707)	-11.7%
Financial Warrant Articles	$2,376,066	$2,041,507	$2,138,288	$96,781	4.7%
Other Appropriations	$1,232,083	$1,220,249	$843,891	($376,358)	-30.8%
Other Amounts to be Raised	$4,196,987	$4,607,857	$2,446,724	($2,161,133)	-46.9%
Total Uses	**$202,797,367**	**$227,268,587**	**$231,669,644**	**$4,401,057**	**1.9%**

INTRODUCTION

The pace of change in local government can feel glacial. Those new to the process are incredulous when told that just about anything we want to do takes at least 18 months. That is why looking back can be startling (and satisfying). So much has changed, and yet much remains to be done. Another fact of local government is that there really is limited bandwidth, even when all boards, committees, commissions, and departments are fully staffed and moving forward. It can be frustrating that our community is not at the forefront of the many noble ambitions and causes that we value. American culture is full of inspirational plaques

and memes asserting that "we can do it all." That "if we dream it, we can do it," or "if we just try harder, work harder, and work smarter we can have it all." Actually, we can't. We can only do a few things at a time if we want to do them well.

So, what has changed in Needham over the past dozen years? What has our community done well? The Public Services Administration Building was constructed, and Town Hall was completely renovated. The old Rosemary Pool has been disconnected from the Lake, and the Rosemary Recreation Complex is open. The senior center moved out of the moldy, waterlogged basement of the Stephen Palmer building into a brand-new Center at the Heights. The diseased "blue tree" has been replaced, and the Town Common has been totally reconstructed and will reopen this spring.

Owens Poultry Farm is now the Sunita Williams Elementary School. The 125-year-old Emery Grover School Administration Building is finally being updated. The "new" Needham High School has an expanded cafeteria and a new classroom wing.

The Police & Fire Station and Fire Station #2 are brand new. The Memorial Park Building is brand new. The Town now has its own salt shed, and a new storage facility adjacent to the Recycling/Transfer Station. The St. Mary's Pumping Station was completely rebuilt, as was the Reservoir B Sewer Pumping Station.

The built environment in the business districts has changed as well, including additions to Beth Israel Deaconess Needham Hospital, the TripAdvisor World Headquarters, NBCUniversal, and the pending Children's Hospital and 557 Highland Avenue Innovation Center. Businesses have opened and closed, and landmark signs have come and gone.

Decisions made in operating budgets, capital budgets, and at Town Meeting have a real impact on the community where we live, work and play. The past decade has been characterized by building and rebuilding. The future likely includes a focus on housing, sustainability, climate, safety, and transportation (to name a few). I look forward to continuing to discover what we care about as a community, and helping staff and volunteers put those plans into action - a *few* great projects at a time

BUDGETING BEST PRACTICES

1. Current revenues must be sufficient to support current expenditures. *The FY2024 operating budget is supported by current revenues. These are revenues that are reasonably expected to recur annually and can be relied on to fund on-going operations during strong and weak economic periods.*

2. The Operating and Capital Budgets must be developed in conformance with the Town's comprehensive financial policies and must not be reliant on one-time revenue or unsustainable practices. *Revenue that cannot reasonably be expected to recur annually is allocated to one-time costs and reserves and is not used to support the operating budget except as provided under the Town's Free Cash best practice.*

3. The five-year Pro Forma budget should be reviewed on a regular basis to ensure that the underlying assumptions are adjusted based upon changing conditions and data. *The Pro Forma budget is a planning tool that provides early opportunity for the Town to anticipate and prepare contingency plans for the operation of the government and the continuation of primary services.*

4. Debt must not be used to fund on-going operating expenses and will only be issued

for capital improvements greater than $250,000 with a useful life of five years or more. *The FY2024 – FY2028 Capital Improvement Plan included four projects funded by debt. Our current recommendation is to fund two projects with debt as outlined below.*

5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, *whichever is lower. The amount of Free Cash used to support on-going operations for FY2024 is in compliance with this best practice.*

6. Adequate contingency funds must be maintained. *This proposed balanced budget allocates funding to the Athletic Facility Improvement Fund.*

7. Sufficient maintenance and replacement funds will be allocated to ensure that capital facilities and equipment are properly maintained. *The recommended operating budget and the Capital Improvement Plan include investment in facilities, equipment, and infrastructure, including a continued investment in the Facilities Maintenance Program.*

8. The Operating and Capital Budgets must be resilient and allow the Town to maintain existing service levels, withstand typical local and regional economic disruptions, and meet the demands of natural growth, decline, and change. *The Town's ability to pivot and use alternative revenue sources to maintain the original approved budget for FY2021 during pandemic uncertainty is an example of budgetary resiliency.*

9. The Operating and Capital Budgets must be sustainable and meet the needs of the present without compromising the ability of future generations to meet their own needs. *Proposed increases in service delivery are focused and affordable within historical revenue growth assumptions. The Town's funding of its post-employment employee benefits liability is an example of sustainability in that currently accruing expenses are being funded with current revenue.*

TRADITIONAL BUDGET DRIVERS: ENROLLMENT, EMPLOYEE BENEFITS, AND STAFFING

As is true every year, expenditures relating to growth in the population served and the costs associated with providing those services are key drivers of budget growth.

School Enrollment School enrollment declined by 3.9% in 2020/2021, ticked up 0.6% for the 2021/2022 school year, and increased again slightly by 0.2% for the 2022/2023 school year. While enrollment has not fully recovered from pre-COVID levels, students remain impacted by the pandemic and continue to require critical support services. Table 1.2 details school enrollment from 2013/2014 to 2022/2023.

Employee Benefits The submitted FY2024 employee benefits budget includes an increase of 0.4%. The recommended budget is increasing 2.0% based on increases in employee headcount. The Town has managed to keep its employee benefits line fairly stable for the past several years, which has a positive impact on the operating budget. Table 1.3 highlights group insurance enrollment for the last five years.

Staffing Targeted staffing increases are recommended to meet existing and growing service delivery needs, safety, and sustainability of Town assets. The recommended FTE increase is one Municipal FTE and 14.3 School FTEs. Table 1.4 details the growth in Full-time Equivalent Employees from FY2019 to FY2023 – 23.3 or 6.3% on the Municipal side, and 92.8 or 12.3% on the School side.

BALANCED BUDGET HIGHLIGHTS

The recommended FY2024 budget was developed with the Select Board's voted budget priorities in-mind. A full list of the Select Board's Budget Priorities is included as Appendix A.

The following is a summary of significant changes from prior years and recommended changes to the submitted budgets. A full discussion of each department is included in the submitted departmental spending requests in Section 3.

Casualty, Liability, Property, & Self-Insurance Program – $922,490 The Insurance budget recommendation is 10.6% higher than FY2023. This increase is primarily attributed to the increased insured value of Town property.

General Fund Debt Service - $17,543,250 The recommended debt budget is 13.9% lower than FY2023. This decrease is primarily attributable to a decline in excluded debt service for the public safety project.

Group Insurance, Employee Benefits, and Administrative Cost – $17,599,022 The submitted budget is 0.4% higher than FY2023. The submitted budget is recommended to increase by $343,626 for a recommended budget that is 2.0% higher than the FY2023 budget. This increase reflects the cost of additional headcount contained in the FY2024 budget recommendation.

Needham Electric Light & Gas Program – $5,655,057 The recommended budget is 37.2% higher than FY2023. This increase is primarily attributable to significantly increased energy costs along with higher consumption estimates due to the increased number of municipal facilities, increased use of power in school facilities, and a reduction in billable solar generation.

Retiree Insurance and Insurance Liability Fund - $8,199,280 The recommended budget is 7.3% lower than FY2023. This line funds the on-going health insurance program for retirees and the reserve for Other Post-Employment Benefits (OPEB) liability. The funding schedule is consistent with the actuarial analysis as of June 30, 2022 (measurement date). The line item is declining because Town Meeting appropriated an additional $1 million in Free Cash to this fund in FY2023. This recommendation includes an additional $57,974 to account for the cost of additional headcount contained in the FY2024 budget recommendation.

Contributory Retirement Assessment – $12,319,665 The recommended budget is 8% higher than FY2023. The Retirement Assessment is based on the most recent actuarial analysis as of January 1, 2022.

Workers Compensation – $779,255 The recommended budget is 5.5% higher than FY2023 to reflect the expected cost of salary and wage growth, and higher costs for medical services and reinsurance. This recommendation includes an additional $6,923 to account for the cost of additional headcount contained in the FY2024 budget recommendation.

Injury on Duty & 111F – $159,415 The recommended budget is 5.5% higher than FY2023 to reflect the expected cost of salary and wage growth and higher costs for medical services.

Classification, Performance, and Settlements (CPS) – $998,000 This line provides a reserve for funding General Government personnel-related items as they occur during the year and fluctuates annually depending on the number of collective bargaining agreements

that have not been settled for a given year. The Needham Fire Union contract is not settled for FY2023 and FY2024.

Reserve Fund – $2,346,825 The recommended budget is 14.4% higher than FY2023. The recommended Reserve Fund Budget is consistent with the Finance Committee's method for projecting the Reserve Fund.

Office of the Town Manager/Select Board – $1,498,648 The recommended budget for the Office of the Town Manager/Select Board is 11.8% higher than FY2023. The increase is primarily attributable to transition of the Public Information Officer position from a financial warrant article to the operating budget.

Town Clerk/Board of Registrars - $501,754 The recommended budget for the Office of the Town Clerk/Board of Registrars is 1.8% higher than FY2023. The increase is primarily attributable to the procurement of additional election hardware and polling location rentals, and a reduction in the number of elections in FY2024.

Legal Services – $329,140 The recommended budget for Legal Services in FY2024 is the same as FY2023. The entire amount is allocated to the expense line reflecting the decision by the Select Board to hire a law firm – not an individual – to serve as Town Counsel.

Finance Department – $3,853,919 The recommended budget for the Finance Department budget is 2.3% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel and an increase in the professional services lines.

Finance Committee – $44,971 The recommended budget for the Finance Committee is 3.7% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel.

Planning & Community Development – $613,707 The recommended budget for the Planning and Community Development Department is 9.6% higher than FY2023. The increase is primarily attributable to the transfer of a portion of the funding for the Community Housing Specialist that was previously funded through Community Preservation funds.

Police Department – $8,704,162 The recommended budget for the Police Department is 4.5% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel.

Fire Department – $10,695,558 The recommended budget for the Fire Department is 4% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel. The recommended budget does not factor in any potential increase which may result from the conclusion of ongoing collective bargaining – provision is made for these costs in the Classification, Performance, and Settlements recommended budget.

Building Department – $894,312 The recommended budget for the Building Department is 4.7% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel.

Minuteman School Assessment - $1,641,773 The recommended budget for the Minuteman School Assessment is 20% higher than FY2023. The increase is based on budget growth assumptions and Needham's share of the total enrollment, as well as Needham's share of the capital investment in the new High School. The amount of the assessment may change once the Minuteman School Committee votes its final budget for FY2024.

Needham Public Schools – $92,155,973 The Superintendent's recommended budget for the Needham Public Schools is 5.6% higher than FY2023. The increase is primarily attributable to the addition of 14.3 FTEs. The Superintendent has stated that he believes the needs of our students and schools have been exacerbated by the pandemic, and he expects these needs to continue into the next academic year and beyond. The voted budget of the Needham School Committee was not available at the time of the distribution of this proposed budget and will be included as an addendum if the voted budget is different from this recommendation, in accordance with the General By-laws of the Town.

Building Design & Construction – $351,476 The recommended budget for the Building Design and Construction Department is 1.75% lower than FY2023. The reduction is primarily attributable to changes in staffing. A request for an additional project ma will be considered in FY2025.

Public Works – $20,340,339 The recommended budget for the Public Works Department is 6.0% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel and increased cost of repair and maintenance services required to sustain Town facilities. The recommended budget includes $89,000 to rent a trailer for employees assigned to the RTS. Performance Improvement requests for salary/wages and benefits for a Custodian ($98,214), Heavy Motor Equipment Operator ($111,874), and Assistant Fleet Supervisor ($132,307) have been deferred and will be considered in FY2025. The Department submitted a request for a Sustainability Coordinator for a future year. It is not clear whether this position will reside in Public Works but will be strongly considered for inclusion in the operating budget in FY2025.

Municipal Parking - $159,654 The recommended budget for Municipal Parking is 5.2% higher than FY2023. The increase is primarily attributable to increased lease costs.

Health & Human Services (HHS) Department – $2,548,252 The recommended budget for the HHS Department is 3.7% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel, and an increase of $40,000 to support the Traveling meals program, which may be transitioning away from a long-time provider. The Department submitted funding requests for a part-time clinician ($41,086), part-time environmental health inspector ($24,814) and a front desk administrative assistant at the Center at the Heights ($27,579). These item are not recommended in the FY2024 budget because the Department has identified grant funding to support these operations. Finally, the Department submitted future requests for the continuation of positions currently funded through ARPA funding. These include a data analyst/epidemiologist ($101,674), a public health nurse ($100,174) and a full-time clinician ($88,692). Recognizing that the Town is likely to want to continue these positions in the future, we have recommended that several one-time financial warrant articles be funded by the Tax Levy – which would then be available to transfer to the public health positions in FY2025. These include the Human Resources Fellowship Program, Outside Recruiting Services and Temporary Staffing.

Commission on Disabilities – $2,050 The recommended budget for the Commission on Disabilities in FY2024 is the same as FY2023.

Historical Commission – $1,050 The recommended budget for the Historical Commission in FY2024 is the same as FY2023.

Public Library – $2,231,134 The recommended budget for the Public Library is 3.4% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel.

Park and Recreation – $1,474,453 The recommended budget for the Park and Recreation Department in FY2024 is 10.2% higher than FY2023. The increase is primarily attributable to increased playground repair funding, increased cost of required water treatment chemicals, and salary and wage increases for existing personnel.

Memorial Park Trustees – $750 The recommended budget for the Memorial Park Trustees in FY2024 is the same as FY2023.

ENTERPRISE FUNDS

Sewer – $9,438,768 The recommended budget for the Sewer Enterprise Fund in FY2024 is 1.4% higher than FY2023. The increase is primarily attributable to salary and wage increases for existing personnel. The MWRA Sewer Assessment, which represents a significant portion of the Sewer Enterprise Fund Budget, has been level-funded as preliminary assessments are not yet available.

Water – $6,005,947 The recommended budget for the Water Enterprise Fund in FY2024 is 6.2% higher than FY2023. The increase is primarily attributable to significantly increased cost of required water treatment chemicals. The MWRA Water Assessment, which represents a significant portion of the Water Enterprise Fund Budget, has been level-funded as preliminary assessments are not yet available.

BEYOND THE OPERATING BUDGET

Capital Improvement Budget – The Capital Improvement Plan Executive Summary is contained in Section 4 of this document. The recommended FY2024 Capital Budget has been updated to include the following items previously included under the "Tier 2" cash category:

- General Fund Fleet Replacement – Additional $773,179;
- Public Works Infrastructure – Additional $581,500;
- NPDES Support Projects – $260,000;
- Sewer Fleet Replacement – Specialized Equipment – Additional $52,059; and
- Action Sports Complex Feasibility Study – $35,000.

In addition, we recommend that the following items, previously recommended to be funded through General Fund debt, be funded by cash:

- Fire Department Ladder 1 – $2,000,000; and
- Athletic Facility Improvements/McLeod Field – $1,310,000.

Other Financial Warrant Articles Given the amount of cash available for appropriation, and consistent with the Town's policy to minimize the use of Free Cash for recurring operating expenses, the FY2024 proposed budget includes the allocation of funds to one-time programs, projects, and reserves. Changes to the funding recommendations may be made during the coming months depending on updated revenue estimates.

Facilities Maintenance Program – $1,000,000 This recurring warrant article funds the annual maintenance of public buildings throughout the Town and School department, including, but not limited to asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. (source: $700,000 Tax Levy & $300,000 Free Cash)

Compensated Absences Fund – $250,000 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. (source: Free Cash)

Town-Owned Land Surveys – $ 100,000 Over time, the Town has acquired yet-to-be surveyed land or has land for which surveys are antiquated and unable to be used. In order to avoid delays in any potential development, or to enable the Town to respond to unforeseen circumstances, these lands should be surveyed to meet current engineering standards. (Recommended funding source: Free Cash)

Property Tax Assistance Program – $50,000 The Property Tax Assistance Program provides small grants to taxpayers in need. (source: Overlay Surplus)

Small Repair Grant Program – **$50,000** The Small Repair Grant Program provides financial assistance to low- and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to $5,000 in grant funding is available per participant, and applications will be evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants. (source: Overlay Surplus)

Athletic Facility Improvement Fund – $33,533 The purpose of the Athletic Facility Improvement Fund is to set aside capital funds for renovation and reconstruction of the Town's athletic facilities and associated structures. Table 1.5 outlines appropriations to the fund over the past five years and is included at the end of this section. The funding recommendation is based on the amount appropriated in FY2023 from the Tax Levy. (source: Tax Levy)

Local Government Fellowship Program – $221,000 These funds support the hiring of a local government management fellow to assist the Human Resources Department on long-term recruitment and retention programming. This fellowship would be facilitated by the International City/County Manager Association who would assist in nationwide recruitment. The fellow would assist the department in supporting multiple Select Board goals relative to workforce diversity and good governance in the context of an extremely competitive labor market that has impacted all Town departments. The cost includes salary, benefits, and associated expenses for the two-year period. (source: Tax Levy)

Recruiting Services – $60,000 These funds will support targeted recruitment for high-level vacancies within Town government. Given the structural changes in the labor market since the pandemic and the decision of numerous retirement-eligible managers to leave the workforce, outside assistance has been vital to hiring managers for recent vacancies. (source: $31,500 Tax Levy & $28,500 Overlay Surplus)

Temporary Staffing – $40,000 These funds will be used for short-term, temporary assistance to fill unexpected vacancies in critical staff positions while the formal hiring process takes place. Such funds approved by the 2020 Town Meeting were critical in supporting Town departments impacted by vacancies caused by worker illness, lateral promotions, military activation, and other unexpected situations. (source: Tax Levy)

Opioid Recovery & Mitigation Fund - $217,288 A nationwide settlement with opioid distributors will result in funds being distributed to the Commonwealth, and subsequently to cities and towns for the next 30 or so years. These funds must be used on programming for prevention, harm reduction, treatment, and recovery. Current Massachusetts General Law mandates that these funds be distributed as General Fund receipts. As such, Town Meeting must annually appropriate these monies from the General Fund unless and until the Commonwealth allows the use of a Special Revenue Fund for this purpose. (source: Free Cash)

Fleet Refurbishment – $300,000 These funds would provide refurbishment for vehicles to extend their useful life. This should improve operational safety and reduce active

maintenance issues. (source: $150,000 Free Cash and $150,000 Sewer Enterprise Fund Retained Earnings)

Drains/Sewer Contribution – $810,358 The annual contribution to the Sewer Enterprise Fund offsets the cost of the drains program. The drains program - a General Fund expense – is appropriated to the Sewer Enterprise Fund as it is more efficient to account for the program in that manner. The Town continues to evaluate the benefits and challenges of funding the drains/stormwater program within the General Fund and will be recommending changes to the financial structure in the coming years. (source: Tax Levy)

Allowance for Abatements and Exemptions – $693,892 These funds are reserved for property tax abatements and statutory exemptions. After the actual new growth revenue for FY2024 is known, the amount of overlay may change. The final amount of the reserve is determined by the Department of Revenue when it approves the tax rate in December. (source: Tax Levy).

CONCLUSION

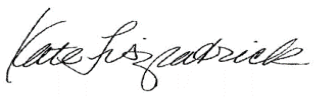
This balanced budget proposal is promulgated prior to the completion of the budget process for the Commonwealth. As revenue estimates are refined in the winter and spring, we will work with the various Town boards and committees in preparing the final budget to be presented to Town Meeting.

Our entire management team has worked collectively to implement creative ways of meeting the Town's sustainability goals. Efforts have been made to implement measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources, aligned with stated goals of elected and appointed boards, committees, and commissions. I would especially like to thank Superintendent of Schools Dan Gutekanst, Assistant Town Manager David Davison, Assistant Town Manager Katie King, and Support Services Manager Myles Tucker for their work in the development of this budget.

I appreciate the spirit of cooperation that has been demonstrated by the Select Board, School Committee, and Finance Committee in the development of this budget, and applaud the commitment to sustainability on the part of Town boards and committees, Town Meeting, and ultimately the community. We are fortunate to have dedicated staff working every day to maintain the high quality of life our residents expect and deserve.

I couldn't be prouder to be associated with local government and the Town of Needham. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

Respectfully submitted,



Town Manager

Appendix A
Select Board Budget Priorities

The Select Board has adopted the following core budget priorities for general government operations. These priorities serve as a key guideline in the evaluation of departmental spending requests.

1. Support for investment in safe, well-maintained and attractive buildings and infrastructure and accommodate a diverse set of community needs. (SB Goal #1).
    a. Prioritize the installation of a new, modernized phone system for the Needham Free Public Library and other Town Buildings.
    b. Identify funding for School Master Plan projects.
2. Ensure that Needham has the economic opportunities and resources for residents and businesses to thrive in our community. (SB Goal #2)
3. Creating or strengthening a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively. (SB Goal #3).
    a. Seek funding for noise reduction/Quiet Zone feasibility, design and construction.
4. Support initiatives to ensure that Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. (SB Goal #4).
    a. Support funding for expanded services for mental and behavioral health needs.
5. Support for initiatives that ensure that Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. (SB Goal #5)
6. Support for an excellent customer experience, responsible management of the Town's assets, data-driven decision-making, and community engagement. (SB Goal #6)
    a. Support for employee recruitment and retention initiatives.
    b. Support the continuation of the communications role (PIO) through the operating budget.
    c. Support for the maintenance of a debt service plan that balances capital needs with the Town's ability to pay, identification of alternative funding sources for capital needs, evaluation of financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.
    d. Maximizes resources within the limits of Proposition 2 ½ to avoid operating overrides.
7. Ensuring that Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems. (SB Goal #7)
8. Achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.

Table 1.2
School Enrollment 2013/2014 to 2022/2023

School Year	Enrollment	Percentage Change
2013/2014	5,523	0.9%
2014/2015	5,519	-0.1%
2015/2016	5,581	1.1%
2016/2017	5,588	0.1%
2017/2018	5,666	1.4%
2018/2019	5,721	1.0%
2019/2020	5,706	-0.3%
2020/2021	5,483	-3.9%
2021/2022	5,515	0.6%
2022/2023	5,525	0.2%

Source: DESE

Table 1.3
Group Health Insurance Enrollment FY2019 to FY2023

Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2014	284	0.00%	509	-6.09%	793	-4.00%
FY2015	286	0.70%	531	4.32%	817	3.03%
FY2016	294	2.80%	530	-0.19%	824	0.86%
FY2017	286	-2.72%	544	2.64%	830	0.73%
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%
FY2021	293	-1.68%	563	1.08%	856	0.12%
FY2022	288	-1.71%	565	0.36%	853	-0.35%
FY2023	290	0.69%	560	-0.88%	850	-0.35%
10-Year Change (FY2014-FY2023)	6	2.11%	51	10.02%	57	7.19%
5-Year Change (FY2019-FY2023)	-1	-0.34%	20	3.70%	19	2.29%
1-Year Change (FY2022-FY2023)	2	0.69%	-5	-0.88%	-3	-0.35%

Table 1.4

General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions
FY2019 – FY2023 (excluding grant funded positions)

Function	Funded FY19	Funded FY20	Funded FY21	Funded FY22	Funded FY23	FY19 - FY23 # Change	Proposed FY2024
General Government & Land Use	42.9	43.3	43.4	43.4	44.5	1.6	45.5
Public Safety	140.8	144.8	148.8	150.8	152.8	12.0	152.8
Public Works and Facilities	149.0	150.0	152.0	152.3	156.0	7.0	156.0
Community Services	36.6	37.1	38.0	38.3	39.3	2.7	39.3
Municipal Departments	**369.3**	**375.2**	**382.2**	**384.8**	**392.6**	**23.3**	**393.6**
School Department#	**749.3**	**794.2**	**808.4**	**839.0**	**842.1**	**92.8**	**856.4**

Proposed FY24 reflects the Superintendent's submitted budget

Table 1.5

Athletic Facility Improvement Fund					
Year	Start	Earnings	Appropriations to the Fund	Appropriations from the Fund	Balance
2019	$4,409,021	$68,830	$63,378	($1,855,000)	$2,686,229
2020	$2,686,229	$8,469	$75,000	($2,500,000)	$269,698
2021	$269,698	$506			$270,204
2022	$270,204	$2,689	$705,715		$978,608
2023*	$978,608	$8,247	$85,659		$1,072,514
* Balance as of October 31, 2022					

Table 1.6

Capital Facility Fund					
Year	Start	Earnings	Appropriations to the Fund	Appropriations from the Fund	Balance
2019	$26,926	$42,451	$1,817,000		$1,886,377
2020	$1,886,377	$31,712			$1,918,089
2021	$1,918,089	$3,598			$1,921,687
2022	$1,921,687	$6,168			$1,927,855
2023*	$1,927,855	$16,248			$1,944,103
* Balance as of October 31, 2022					

Table 1.7

Capital Improvement Fund					
Year	Start	Earnings	Appropriations to the Fund	Appropriations from the Fund	Balance
2019	$747,226	$21,937	$141,413		$910,576
2020	$910,576	$17,827	$166,612		$1,095,015
2021	$1,095,015	$2,054			$1,097,069
2022	$1,097,069	$3,521			$1,100,590
2023*	$1,100,590	$9,276	$351,662		$1,461,528
* Balance as of October 31, 2022					

Table 1.8

Debt Service Stabilization Fund					
Year	Start	Earnings	Appropriations to the Fund	Appropriations from the Fund	Balance
2019	$2,062,952	$51,554			$2,114,506
2020	$2,114,506	$35,545			$2,150,051
2021	$2,150,051	$4,033			$2,154,084
2022	$2,154,084	$6,913			$2,160,997
2023*	$2,160,997	$18,213			$2,179,210
* Balance as of October 31, 2022					

Line #	Description	FY2022 Expended	FY2023 Current	FY2024 Total Request	Change from FY2023		Town Manager Recommendation Balanced Budget	Change from FY2023	
Townwide Expenses									
1	Casualty, Liability, Property & Selfinsurance Program	742,594.00	834,262	922,490	88,228	10.6%	922,490	88,228	10.6%
2	Debt Service	20,754,996.62	20,366,317	17,543,250	(2,823,067)	-13.9%	17,543,250	(2,823,067)	-13.9%
3	Group Health Insurance, Employee Benefits & Administrative Costs	14,777,854.33	17,255,396	17,749,773	494,377	2.9%	17,599,022	343,626	2.0%
4	Needham Electric, Light & Gas Program	3,953,245.96	4,121,023	5,655,057	1,534,034	37.2%	5,655,057	1,534,034	37.2%
5	Retiree Insurance & Insurance Liability Fund	7,426,237.00	8,844,474	8,219,985	(624,489)	-7.1%	8,199,280	(645,194)	-7.3%
6	Retirement Assessments	10,276,804.00	11,407,096	12,319,665	912,569	8.0%	12,319,665	912,569	8.0%
7	Workers Compensation	828,731.00	732,070	786,657	54,587	7.5%	779,255	47,185	6.4%
8	Injury on Duty & 111F		151,105	159,415	8,310	5.5%	159,415	8,310	5.5%
9	Classification Performance & Settlements	Transfers Only	111,260	998,000	886,740	####	998,000	886,740	####
10	Reserve Fund	Transfers Only	2,052,091	2,346,825	294,734	14.4%	2,346,825	294,734	14.4%
	Group Total	58,760,462.91	65,875,094	66,701,117	826,023	1.3%	66,522,259	647,165	1.0%
Select Board and the Office of the Town Manager									
11A	Salary & Wages	1,004,172.98	1,085,382	1,225,793	140,411		1,225,793	140,411	
11B	Expenses	154,072.41	255,076	272,855	17,779		272,855	17,779	
	Total	1,158,245.39	1,340,458	1,498,648	158,190	11.8%	1,498,648	158,190	11.8%
Office of the Town Clerk									
12A	Salary & Wages	371,629.53	411,017	415,274	4,257		415,274	4,257	
12B	Expenses	55,427.84	81,720	86,480	4,760		86,480	4,760	
	Total	427,057.37	492,737	501,754	9,017	1.8%	501,754	9,017	1.8%
Legal Services									
13A	Salary & Wages								
13B	Expenses	272,689.05	329,140	329,140			329,140		
	Total	272,689.05	329,140	329,140			329,140		
Finance Department									
14A	Salary & Wages	1,904,969.00	2,339,188	2,398,879	59,691		2,398,879	59,691	
14B	Expenses	1,190,243.05	1,331,273	1,355,040	23,767		1,355,040	23,767	
14C	Capital	94,723.44	95,000	100,000	5,000		100,000	5,000	
	Total	3,189,935.49	3,765,461	3,853,919	88,458	2.3%	3,853,919	88,458	2.3%
Finance Committee									
15A	Salary & Wages	40,138.27	41,904	43,381	1,477		43,381	1,477	
15B	Expenses	370.00	1,460	1,590	130		1,590	130	
	Total	40,508.27	43,364	44,971	1,607	3.7%	44,971	1,607	3.7%
Planning and Community Development									
16A	Salary & Wages	493,083.71	522,888	575,257	52,369		575,257	52,369	
16B	Expenses	15,852.61	36,850	38,450	1,600		38,450	1,600	
	Total	508,936.32	559,738	613,707	53,969	9.6%	613,707	53,969	9.6%

Line #	Description	FY2022 Expended	FY2023 Current	FY2024 Total Request	Change from FY2023		Town Manager Recommendation Balanced Budget	Change from FY2023	
Police Department									
17A	Salary & Wages	6,636,200.26	7,559,784	8,003,770	443,986		8,003,770	443,986	
17B	Expenses	373,601.05	507,827	565,498	57,671		565,498	57,671	
17C	Capital	101,856.81	257,884	134,894	(122,990)		134,894	(122,990)	
	Total	7,111,658.12	8,325,495	8,704,162	378,667	4.5%	8,704,162	378,667	4.5%
Fire Department									
18A	Salary & Wages	9,614,854.58	9,805,101	10,145,850	340,749		10,145,850	340,749	
18B	Expenses	357,247.53	445,467	509,681	64,214		509,681	64,214	
18C	Capital	25,508.00	35,334	40,027	4,693		40,027	4,693	
	Total	9,997,610.11	10,285,902	10,695,558	409,656	4.0%	10,695,558	409,656	4.0%
Building Department									
19A	Salary & Wages	733,766.01	803,103	843,272	40,169		843,272	40,169	
19B	Expenses	25,076.17	51,040	51,040			51,040		
	Total	758,842.18	854,143	894,312	40,169	4.7%	894,312	40,169	4.7%
Minuteman Regional High School Assessment									
20	Assessment	1,230,287.00	1,367,739	1,641,773	274,034		1,641,773	274,034	
	Total	1,230,287.00	1,367,739	1,641,773	274,034	20.0%	1,641,773	274,034	20.0%
Needham Public Schools									
21	Budget	81,607,641.44	87,277,798	92,155,973	4,878,175		92,155,973	4,878,175	
	Total	81,607,641.44	87,277,798	92,155,973	4,878,175	5.6%	92,155,973	4,878,175	5.6%
Building Design and Construction Department									
22A	Salary & Wages	289,201.28	342,389	442,788	100,399		336,301	(6,088)	
22B	Expenses	5,723.03	15,175	20,295	5,120		15,175		
	Total	294,924.31	357,564	463,083	105,519	29.5%	351,476	(6,088)	-1.7%
Department of Public Works									
23A	Salary & Wages	9,419,198.81	10,480,457	11,248,710	768,253		10,915,518	435,061	
23B	Expenses	7,139,070.09	8,167,639	8,806,520	638,881		8,793,620	625,981	
23C	Capital	170,726.02	115,499	193,731	78,232		193,731	78,232	
23D	Snow and Ice	727,027.61	433,139	437,470	4,331		437,470	4,331	
	Total	17,456,022.53	19,196,734	20,686,431	1,489,697	7.8%	20,340,339	1,143,605	6.0%
Municipal Parking Program									
24	Program	131,103.32	151,818	159,654	7,836		159,654	7,836	
	Total	131,103.32	151,818	159,654	7,836	5.2%	159,654	7,836	5.2%
Health and Human Services Department									
25A	Salary & Wages	1,864,780.20	2,023,343	2,144,834	121,491		2,070,327	46,984	
25B	Expenses	375,012.89	434,735	490,325	55,590		477,925	43,190	
	Total	2,239,793.09	2,458,078	2,635,159	177,081	7.2%	2,548,252	90,174	3.7%
Commission on Disabilities									
26A	Salary & Wages	1,500.00	1,500	1,500			1,500		
26B	Expenses	543.14	550	550			550		
	Total	2,043.14	2,050	2,050			2,050		
Historical Commission									
27	Program	60.00	1,050	1,050			1,050		
	Total	60.00	1,050	1,050			1,050		
Public Library									
28A	Salary & Wages	1,632,992.31	1,766,194	1,814,034	47,840		1,814,034	47,840	
28B	Expenses	372,557.86	390,863	417,100	26,237		417,100	26,237	
	Total	2,005,550.17	2,157,057	2,231,134	74,077	3.4%	2,231,134	74,077	3.4%
Park and Recreation Department									
29A	Salary & Wages	742,718.33	1,074,354	1,149,013	74,659		1,149,013	74,659	
29B	Expenses	206,398.49	263,336	325,440	62,104		325,440	62,104	
	Total	949,116.82	1,337,690	1,474,453	136,763	10.2%	1,474,453	136,763	10.2%
Memorial Park Trustees									
30	Program		750	750			750		
	Total		750	750			750		

Line #	Description	FY2022 Expended	FY2023 Current	FY2024 Total Request	Change from FY2023		Town Manager Recommendation Balanced Budget	Change from FY2023	
Needham Council for Arts and Culture									
31	Program		8,300	8,300			8,300		
	Total		8,300	8,300			8,300		
	Department Budget Total	129,382,024.12	140,313,066	148,595,981	8,282,915	5.9%	148,051,375	7,738,309	5.5%
	Total Operating Budget	188,142,487.03	206,188,160	215,297,098	9,108,938	4.4%	214,573,634	8,385,474	4.1%
Sewer Enterprise									
201A	Salary & Wages	887,688.13	1,080,247	1,144,544	64,297		1,144,544	64,297	6.0%
201B	Expenses	437,214.93	770,691	823,367	52,676		823,367	52,676	6.8%
201C	Capital	44,600.00	51,000	65,000	14,000		65,000	14,000	27.5%
201D	MWRA	6,614,690.00	6,760,857	6,760,857			6,760,857		
201E	Debt Service	603,692.88	610,000	610,000			610,000		
202	Reserve Fund		35,000	35,000			35,000		
	Total	8,587,885.94	9,307,795	9,438,768	130,973	1.4%	9,438,768	130,973	1.4%
Water Enterprise									
301A	Salary & Wages	1,229,012.89	1,503,306	1,598,687	95,381		1,598,687	95,381	6.3%
301B	Expenses	1,126,064.56	1,361,349	1,564,469	203,120		1,564,469	203,120	14.9%
301C	Capital	28,715.00		53,605	53,605		53,605	53,605	
301D	MWRA	1,670,433.00	1,464,186	1,464,186			1,464,186		
301E	Debt Service	849,217.98	1,250,000	1,250,000			1,250,000		
302	Reserve Fund		75,000	75,000			75,000		
	Total	4,903,443.43	5,653,841	6,005,947	352,106	6.2%	6,005,947	352,106	6.2%

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Revenue Summary

Funding Sources Summary
Table 2.1

Description	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change	% Change
General Fund	213,338,911	225,082,440	229,376,013	4,293,573	1.9%
Enterprise Funds	16,222,662	15,959,434	17,355,631	1,396,197	8.7%
Community Preservation Fund	4,294,965	7,733,902	6,619,095	(1,114,807)	-14.4%
Total Funding Sources*	233,856,538	248,775,776	253,350,739	4,574,963	1.8%

* Before adjustments, reimbursements, and subsidies

The General Fund accounts for revenues and expenditures necessary to provide governmental services and expenses. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. The above table 2.1 shows that the total estimated funding sources for FY2024 will increase by approximately $4.6 million or 1.8%. The overall budget plan for FY2023 included a significant amount one-time CPA funds and General Fund Free Cash. The actual amount of Free Cash available for appropriation is not yet known, but we estimate the amount will be similar to the amount certified last year, in part because more than $2.3 million was returned. For the purpose of this budget plan, we assume $15 million of Free Cash available for appropriation. This compares to the $14,644,455 of Free Cash that was appropriated last year. Enterprise Fund appropriations for FY2023 included the use of $1,470,255 of retained earnings. This budget plan has $2,864,131 in retained earnings being used for appropriations for FY2024 and receipts of $14,491,500 (combined enterprise $17,355,631). The Community Preservation Act (CPA) revenue estimate is $4,343,787 and assumes $2,275,308 in CPA reserves would be used to fund the four requests submitted to the Community Preservation Committee (CPC) for FY2024 (combined CPA $6,619,095).

GENERAL FUND

Summary of General Fund Resources
Table 2.2

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change
Property Taxes	150,349,498	161,661,687	170,417,731	178,892,914	183,728,090	4,835,176
State Aid	13,091,197	13,645,674	13,852,710	15,221,089	15,802,127	581,038
Local Receipts	16,058,350	14,589,825	16,217,044	12,411,662	12,908,128	496,466
Use of Reserves and Other Available Funds	3,879,196	1,492,947	1,324,796	3,912,320	1,937,668	(1,974,652)
Free Cash	10,337,871	7,862,473	11,526,630	14,644,455	15,000,000	355,545
General Fund Revenue	193,716,113	199,252,605	213,338,911	225,082,440	229,376,013	4,293,573
Adjustments to General Fund Revenue						
Reimbursements & Subsidies	1,325,500	1,330,058	1,407,415	1,216,515	1,215,000	(1,515)
CPA Share of Debt Service	1,185,317	1,425,000	1,021,397	969,632	1,078,631	108,999
Adjustments to General Fund Revenue	2,510,817	2,755,058	2,428,812	2,186,147	2,293,631	107,484
Available for General Fund Expenditures	196,226,930	202,007,663	215,767,723	227,268,587	231,669,644	4,401,057

Table 2.2 shows total revenue available for General Fund appropriations projected at **$231,6669,644** or $4,401,057 more than FY2023. Revenue from the property tax is estimated to grow by approximately $4.8 million, state aid is estimated to grow by $581,038, and local receipts are estimated at $496,466 more than the current year. Free Cash for appropriation has been assumed at $15 million for FY2024.

The use of reserves and other available funds is approximately $2 million less than was used for FY2023. Free Cash is essentially level when compared to $14,644,455 used for FY2023. The estimated total adjustment to General Fund revenues is $107,484 more for FY2024 compared to FY2023. 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.

FY2023 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

Property Taxes

Under Massachusetts General Laws, property taxes overall are restricted to increases of 2.5% plus tax revenues derived from new growth. This is referred to as the annual levy limit. An additional taxing limitation under Proposition 2½ is the levy ceiling. The levy ceiling is equal to 2.5% of the Town's valuation. The total taxable value of the Town as of January 1, 2022 was $12,247,868,326. This puts the tax levy ceiling at $306,196,708. The tax levy including debt exclusions for FY2023 was $178,892,914, so the Town is well below its legal ceiling.

The new growth tax revenue is derived from improvements to property by its use, reconstruction, or new construction, and is added to the tax base. The annual levy limit may also be increased by the amount of any general override (usually for operating expenses), and capital exclusion override. The annual levy limit is also increased by the amount of debt service that is payable during the year for debt that has been approved by the voters as a debt exclusion override. The increase in the FY2024 tax levy attributable to new growth is estimated based upon information provided by the Assessing and Building Departments.

Property Tax Levy

The property tax levy (refer to Table 2.3.1 on the next page) represents approximately 80.1% (Table 2.8) of all general fund revenues before adjustments. The FY2024 property tax levy is estimated to increase approximately 2.7% over the FY2023 actual tax levy, or approximately $4.8 million. This compares to the nearly $8.0 million increase that FY2023 tax levy was over the FY2022 actual levy, or approximately 4.7% increase. The tax revenue to support operations within the levy limit is increasing by an estimate of 4.7% over FY2023. Property tax New Growth revenue has been much higher in recent years but the amount of New Growth for FY2023 ($3,968,707) was a decrease from FY2022 ($4,731,856) of $763,149. The FY2024 budget plan assumes New Growth revenue of approximately $2.5 million but may be amended when building activity through the end of 2022 is known. The New Growth revenue during FY2021 and FY2022 was higher due to the significant investment and installation of equipment by the public utilities the last few years. New Growth revenue increase during those years resulted from the reduction of the exemption in the Tax Incremental Financing (TIF) agreement with TripAdvisor from 76% of the original new construction value to one percent of the initial value. With the reduction in the TIF amount for TripAdvisor, the new tax revenue increased by more than $1.4 million. The one percent exemption continues through FY2028. The Town also has a ten-year TIF agreement with NBCU which provides for a 70% deferral of the initial new growth value for four years, then declines to a 5% deferral for the fifth year, and then declines to a deferral of 1% of the original growth for the last five years of the agreement. However, the NBCU project delivered $1.5 million in new personal property tax revenue for the Town in FY2020, revenue the Town would not have realized from a standard office complex development. The redevelopment of the former MUZI dealership properties is anticipated to generate $3 to $5 million in New Growth revenue within the next couple of years. We have made no estimate for New Growth for FY2024 in this budget plan from that project, but will propose amending the Debt Services Stabilization Fund (DSSF) to dedicate a significant amount of the New Growth revenue resulting from the redevelopment of that property to the DSSF. Town Meeting approval is

required. The Town can take proactive steps now to secure those funds for the considerable investment in Town assets in the coming years.

Fiscal Year Tax Levy
Table 2.3.1

Description	FY2020 Recap	FY2021 Recap	FY2022 Recap	FY2023 Recap	FY2024 Estimate	$ Change
Prior Year Base	134,370,075	142,426,994	150,539,475	159,039,704	166,984,404	
2-1/2 Allowance	3,359,252	3,560,675	3,763,487	3,975,993	4,174,610	
New Growth	4,697,667	4,551,806	4,731,856	3,968,707	2,500,000	
General Override						
Levy in Abeyance	(2,999,601)	(1,757,767)	(603,818)	(1,175,906)		
General Tax Levy Limit	139,427,393	148,781,708	158,431,000	165,808,498	173,659,014	7,850,516
Total Excluded Debt	12,922,651	14,448,298	14,375,000	13,844,279	10,764,226	
Less Excluded Debt Offsets	(800,307)	(791,205)	(766,324)	(727,478)	(695,150)	
Debt Exclusion Adjustment			(1,205,777)	(32,385)		
Excluded Debt to be Raised on Tax Levy	12,122,344	13,657,093	12,402,899	13,084,416	10,069,076	(3,015,340)
Property Tax Levy	151,549,737	162,438,801	170,833,899	178,892,914	183,728,090	4,835,176
Collections by Year End*	150,349,498	161,661,687	170,417,731			

*Includes collections of prior year taxes and pending refunds

The tax levy limit is calculated by increasing the allowed FY2023 levy limit, exclusive of debt exclusions, by 2.5% and then adding a component for new growth. New growth is a function of the additional value generated by construction during the preceding year. The additional tax dollar amount for new growth is determined by the value on the January 1 assessment date and is then multiplied by the applicable FY2023 tax rate.

The increase in the levy limit above the allowable annual limit and new growth is limited to the amount to be raised to pay the debt that has been excluded from the levy limit by the voters of Needham. The base tax levy, before accounting for debt exclusions, is expected to increase by approximately $7.9 million over the FY2023 actual base levy. The amount of tax excluded debt that is to be paid by property taxes is estimated to decrease by more than $3 million for FY2024 over the FY2023 tax levy. The total excluded debt declined from $14,375,000 in FY2022 to $13,844,279 in FY2023. The excluded debt in FY2024 will decline to $10,764,226. The final excluded debt issue for the Public Safety projects was completed last year, which is the last of the debt excluded projects approved by the Town. The excluded debt service and its effect on the tax levy will decline every year going forward, unless and until new projects are approved by the voters of Needham.

Table 2.3.2 (next page) shows the annual debt service by project that was added to the tax levy for fiscal years 2020 through 2023, and the amount to be added to FY2024. The table shows the percentage that the gross excluded debt would have increased the tax levy, and the percentage that the net excluded debt (the gross debt adjusted for offsets and adjustments) made up of the total tax levy. For FY2023, the total excluded debt service was $13,844,279 which could have added 8.3% to the tax levy, but after accounting for the allowed adjustments, the actual amount added to the tax levy was $13,084,416 which represented 7.3% of the total tax levy for the year. For FY2024, the $10,764,226 in total excluded debt would add 6.2% to the estimated levy for the year, but with the MSBA credit, the net to be raised as the percent of the levy would be 5.5%; additional adjustments are pending for FY2024 which will further reduce the amount to be raised.

Debt Exclusions Added to Tax Levy FY2020 - FY2024
Table 2.3.2

Description	FY2020	FY2021	FY2022	FY2023	FY2024
Debt Service					
Broadmeadow School	771,225	741,425	708,700	678,000	642,600
Eliot School	304,400	294,400	284,400	269,500	259,700
High Rock & Pollard Schools	1,192,035	1,087,335	1,041,410	1,007,160	970,760
High School	1,606,571	1,521,490	1,438,687	1,388,240	1,333,015
Library	796,775	-	-	-	-
Newman School	1,262,390	1,124,960	1,058,043	1,033,975	1,000,845
Public Safety Buildings	2,068,944	4,961,890	7,443,229	7,129,823	4,282,675
Williams School	4,946,992	4,716,797	2,400,531	2,337,581	2,274,631
Total	**12,949,332**	**14,448,297**	**14,375,000**	**13,844,279**	**10,764,226**
General Tax Levy	139,427,393	148,781,708	158,431,000	165,808,498	173,659,014
Excluded Debt as a % of the General Tax Levy*	9.3%	9.7%	9.1%	8.3%	6.2%
Offsets and Adjustments					
MSBA Credits	(695,148)	(695,148)	(695,148)	(695,150)	(695,150)
Premium Credits	(105,159)	(96,056)	(71,176)	(32,328)	
Other Adjustments	(26,681)		(1,205,777)	(32,385)	
Total	**(826,988)**	**(791,204)**	**(1,972,101)**	**(759,863)**	**(695,150)**
Net Excluded Debt Raised on Tax Rate	**12,122,344**	**13,657,093**	**12,402,899**	**13,084,416**	**10,069,076**
Total Tax Levy (Excluded and Within the Levy Limit)	151,549,737	162,438,801	170,833,899	178,892,914	183,728,090
Net Excluded Debt as a % of the Total Tax Levy	8.0%	8.4%	7.3%	7.3%	5.5%

*Before Offsets and Adjustments

The property tax that one pays is primarily influenced by three factors: 1) Town Meeting appropriations and other amounts that the Town is required to pay, 2) the property tax allocation between commercial and residential, and 3) property values (assessments). The real estate market in Needham has remained strong compared to other areas in the state and the nation. 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.

Chart I

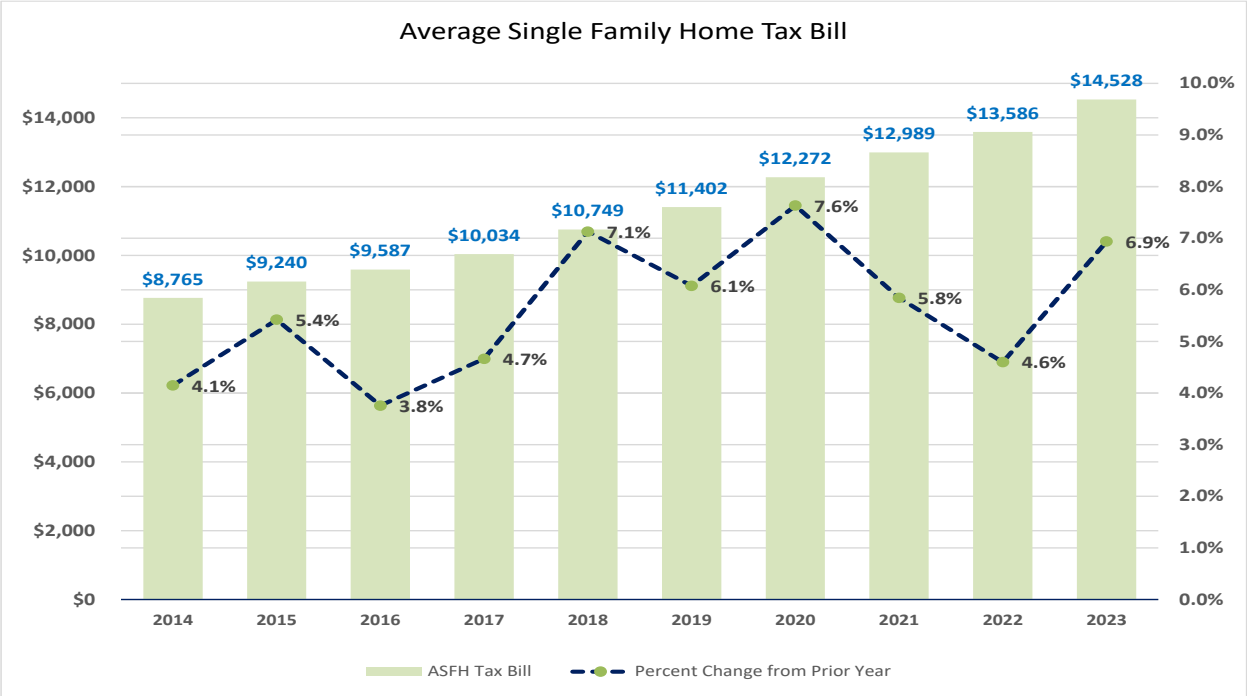


Chart II
Average Single Family Home Tax Bill
Area Communities

Municipality	FY2023
Weston	$23,893
Brookline	$21,372
Wellesley	$18,087
Lexington	$17,514
Concord	$17,481
Belmont	$16,450
Winchester	$16,214
Wayland	$15,958
Sudbury	$14,961
Newton	$14,793
Needham	$14,528
Westwood	$13,270
Milton	$10,669
Bedford	$10,454
Arlington	$10,228
Natick	$9,597
Walpole	$9,217
Dedham	$8,581
Framingham	$7,113
Norwood	$6,223
Group Average (excluding Needham)	$13,793
State-Wide Average	$6,916

Source: DOR

The Average Single-Family Home (ASFH) property tax bill for FY2023 in the Town of Needham was $14,528. The chart on the previous page (Chart I) shows the ASFH tax bill for Needham and the percent change from the prior year for the period of FY2014 to FY2023. Based on the most current data from the Department of Revenue, Needham's average single family home property tax bill in the middle of 20 nearby or comparable communities (Chart II), but well over the state-wide average of $6,916. Other than the Town of Norwood, all the communities in the group are above the state-wide average. This should not be unexpected as the values of homes in this area are much greater than in the state overall. The average tax bill of the identified communities (excluding Needham), for FY2023 was $13,793 which is 4.9% more than the average of those communities in FY2022 ($13,148). The average single family home tax bill in Needham for FY2023 increased by 6.9% from FY2022 ($14,528 vs $13,586). The average single family home tax bill increase state-wide was 6.2% ($6,916 vs $6,514)

State Aid

Most State aid, especially Cherry Sheet aid, is a function of the State budget. The Governor is not required to file the state budget plan until the fourth Wednesday in January. However, in a year when there is a newly elected governor, the new Governor is allowed eight weeks after Legislature convenes to submit the state budget plan. This will be well after the release and presentation of the Town Manager's Balanced Budget for FY2024. For the purposes of this estimate, we assumed an increase of four percent based on the average change in total state aid over the prior ten years rounded to the whole percentage. Therefore, we have assumed a 4.0% increase over the current fiscal year in both Chapter 70 and Unrestricted General Government Aid (UGGA). We have also assumed that all the other Cherry Sheet aid programs which the Town is scheduled to receive for FY2023 will be increased by 4.0% for FY2024. During the winter and spring months, the Legislature will review the Governor's budget proposal, and will release its own budget proposal. In past years, such changes to local aid have altered both the amount of aid and the method of distribution.

The Governor's budget is presented to the Legislature, and the House of Representatives reviews it. The House Ways and Means Committee will develop its own recommendations to present to the full House for debate and amendment. After the House adopts a budget plan, it is forwarded to the Senate for a similar process. After the Senate prepares and votes on its budget plan, the House and Senate conference by way of a committee to resolve any

differences between the two budgets plans. A single budget document is then presented to the full body of the House and subsequently to the Senate for final debate and vote. The approved budget is then sent to the Governor for approval or veto. During this entire process, amendments are usually made which can alter the amount of aid the Town will actually receive.

State aid (Table 2.4) represents approximately 6.9% (Table 2.8) of the total general fund before adjustments. As noted earlier, the Governor's budget plan is not expected until late February and perhaps as late as March 1st, and unless the Governor's budget plan assumes less total aid to Needham than our estimate, any revision to revenue would be directed towards regularly recurring expenses proposed to be funded from reserves. The Governor's budget proposal is subject to review and amendment, and final figures are not expected until late spring.

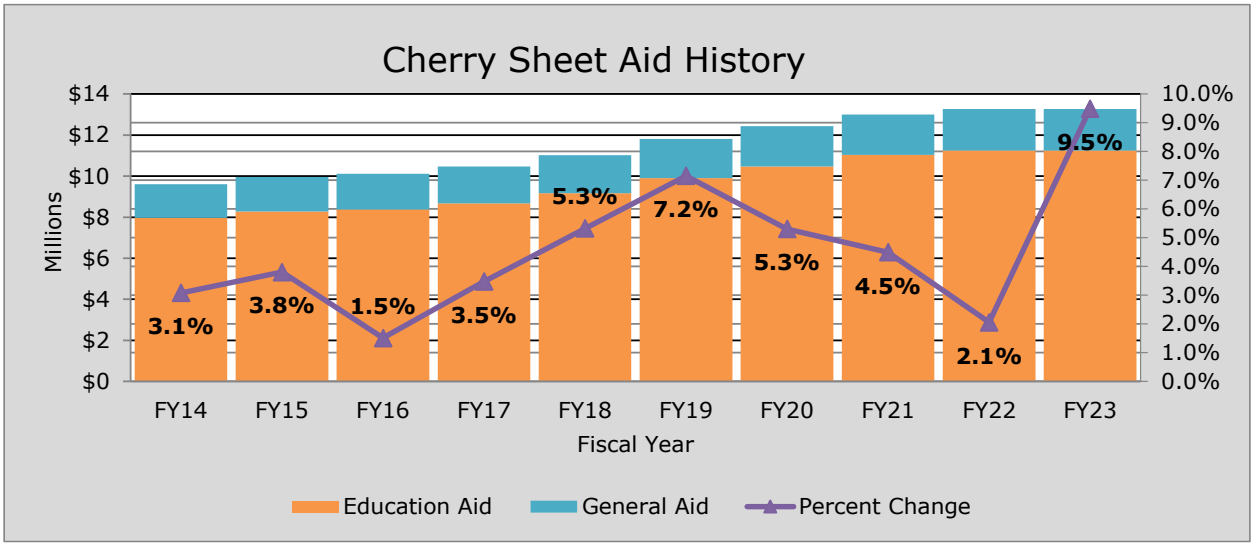
State Aid
Table 2.4

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change
Chapter 70	10,451,715	11,025,783	11,192,613	12,371,314	12,866,167	494,853
School Transportation						
School Construction Assistance						
Charter School Tuition	11,573	3,698	28,264	17,774	18,485	711
Homeless Transportation	3,927		23,764			
State Aid for Education	10,467,215	11,029,481	11,244,641	12,389,088	12,884,652	495,564
Unrestricted General Government Aid	1,853,722	1,853,722	1,801,326	2,022,207	2,103,095	80,888
Police Career Incentive						
Veterans Benefits	21,672	15,033	13,693	14,980	15,579	599
Chapter 59 Elderly Exemptions	6,709	6,526	48,878	40,023	41,624	1,601
Public Library Aid	41,164	45,764	48,842	59,641	62,027	2,386
State Aid for General Government	1,923,267	1,921,045	1,912,739	2,136,851	2,222,325	85,474
Total Cherry Sheet Aid	12,390,482	12,950,526	13,157,380	14,525,939	15,106,977	581,038
MSBA Payments	695,148	695,148	695,148	695,150	695,150	
Other State Payments	5,567		182			
Other State Aid	700,715	695,148	695,330	695,150	695,150	
Total State Aid	13,091,197	13,645,674	13,852,710	15,221,089	15,802,127	581,038

Cherry Sheet Aid

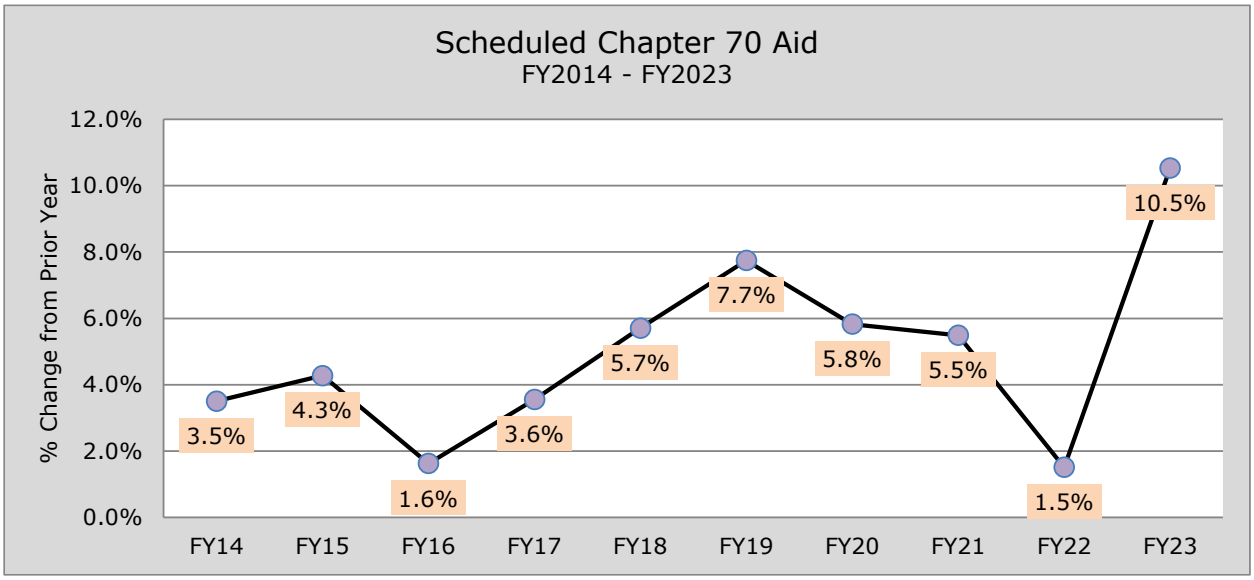
Cherry Sheet aid comes from the Commonwealth where funds are allocated either through distribution formulas or reimbursement formulas. Distribution formulas often incorporate equity factors such as property wealth, income, and effort. Reimbursement formulas provide full or partial funding for program expenditures or foregone revenues. In addition to reimbursements and distributions, there are also Cherry Sheet programs designated as Offset Items. These items are amounts that constitute categorical aid, i.e., funds that must be spent for specific programs. The funds received under programs designated as Offset Items may be spent without appropriation by the Town for the intended purpose (see Adjustments to General Fund Revenue). All other receipt items on the Cherry Sheet are considered revenues of the Town's general fund and may be spent for any purpose, subject to appropriation. Chart III (next page) reflects the history of the total amount of Cherry Sheet aid broken out by general and education aid with the annual percentage change in the total for the years FY2014 through FY2023.

Chart III



Chapter 70 aid is commonly referred to as general school aid. The State explains that Chapter 70 is a formula aid program that is based on a Foundation Budget that is calculated by the Commonwealth for each school system, which considers enrollment, pupil characteristics, inflation, and geographical differences in costs such as wages. The Foundation Budget is what the State has determined to be the minimum spending level for a school system. The formula takes into consideration a community's ability to pay the cost of education based on property values and income. This information is based on equalized property valuation calculated by the Massachusetts Department of Revenue every other year and income data from State tax returns. The State's goal was to ensure that a minimum of 17.5% of the calculated budget for each school system was made up of State aid. This is not 17.5% of what a community may choose to fund.

Chart IV



The Town of Needham saw an increase in Chapter 70 funding every year since FY2014. The Town received $7,901,802 in FY2014, an increase of $267,812 or 3.5% more than the prior

year. The Town received $337,938 more in FY2015, an increase of 4.3%, followed by $134,050 increase, 1.6% in FY2016. The distribution from the State in FY2017 was $297,605 more or 3.6% over FY2016, and FY2018 was $494,965 over FY2017, an increase of 5.7%. The Town received $709,792, an increase of 7.7% in FY2019, followed by a 5.8% increase or $575,563 in FY2020, and $574,068 more in FY2021 or 5.5%. During FY2022 the Town received just $166,830, 1.5% more than FY2021, but the Town is scheduled to receive $12,371,314 during FY2023, or $1,178,701 an increase of 10.5% over FY2022 and is the highest dollar and percent increase over the ten-year period. As mentioned, our $12,866,167 estimate for FY2024 is $494,853 higher than the current year, or a 4.0% increase. Chart IV (previous page) shows the annual percent change in Chapter 70 aid from FY2014 through FY2023.

The Additional Assistance and Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The Town received $1,853,722 in FY2020, an increase of $48,735 or 2.7% more than the prior year; for FY2021 the Town received the same amount ($1,853,722), and for FY2022 the Town received $1,801,326 a decrease of $52,396. The Town was scheduled to receive $1,918,602 for FY2022 or $64,880 (3.5%) more than the prior year, but the State distribution was not received until after end of the fiscal year. The monies have been credited to FY2023. The Town is scheduled to receive $2,022,207 for FY2023 in addition to the $52,396 that has already been recorded as FY2023 revenue. We have estimated $2,103,095 for FY2024, or $80,888 (4.0%) more than the FY2023 Cherry Sheet amount.

The total for all the **other Cherry Sheet aid** programs that have been identified for Needham - charter school tuition, homeless transportation reimbursements, veterans' benefits, property tax exemption reimbursements, and aid to public libraries totaled $85,045 for FY2020. The Town received $71,021 in FY2021, and for FY2022 the Town received a total of $163,441. The total of the other Cherry Sheet aid programs is $132,418 for FY2023. We have assumed a four percent increase ($5,297) for FY2024 or $137,715.

The Town is also expecting the last annual contract assistance payment for the Broadmeadow School project. The payment was decreased from $745,381 to $695,148 in FY2014. The decrease reflected lower interest expense the Town realized when it issued refunding bonds on the then existing Broadmeadow School project bonds. The reduction allowed the **Massachusetts School Building Authority** (MSBA) to capture its share of the lower debt costs. The MSBA final payment is estimated at **$695,150**. 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 (refer back to Table 2.3.2).

Local Receipts

Our time-honored approach of conservatively estimating local receipts is based on a target range. Our goal is to have a local estimate total, by the time the tax rate is sent to the Department of Revenue (DOR) for review, which is less than 80 percent of the prior year's actual receipts excluding non-recurring revenue. The FY2022 actual receipts were higher than FY2021 receipts by $1,627,220. This was the first increase in total actual receipt since 2019. The FY2022 actual receipts of $16,217,044 included $319,369 of receipts that are classified as nonrecurring receipts. We have estimated total local receipts will increase by four percent over the FY2023 estimate. This estimate, excluding nonrecurring revenue, is currently projected at approximately 81.2% of the 2022 actual receipts.

We prepare the projections of local receipts by comparing FY2022 estimated receipts to actual receipts; FY2022 actual receipts to FY2021 actual receipts, FY2023 estimated receipts to the

FY2022 actual receipts and FY2023 year-to-date numbers. We also look at trend lines over three and five years. The Department of Revenue will only allow a community to forecast local revenue up to the level of collection in the previous fiscal year. Under certain circumstances and with appropriate documentation, the Department of Revenue may allow a community to exceed its prior year actual revenue, e.g., for establishing a new fee or significantly increasing an existing fee or charge. During this analysis, the FY2023 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2023 activity demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments that generate or manage the collection of receipts, the estimate may need to be revisited.

Consequences of overly aggressive local receipt estimation include a reduction in the margin between budgeted and actual receipts to cover unanticipated drops in other revenue sources and unexpected increases in expenses (particularly non-appropriated costs), and lower Free Cash certification for the future year than would otherwise be possible. A tighter margin could also negatively impact the Town's credit rating, and hence increase borrowing costs for the Town and consequently higher tax bills for residents.

Local receipts represent approximately 5.6% (Table 2.8) of the total general fund before adjustments. 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 budget estimate for FY2023 of **$12,908,128** (Table 2.5) is an increase of $496,466 or 4.0% from the revised FY2023 budget of $12,411,662. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2023 receipts based on FY2022 results and trends. The total was within the target range for estimating.

Local Receipts
Table 2.5

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change
Motor Vehicle Excise	5,679,213	5,129,306	5,837,070	4,700,000	5,060,000	360,000
Other Excise	1,684,874	643,481	1,415,760	900,000	1,225,000	325,000
Penalties & Interest	272,719	499,343	515,392	270,000	280,000	10,000
Payment in Lieu of Tax	93,000	139,204	147,913	110,000	120,000	10,000
Solid Waste Fee	1,108,099	1,448,570	1,189,410	1,000,000	1,000,000	
Charges for Services	1,889,262	2,435,242	2,245,676	1,900,000	1,973,128	73,128
Fees	351,189	405,578	419,607	155,000	165,000	10,000
Rents	114,739	265,619	208,202	175,000	180,000	5,000
School Income		8,507				
Recreation Department Income	358,649	196,578	236,392	195,000	205,000	10,000
Other Department Income	575,385	461,491	600,976	485,000	505,000	20,000
Licenses & Permits	2,381,660	2,068,299	2,771,497	1,920,000	2,000,000	80,000
Special Assessments	914	363				
Fines & Forfeits	234,549	60,974	110,191			
Investment Income	834,163	228,969	194,651	250,000	195,000	(55,000)
Medicaid Reimbursement	67,188	2,319	1,642			
Miscellaneous Income	7,967	3,282	3,296			
Nonrecurring Income	404,781	592,701	319,369	351,662		(351,662)
Total	16,058,350	14,589,825	16,217,044	12,411,662	12,908,128	496,466

The three major sources of local receipts, which made up nearly 68% of total receipts over the last four years (see Chart V), are Motor Vehicle Excise, Charges for Services, and License and Permits. Year after year motor vehicle excise tax is the major local revenue source accounting for as much as 38% of the total local receipts in a given year and the average percentage over the 2019 – 2022 time period was 36.2%. Therefore, an overestimation of this revenue will have negative impact on the Town's financial position. All three receipt categories are influenced by the economy, locally and nationally, more so than other receipts.

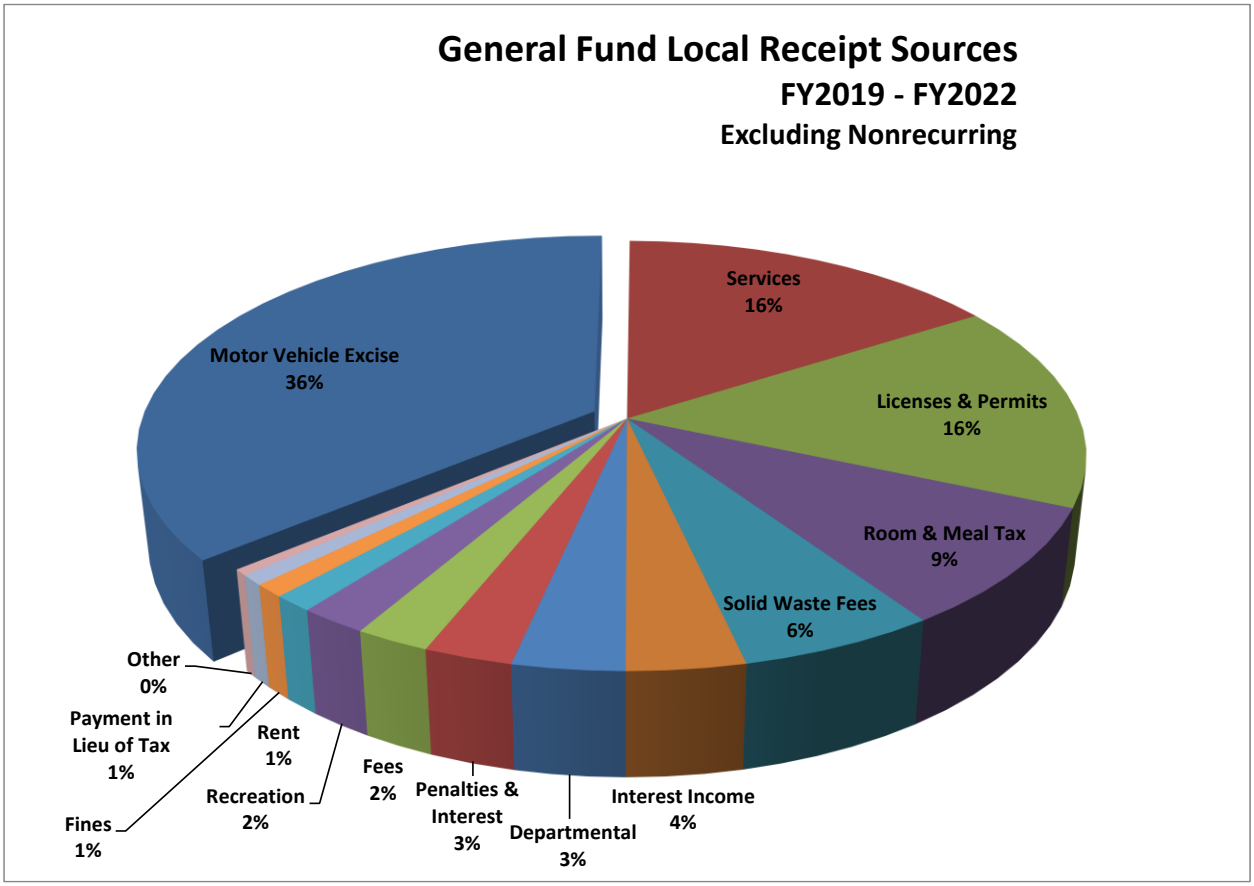
All vehicle owners who have their vehicles registered in the Commonwealth of Massachusetts pay an annual **Motor Vehicle Excise** tax to the community in which the vehicle is principally garaged. The Registry of Motor Vehicles provides listings several times during the year with the vehicles that are registered in Needham, along with the value for each. The vehicle values are the manufacturers' list prices for vehicles in their year of manufacture. The present market value, price paid, and/or condition are not considered for excise tax purposes. The excise tax law establishes its own formula for valuation for state tax purposes whereby only the manufacturer's list price and the age of the motor vehicle are considered. In the year preceding the model year of the vehicle (i.e., 2024 vehicle purchased in 2023) the value is 50%; in the model year the value is 90%; in the second year the value is 60%; in the third year the value is 40%; in the fourth year the value is 25%; and in the fifth and succeeding years the value is 10%. 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 throughout the Commonwealth.

We have assumed approximately a 10% increase or $360,000 from the FY2023 revised estimate of $4.7 million. Motor vehicle excise receipts for FY2024 are projected at approximately **$5.1 million** which is 86.7% of the FY2022 actual. This is a revenue source that we continue to monitor closely. We do not anticipate increasing this revenue estimate any higher because a negative swing with this revenue item can have a notable impact on Free Cash.

In 1986, the Town of Needham adopted a local option room excise tax at 4%; the Town adopted the State-allowed rate of 6% which became effective January 1, 2010. Hotels, motels, and certain other establishments collect this excise on the taxable portion of rents they collect. The businesses remit the funds to the State. The State sends payments to the Town during the year, which is accounted for as **Other Excise** under the local receipts group. The Town of Needham also accepted the 0.75% local option meals excise effective January 1, 2010. The local establishments report and remit the meals tax to the Department of Revenue (DOR). Collections from both the room excise and the meals excise have shown recovery after the downturn due to COVID which negatively impacted these revenue sources for couple of years. During FY2020 the Town received $1,684,874 which was a decrease from the prior year. Revenues for FY2021 dropped to $643,481, a decline of more than $1 million from FY2020. However, during FY2022 the Town received $1,415,760, a swing of $772,279, mor than 120% increase over the prior year. The revised estimate for FY2023 was set at $900,000. We are optimistic that even with recent inflation concerns, the hospitality industry will be solid and have move the FY2024 estimate to **$1,225,000**, a 36.1% increase over the FY2023 estimate and represents approximately 87% of the FY2022 actual.

The **Penalties & Interest** category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions, and interest accrued on deferred taxes. This is a revenue source can have major swings from year to year. The fluctuations in actual collections reflect the unpredictability of the timing of payments, particularly settlements on deferred taxes and tax title accounts. The FY2020 actual receipts were $272,719. The FY2021 receipts were 499,343 for FY2021, an 83% increase, and the FY2022 actual receipts were $515,341, a 32% increase. The estimate for FY2023 is $270,000 and we have increased the estimate for FY2024 to **$280,000**.

Chart V



Payment In Lieu of Tax is a voluntary payment made by certain tax-exempt entities. The Town receives payments from BID/Needham and the Needham Housing Authority (NHA), but payment from the NHA is dependent on Federal funding. The Town and the Hospital executed a new PILOT agreement in June 2018. The Town received $93,000 in FY2020 which was a decline from the prior year. However, there was a delay in receiving scheduled payments during FY2020. There was a bump up in revenue for FY2021 with $139,204, and a further increase for FY2022 at $147,913. The estimate for FY2024 is **$120,000,** 9.1% more the $110,000 revenue estimate for FY2023. This is approximately 81% of the FY2022 receipts.

Solid Waste Fees are the charges and fees collected for the disposal of solid waste and other items. This will be the fourth year that this revenue is part of the General Fund. FY2020 was the first year that this revenue was part of the General Fund which generated $1,108,099. There was a visible uptick in activity at the RTS which generated $1,448,570 in solid waste disposal fees for FY2021. During FY2022, there was a decline of $259,160 (17.9%) in disposal receipts with a total of $1,189,410 collected. The estimate for FY2023 was lowered from the original estimate of $1,200,000 to $1,000,000. The estimate for FY2024 is level dollar at **$1,000,000**. This represents approximately 84% of the FY2022 actual.

The category of **Charges for Services** includes charges for ambulance services, certain parking revenue, and charges by the DPW. This revenue also includes solar electric payments the Town receives from Eversource for power generated by the solar array at the former landfill. The amount generated from the solar array is a significant portion of the total receipts under this category, but fluctuates. The revenue generated from the solar payments is

affected by the amount of power produced, the time of day the power is provided (the utility pays different rate depending on the peak and off-peak demands), and the actual rate Eversource must pay for the production. A history of the last six completed fiscal years collections is shown in Chart VI. The total from all services provided was $1,889,262 in FY2020. With the increase in solar revenues, the running of two full-time ambulances, and the resumption of the sale of parking permits, revenue collections improved with $2,435,242 received during FY2021. The FY2022 receipts declined to $2,245,676. However, revenue for the first half of FY2023 was improved so we maintained the estimate at $1,900,000 for the current year. The total estimated income from the various charges and solar revenue for FY2024 is **$1,973,128**, an increase of $73,128 over FY2023 estimate, or 3.8% more. The estimate for FY2024 is approximately 88% of the FY2022 actual revenue.

Chart VI
Solar Energy Payments

Fiscal Year	Payment	Fiscal Year	Payment
2017	$909,146	2020	$807,467
2018	$1,025,931	2021	$1,234,585
2019	$1,147,907	2022	$905,263

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, Registry of Motor Vehicle license and registration non-renewal releases, and parking meter receipts. The total fees collected in FY2020 was $351,189 which included payment of cannabis related fees of $135,685. During FY2021 the Town received $405,578 again benefitting from the increase in cannabis revenue with $263,488 paid to the Town. The total amount in fees collected during FY2022 increased to $419,67, of which $228,025 was from cannabis. The original estimate under this category for FY2023 was $320,000, but we decreased the estimate to $155,000. This was done in anticipation that state law will be amended to restrict local agreements with cannabis operators from making payment to the municipality beyond direct cost offsets. Should the law not be amended in such a manner, and the local cannabis dispensary makes payment in accordance with the local agreement, the proceeds would become Free Cash for the following fiscal year and a like amount may be appropriated for health and safety related services. The estimate for FY2024 is **$165,000** which is 6.5% more than the revised estimate for FY2023.

Rental Income is collected on a lease with the Needham Golf Club. The Town has a long-term lease with the Needham Golf Club (NGC) which runs for twenty years. The land which the NGC leases is considered taxable. The Town also has a rental agreement with Tesla for use of the former landfill site where the solar panels are located. The Town also collects rent on the use of Town facilities such as Powers Hall. Total rental income for FY2020 was $114,739 which was a decline and was directly related to the impact of COVID. A combination of cancelled events and delays in making payment. FY2021 saw total revenue of $265,619 as the Town collected on back rent from the prior year. The total rents collected during FY2022 was $208,202. The estimate for FY2024 is $5,000 (2.9%) more than the current year or **$180,000** which is approximately 86% of the FY2022 actual.

School Income generated by the School Department for tuitions received began in FY2016. Most all revenue received by the School Department from its activities is accounted through revolving funds and special revenue accounts and is not available for general governmental purposes. The School Department turned in $8,507 for FY202 and nothing in FY2022. There was no estimate for FY2023, and we assume the same for FY2024.

Library Income had been declining year over year. The last year income was reported under this line was FY2018 with $17,002. There is no revenue estimate for FY2024.

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. Park and Recreation was one of the departments that were financially impacted negatively because of COVID. FY2020 actual receipts totaled $358,649, which was a decline from the previous year and FY2021 revenue declined to $196,578. Revenue increased during FY2022 with $236,392 as most activities were running and attendance levels high. The estimate for FY2023 is $195,000 and the FY2024 estimate has been increased by $10,000 to **$205,000** which represents approximately 87% of the FY2022 actual.

Other Department Income includes revenue collected by the various Town departments, which are not properly accounted for in the other accounts. This would include amounts received by planning and conservation departments. The total receipts for FY2020 were $575,385, which decreased to $461,491 for FY2021. Total receipts for FY2022 increased to $600,976. The revised estimate for FY2023 is $485,000; the original estimate was $370,000. The estimate for FY2024 has been increased as well to **$505,000**, which is approximately 84% of the FY2022 actual.

The category of **Licenses and Permits** includes licenses issued by the Select Board and Town Clerk, and permits issued by the Building, Fire, and Health Departments. Actual receipts in FY2020 were $2,381,660, which was a decline from the prior year and the decline continued for FY2021 with total receipts of $2,068,299, a drop of 13% from the prior year. Revenue increased during FY2022 with $2,771,497 in total receipts, or $703,199, approximately a 34% increase. The revised estimate for FY2023 is $1,920,000 and the estimate for FY2024 was increased by $80,000 to **$2,000,000.** This estimate is approximately 72% of the FY2022 actual. Building permit activity is the primary and important revenue stream for this category of receipts. Chart VII provides the history of the actual building permit revenue collected during the past six completed fiscal years. Over the six-year period, building permits generated revenue with a high of more than $4.1 million (FY2017) and a low of $1.8 million (FY2021). Building and construction activity is volatile, and has a greater sensitivity to changes in interest rates, and hence we estimate a lower percent of the actual than most receipts.

Chart VII
Building Permit Activity

Fiscal Year	Permits	Fiscal Year	Permits
2017	$4,149,937	2020	$2,079,634
2018	$2,257,261	2021	$1,822,461
2019	$2,261,032	2022	$2,508,020

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

The category of **Fines and Forfeits** includes parking tickets, court fines, and other violations. Enforcement of parking regulations and other non-criminal infractions were limited due to concerns related to COVID, but resumed in 2021. There has also been a growing trend across the United States to not overtly depend on fines and forfeiture to fund governmental activities,

which tend to fall more heavily on those with limited means. The Needham Public Library ended the assessment of fines for overdue returns.

Investment (Interest) Income is another revenue stream that has significant up and down swings (Chart VIII). The actual interest earnings of $834,163 during FY2020 were lower than FY2019 ($979,649), and FY2021 saw a momentous decline in total interest of $228,969, more than a 72% drop. The decline in interest earnings was driven by the actions taken by the Federal Reserve Board to lower interest rates to near zero to stimulate the economy during the Pandemic. We revised the original FY2022 estimate from $264,000 to $150,000. Actual income earned during FY2022 declined to $194,651, a decline of nearly 15%. However, interest rates climbed as the Fed has changed course from one of stimulating the economy to slowing the economy to lessen the inflation rate, and conversely interest income was increasing which resulted in an increased estimate for FY2023 to $250,000. However, recent suggestions that inflation is declining and that the Fed may pull back interest rates in the second half of next year, caused us to reduce the estimate for FY2024 to **$195,000** which is 100% of the FY2022 actual.

Chart VIII
General Fund Investment (Interest) Income

Fiscal Year	Interest	Fiscal Year	Interest
2017	$278,831	2020	$834,163
2018	$434,319	2021	$228,969
2019	$979,649	2022	$194,651

Medicaid reimbursements are classified as a local receipts revenue source, which often fluctuates from year to year (Chart IX), but the last few years the trend has been one of noticeable decline. In FY2020 the Town received $67,188 in Medicaid revenue, which was a decline of $113,484 or 62% from FY2019, and FY2021 the revenue declined to $2,319. FY2022 was the lowest at $1,642. We made no estimate for FY2023, nor an estimate for FY2024.

Chart IX
Medicaid Reimursements

Fiscal Year	Medicaid	Fiscal Year	Medicaid
2017	$194,935	2020	$67,188
2018	$207,679	2021	$2,319
2019	$180,672	2022	$1,642

Miscellaneous Income totaled $7,967 for FY2020, and declined to $3,282 for FY2021. The total for FY2022 was just $14 more ($3,296). For recurring miscellaneous income, we have made no estimate for the current year nor FY2024.

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. In FY2020, the Town reported $404,781 in nonrecurring receipts. The largest receipt was $203,655 from Town's insurance carrier from program and loss prevention incentives. As in recent years, the sale

of surplus equipment generated the second largest amount considered nonrecurring receipts with $111,171. The combined total of those two sources accounted for 78% of the nonrecurring revenue. The Town received $54,480 from Eversource for energy efficiency efforts by the Town in the construction of the Sunita L Williams elementary school. The balance of the nonrecurring receipts ($35,475) represents various refunds, recoveries, and one-time monies received by the Town during the year. FY2021 the Town reported nonrecurring receipts of $592,701. Most of the nonrecurring receipts were a result of various refunds and rebates which totaled $394,001. The sale of surplus equipment by the Town and the School departments generated $108,575. The Town also received payment of $90,125 from its solar energy producer because the company did not meet its power production guarantee. The $319,369 of nonrecurring receipts received during FY2022 were a result of various refunds and rebates which totaled $31,089. The sale of surplus equipment by the Town and the School departments generated $266,691. The Town also received payment of $10,159 for an energy rebate and $8,662 in electricity refunds from Eversource. The Town collected $2,768 in prior year receivables that were previously deemed uncollectible and written off. We have an estimate of $351,662 of miscellaneous nonrecurring receipts for FY2023 which represents proceeds anticipated from the sale of surplus equipment and supplies by the Town and the School departments this year. There is no estimate for miscellaneous nonrecurring receipts for fiscal 2024.

General Fund Recurring Receipts
Table 2.6

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change
Property Taxes	138,227,154	148,004,594	158,014,832	165,808,498	173,659,014	7,850,516
State Aid	12,390,482	12,950,526	13,157,380	14,525,939	15,106,977	581,038
Local Receipts	15,653,569	13,997,123	15,897,676	12,060,000	12,908,128	848,128
Total Receipts	166,271,206	174,952,243	187,069,887	192,394,437	201,674,119	9,279,682

Other Available Funds

Other available funds ($1,937,668) represent 0.8% (Table 2.8) of the total general fund before adjustments and offsets. Projections of reserves follow past budget methodology. The uses of the funds are based on historical uses of these funds. The two available funds that have been recurring are Debt Exclusion Offsets and Overlay Surplus. Other available funds are correlated to expenses. These funds must be specifically identified by Town Meeting in the motion in order to be used.

Debt Exclusion Offset is an amount equal to the amortized value of a premium that may have been received on a debt-excluded bond or note and is spread over the life of the loan. The offset reduces the amount of the excluded debt service that is raised on the tax levy. The amount for FY2024 is $27,668.

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. Abatement and exemption activity is tracked on a fiscal year basis, but the overlay reserve which covers those costs is held in a single account. From time to time the Board of Assessors may vote to release funds from the overlay fund, which then is considered a surplus and may be used as a funding source by Town Meeting during the year that the surplus is declared. Any funds declared as surplus and not appropriated by Town Meeting will be closed out to fund balance and will contribute to the Free Cash certified in the following fiscal year. We have planned on the use of **$1,910,000** to fund appropriations. Per state statute, the

Board of Assessors must formally vote to release any determined surplus before it is available for appropriation. The Board approved the released $3,000,000 at the July 14, 2022 meeting. $1,090,000 of the overlay surplus was appropriated at the October 24, 2022 Special Town Meeting.

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. With the passage of the Municipal Modernization Act, parking meter receipts collected after November 7, 2016 are now considered General Funds. The Act allows the Town to reestablish the Parking Fund, but this budget plan does not contemplate such action. The residual balance is $244,224.

Transportation Infrastructure Funds are received funds from the Commonwealth through a state assessment on transportation network companies, such as Uber and Lyft, operating in the state. Each company reports to the State the number of rides that originated in Needham and remits a per-ride assessment of $0.20, which is credited to the State's Transportation Infrastructure Enhancement Fund of which one half of the amount is sent to the Town. The distributed funds are special revenue, which require appropriation prior to use. The funds are reserved to be appropriated by Town Meeting for expenses related to the operation of transportation network services in the town including, but not limited to, the complete streets program established in Chapter 90 and other programs that support alternative modes of transportation. The amount for FY2024 is not yet known.

Other available funds in prior years have included items such as unexpended balances of prior warrant articles, grants, and general and dedicated reserves. There are no such funds proposed in this budget plan.

Free Cash

Free Cash balance is largely a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Given the nature of Free Cash, it should not be depended upon as an operating revenue source, but rather a supplemental source. We have taken deliberate steps to reduce the level of Free Cash that is used to support ongoing operating expenses, and recommend using it to improve reserves, invest in capital assets, 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 has not yet been certified for FY2023. We have assumed **$15,000,000** for this budget plan. Free Cash above the amount for this budget plan may be directed to larger capital projects and or reserved for future years. The $15 million represents 6.5% of the total general fund before adjustments and offsets. This is an increase of $355,545 from the amount that was appropriated last year. The expected Free Cash figure is due to several factors: the FY2022 operating budget return, which resulted from a greater number of vacancies during the year in many departments, a much larger return from the school department budget ($2,045,756) than in recent years, the economic recovery from COVID happened sooner than assumed which resulted in higher revenue growth, and using less of the certified Free Cash last year (during FY2022) for FY2023 appropriations so that a greater amount would be rolled over to this year. The Certified Free Cash in FY2022 was $16,952,126 of which $14,644,455 was appropriated and $2,307,671 was closed out at the end of the year and should become part of the Free Cash that will be certified by the State this year. The Certified Free Cash in FY2021 was $16,665,406 of which $11,526,630 was used for FY2022 appropriations and the balance of $5,138,776 was closed out at end of the year. The Certified Free Cash in FY2020 was $12,369,898 of which $7,862,473 was used for FY2020 and FY2021 appropriations and the balance of $4,507,426 was closed out at the end of the year. The certified Free Cash in

FY2019 was $10,387,871 of which $10,337,871 was used for FY2019 and FY2020 appropriations and the balance was closed out at the end of the year. Table 2.7.1 shows how much Free Cash was used for the operating budget, cash capital, other financial warrant articles, reserves, or closed out.

Uses of Free Cash
Table 2.7.1

Certification Year	Budget Year Use	Free Cash	Operating Statement Maximum	Budget	Capital	FWA	Reserves	Total of Uses	Returned
FY2019	FY2020	10,387,871	3,027,431	2,068,301	7,418,252	684,706	166,612	10,337,871	50,000
FY2020	FY2021	12,369,898	3,217,536	3,208,040	3,939,433	715,000	-	7,862,473	4,507,426
FY2021	FY2022	16,665,406	3,527,570	3,527,570	6,246,653	1,752,407	-	11,526,630	5,138,776
FY2022	FY2023	16,952,126	3,763,414	3,625,000	10,475,329	492,000	52,126	14,644,455	2,307,671

Given that the Town of Needham develops its annual operating and capital budgets in such a way that Free Cash can be counted upon each year, some amount of Free Cash has been used to support operating expenses. We continue to recommend that the amount of Free Cash used to fund the operating budget should not be more than 2% of the budget turn back of the prior completed fiscal year or the actual amount returned, whichever is less. We use the final adjusted operating budget to calculate the two percent figure. We define the final adjusted operating budget as the total of the Departmental budgets and Townwide expenses, except for the Reserve Fund. We do not include any transfer from the Reserve Fund line into the Departmental budgets. Any return from the Reserve Fund would not be considered part of the budget return when calculating the lesser of the two calculations: two percent of the final adjusted budget, or actual return, wherever is less. In table 2.7.2, we show what the budget returns have been in the past four years and what the two percent of the final adjusted operating budget would have been.

Operating Budget Returns
Table 2.7.2

Fiscal Year Activity	Final Budget	Returned	Adjusted Final Budget	Related Return	Percent of Budget	Reserve Fund Return	Reserve Fund Return as a % of Total Return	Two Percent of the Adjusted Final Budget
2019	162,736,704	4,894,717	160,876,813	3,342,618	2.1%	1,552,099	31.7%	3,217,536
2020	178,260,006	7,634,782	176,378,506	5,783,282	3.3%	1,851,500	24.3%	3,527,570
2021	190,247,810	6,473,319	188,170,719	4,787,338	2.5%	1,685,981	26.0%	3,763,414
2022	195,800,817	7,658,330	193,723,726	6,354,076	3.3%	1,304,254	17.0%	3,874,475

Two percent of the FY2022 adjusted final budget equals $3,874,475; the actual FY2022 budget return less the Reserve Fund return was $6,354,076 which is more than two percent. The budget plan has **$3,597,105** of the Free Cash being used for operating expenses. Free Cash is also proposed to be used to fund cash capital and warrant articles. Certification of Free Cash above the amount identified for use is proposed to fund capital that otherwise may require debt, provide advance funding to a Stormwater Stabilization fund, reserve for future projects, or a combination of the aforementioned. The Town has been following the recommended practice of limiting the amount of Free Cash that supports the operating budget by using the funds to pay not only for needed cash capital, but also to put aside funds for future demands that may arise unexpectedly and for various one-time financial warrant articles.

Revenue as a % of Total General Fund Revenue
Table 2.8

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate
Property Taxes	77.6%	81.1%	79.9%	79.5%	80.1%
State Aid	6.8%	6.8%	6.5%	6.8%	6.9%
Local Receipts	8.3%	7.3%	7.6%	5.5%	5.6%
Other Available Funds	2.0%	0.7%	0.6%	1.7%	0.8%
Free Cash	5.3%	3.9%	5.4%	6.5%	6.5%
Total General Fund Revenue*	100.0%	100.0%	100.0%	100.0%	100.0%

*May not equal 100% due to rounding

ADJUSTMENTS TO GENERAL FUND REVENUE

While most enterprise fund expenses are accounted for in the enterprise fund, certain costs of the department are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These enterprise-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2024 is based on the current year and is estimated at **$1,215,000**.

The preliminary estimate for the sewer fund reimbursement is **$500,000.** The estimate for the water fund is **$715,000.** Because indirect costs associated with the two funds are a factor of Town Meeting appropriations, the actual FY2024 transfers may be adjusted accordingly.

Enterprise Reimbursements to the General Fund
Table 2.9

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Recap	FY2024 Estimate	$ Change
Sewer	472,345	465,865	507,526	500,948	500,000	(948)
Water	853,155	864,193	899,889	715,567	715,000	(567)
Total	1,325,500	1,330,058	1,407,415	1,216,515	1,215,000	(1,515)

FY2024 is the 13th operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be $ 363,900, which is a decrease of $12,750 from FY2023. This is the fifth year that debt service related to the Rosemary Recreation Complex (RRC) project comes due. The amount payable during FY2023 is $574,731 which is a decrease of $18,251 from FY2023. The annual debt service will decline each year on the Town Hall and Rosemary Recreation Complex projects until they are paid off: Town Hall in 2031, and RRC in 2039. However, the Emery Grover project was approved last year that will be financed in part from CPA funded debt which will increase the annual debt expense beginning in FY2024.

The total transfer for FY2024 is **$1,078,631,** an increase of $108,999, or approximately 11.2%. We reflect $1,078,631 as another adjustment to General Fund revenue because the CPA debt is included in the general operating budget of the Town.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of October 31, 2022 was $4,563,839. The Stabilization Fund may be appropriated, by a 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 an **Athletic Facility Improvement Fund** for the purpose of reserving funds for future extraordinary athletic field and artificial turf replacement and maintenance costs. The balance in the fund as of October 31, 2022 was $1,072,514. The budget plan calls for an appropriation of $33,533 to the Fund, which is the same amount proposed last year which was based on a five-year average of use fees collected by Park and Recreation for this purpose.

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 October 31, 2022 was $1,944,103. No appropriation to the Fund is planned for the 2023 Annual Town Meeting but there may be an appropriation recommendation to the Fund at a Special Town Meeting.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of October 31, 2022 was $1,461,528. No appropriation to the Fund is planned for the 2023 Annual Town Meeting but there may be an appropriation recommendation to the Fund at a Special Town Meeting.

The Town also established a **Debt Service Stabilization Fund** for the purpose of setting aside funds to smooth out the impact of General Fund Debt Service within the levy limit that may exceed the Town's goal that only three percent of General Fund revenues be designated for debt. The balance in the fund as of October 31, 2022 was $2,179,210. No appropriation to the Fund is planned for the 2023 Annual Town Meeting but there may be an appropriation recommendation to the Fund at a Special Town Meeting.

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 until last year, for the Recycling Center and Transfer Station (solid waste disposal). The enterprise funds are reimbursing the general fund for their related indirect costs (e.g., enterprise employee benefits, property insurance, shared staff, etc.).

Enterprise Receipts
Table 2.10

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Etimate	$ Change
Sewer Enterprise	9,060,044	9,521,834	8,405,195	8,404,492	8,405,000	508
Water Enterprise	6,303,298	7,452,180	6,085,833	6,084,687	6,086,500	1,813
Total*	15,363,342	16,974,014	14,491,028	14,489,179	14,491,500	2,321

* Receipts before adjustments, reimbursements, and subsidies

The combination of the Sewer and Water Enterprise funds has total receipts at $14,491,500 for FY2024 compared to the $14,489,179 estimate for FY2023 (Table 2.10). This represents a slight increase of $2,321 or approximately 0.02%. However, the MWRA sewer and water assessments have not been received, and therefore the plan level funds the assessments. Any change will be reflected by an adjustment to receipts.

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

Description	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Etimate	$ Change
Sewer Enterprise	1,631,487	918,088	365,000	1,470,255	1,458,051	(12,204)
Water Enterprise	291,500	43,002	1,370,913		1,406,080	1,406,080
Total	1,922,987	961,090	1,735,913	1,470,255	2,864,131	1,393,876

* Revenue before adjustments, reimbursements, and subsidies

The budget calls for the use of **$1,458,051** of retained earnings in Sewer Enterprise for a combination of funding the operating budget ($723,410), other financial warrant articles ($150,000) and cash capital ($584,641) for FY2024. The Water Enterprise budget calls for the use of **$1,406,080** of retained earnings for the operating budget ($634,447) and cash capital ($771,633) for FY2024. There are some significant water projects that are planned in the coming year which maintaining the retained earnings will help finance those projects to reduce the amount of debt that would otherwise be incurred. Table 2.11 shows the total appropriated from enterprise reserves and other one-time funds since FY2020.

Transfers to the Enterprise Funds

The Town approved a change effective with the FY2012 budget that the expenses associated with the Drains Program that were carried in the DPW General Fund Operating Budget are now part of the **Sewer Enterprise Fund Budget**. The employees who perform a majority of the drains-related work are assigned to either the water or sewer division. There are benefits for the Town to have the water and sewer employees perform the drains-related work rather than hiring additional staff for the sole purpose of drain work. The drains program is considered a general fund expense and not a sewer or water fund expense. The weekly tracking and processing of drains related procurement, accounts payable, and payroll, as well as the budgeting process is easier and more efficient (less cross-fund accounting work) to process the finance-related tasks through one of the enterprise funds, rather than the prior three fund process (general fund, sewer fund, and water fund). The General Fund still pays the drains-related costs, but the appropriation is made from the General Fund to the Sewer Enterprise Fund Budget. The FY2024 budget recommendation is **810,358,** an increase of $27,430 (3.5%) from the FY2023 funding of $782,928. Chart XIII shows the payment made to the Sewer Enterprise Fund since FY2017. The current operating budget required a General Fund subsidy of $52,323. The Select Board approved sewer use rate increases effective October 1, 2022 which should alleviate the need of a subsidy in FY2024.

Chart XIII
General Fund Payment

Fiscal Year	Payment	Fiscal Year	Payment
2017	$519,846	2020	$530,467
2018	$491,749	2021	$544,698
2019	$504,750	2022	$526,368

The **Water Enterprise Fund Budget** required a General Fund subsidy of $284,721 due to the limitation on estimating receipts this year. The subsidy should be recaptured next year because actual collections year-to-date should offset the shortfall. The Water Enterprise should not require a General Fund subsidy for FY2024.

ENTERPRISE FUND RETAINED EARNINGS

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

Similar to Free Cash, retained earnings are a function of the operations of the prior fiscal year and are generated by revenues collected in excess of estimates and unexpended balances of appropriations, as of June 30th. Once certified by the Massachusetts Department of Revenue, retained earnings are then available for appropriation or reserved to support the enterprise. Retained earnings for FY2023 have not been certified by the Department of Revenue as of the publication of this plan.

Table 2.12 shows the amounts which were certified as retained earnings by the Department of Revenue for the previous four complete fiscal years. The RTS retained earnings that were certified last year were closed out to the General Fund with the dissolution of the enterprise fund which contributed to the higher Free Cash certification last year. The decline in the Sewer retained earnings was due to a greater use to fund operations expenses in order to not raise rates last year. We anticipate a further decline in Sewer retained earnings. The Town's use of Water retained earnings last year was limited in order to preserve the account balance and to prepare for funding several major capital projects coming for a vote in the next three years that will rely on retained earnings in order the reduce the amount that would otherwise be financed by debt.

Certified Retained Earnings
Table 2.12

Fund	FY2020	FY2021	FY2022	FY2023
Recycling and Transfer Station	420,749	N.A.	N.A.	N.A.
Sewer Enterprise	2,097,365	1,745,424	3,088,415	Pending
Water Enterprise	4,134,675	4,737,743	5,382,804	Pending

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 that Needham anticipated receiving on its FY2019 CPA surcharge revenue was $348,287, but the State provided an additional $244,092 as a match, which combined totaled $592,379 for FY2020. The effective state match rate was 23.92%. The total received in FY2021 for FY2020 surcharges was $754,080 or 28.63% of the prior year surcharge. The initial state distribution to the Town in FY2022 for FY2021 surcharges was $1,112,652.

Because the amount was higher than assumed the allocation to the required reserves was not met and required a supplemental appropriation to the Historic Resources and Open Space reserves and the CPC opted to add more to the Community Housing Reserve in order to keep to its stated goal for FY2022 that 20% of receipts would be designated to that reserve. However, the State then released another distribution which the Town received an additional $126,313 during FY2022 for FY2021. This will require an additional supplemental transfer (appropriation) to the three reserves for a total of $48,868; refer to the FY2022 Final Minimum Requirement calculation below. The funding source would be the FY2023 General Reserve. The effective distribution rate for FY2022 on the FY2021 receipts was 43.84%

Community Preservation Act Minimum Requirement FY2022 Final	
CPA Commitment	2,950,863
State Contribution	1,238,965
Total Estimated Receipts	4,189,828
Ten Percent	418,983

		Community Housing	Historic Resources	Open Space
FY2022 Original Reservation		764,783		382,391
FY2022 Reservation Supplement (May 2022 ATM)		48,749	29,067	24,375
Less Qualifying Project Appropriations (from FY2022 receipts)				
Town Hall CPA Debt Service			377,699	
Total		813,532	406,766	406,766
Required 10%		418,983	418,983	418,983
Short Fall	None		12,217	12,217
Fund Community Housing at 20%		837,966		
Amount to Transfer to Reserve		**24,434**	**12,217**	**12,217**

We now anticipate the FY2023 total state distribution match for FY2022 receipts will be $1,131,787. As a result, a supplemental appropriation to the required reserves for FY2023 is necessary as well. The Town will need to transfer a total of $86,060 from the FY2023 General Reserve to the three required reserves.

Community Preservation Act Minimum Requirement FY2023 Final	
CPA Commitment	3,130,359
State Contribution	1,131,787
Total Estimated Receipts	4,262,146
Ten Percent	426,215

		Community Housing	Historic Resources	Open Space
FY2023 Reservation		809,400	28,050	404,700
Qualifying Project Appropriations (from FY2023 receipts)				
Town Hall CPA Debt Service			376,650	
Total		809,400	404,700	404,700
Required		426,215	426,215	426,215
Short Fall	None		21,515	21,515
Fund Community Housing at 20%		852,430		
Amount to Transfer to Reserve		**43,030**	**21,515**	**21,515**

We believe the distribution range for FY2024 on the FY2023 revenue will be between 25% and 45% but given the distributions over the past couple of years have been notably higher, we will assume a level dollar distribution. Our **state matching funds** estimate for FY2024 is also **$1,131,787**. The 2% **CPA surcharge** on FY2024 property tax bills is currently estimated at **$3,212,000**. The total estimated receipts for FY2024 are currently at $4,343,787.

The estimate provides for $82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and $477,817 to be credited to both the Community Housing Reserve and Open Space Reserve. The $477,817 figure is approximately 11% of the new revenue estimate for FY2024. 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 FY2024 debt budget includes $ 363,900 of debt service for the Town Hall project and $ 574,731 of debt service for the Rosemary Recreation Complex. As mentioned previously, FY2024 will also include the Emery Grover renovation and reconstruction project which includes funding from CPA supported debt. The debt service for the project is $140,000. The Town Hall project was previously designated as a historic preservation project, and the portion of the Emery Grover project that is funded from CPA is also designated as a historic preservation project. The combined debt service for FY2024 for those two projects is $503,900, which is more than our $477,817 estimate to be reserved, so no appropriation from CPA receipts for Historic Resources is necessary. The balance of the CPA revenue estimate of $2,227,522 would be transferred to the Community Preservation Fund General Reserve for FY2024. 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.

CPA Free Cash for FY2023 has not been certified as yet. After the amount has been determined and declared, the amount remains available for appropriation until June 30, 2023. The FY2023 CPA General Reserve has a balance of **$1,385,308** and the funds remain available for appropriation until June 30, 2023 as well. The CPA Free Cash and General Reserve will close out to the CPA fund balance after the end of the FY2023 and will not become available for use in FY2024 until after the CPA Free Cash is certified for the year. The Community Preservation Committee (CPC) has not yet made any funding recommendations for FY2024. The amounts currently held in the three required reserves as of December 31, 2022 are as follows:

Community Housing Reserve	$2,626,652
Historic Resources Reserve	$ 72,937
Open Space Reserve	$1,890,345

Town of Needham Community Preservation Fund Revenue and Appropriations FY2024	
Community Preservation Fund Revenue Estimates	
Surcharge Revenue Estimate	3,212,000
State Trust Fund Distribution Estimate	1,131,787
Revenue Estimate	4,343,787
Community Preservation Fund Appropriation Estimates without Projects	
Town Hall Project Debt Service (GF Debt Budget)	363,900
Rosemary Recreation Complex Project (GF Debt Budget)	574,731
Emergy Grover (GF Debt Budget)	140,000
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	477,817
Historic Resources Reserve	0
Open Space Reserve	477,817
Community Preservation Fund Reserve	2,227,522
Appropriation Estimates	4,343,787
Reserve Balances 12/31/2022	
Community Housing Reserve	2,626,652
Historic Resources Reserve	72,937
Open Space Reserve	1,890,345
FY2023 General Reserve*	1,385,308
CPA Free Cash*	**Pending**
Total Reserves	5,975,242
Specific Appropriation Requests	
NHA Sebeds Cook Preservation	240,308
NHA Linden Chambers	1,000,000
DeFazio Playground Renovation	35,000
Claxton Field	1,000,000
Total Project Requests	2,275,308

*This a single year reserve, any unused balance closes out June 30, 2023.

Section 3
Departmental Budget Submissions
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Townwide Expense Budget	
Townwide Budget	Auto Casualty Liability Property and Self Insurance Program (General Insurance)

Purpose of the Budget

The General Insurance budget provides for auto liability, general liability, property and casualty, law enforcement, public officials and school board liability, self-insurance, and deductible expenses for the Town of Needham including the Needham Public Schools. The general insurance program is overseen and managed by the Finance Department. The program is designed to reduce risk in order to protect the Town and its assets from the negative effects of unpredictable and significant claims and losses.

Budget Activities

The Town is insured through the Massachusetts Inter-local Insurance Agency (MIIA), which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws and is a provider of insurance exclusively to municipalities and other governmental entities in the Commonwealth. The Town has usually seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool, this is still true.

The Risk Management Committee promotes a safe and healthy work environment, loss prevention and risk mitigation through training and promoting best practices. The Risk Management Committee makeup consists of employees across many departments including the School Department. As a member of MIIA, the Town may participate in the rewards program. The rewards program is designed to encourage discounts and savings on the insurance premium, by promoting workplace safety awareness and good maintenance practices. Credits are earned by the Town when employees attend trainings designed to increase awareness of safety issues and by following best practices to reduce risks.

In FY2022, the Town earned $25,966 in reward-earnings which was an increase of $2,743 over the $23,223 earned during FY2021. The FY2021 rewards credit was a decline from prior years, which was due to COVID restrictions. The restrictions reduced the amount of time that staff could devote to the loss prevention action plan and attendance at trainings due to social distancing requirements. Besides the rewards, the Town was also awarded a Risk Management Grant in the amount of $2,580 to participate in Playground Inspection Certification courses.

	FY2018	FY2019	FY2020	FY2021	FY2022
Earned Rewards	$29,838	$33,817	$33,417	$23,223	$25,966

Budget Changes

Premiums for fiscal year 2024 are not yet known, this information is usually received in the late spring (June). Table 1 shows the change in the July 1 initial premium for the insurance coverage provided by MIIA, the actual total premium for the fiscal year which includes policy amendments, credits, and discounts, and the total budgetary expenditures for the immediate prior five fiscal years (2018 – 2022). FY2023 shows the initial premium and the amount the Town paid to date after applying credits and an early payment discount. The fluctuations in the annual premium were due to buildings coming off and new or expanded buildings being added to the policy and not due to extraordinary building loss experience. The new or remodeled facilities added over the past

Townwide Expense Budget	
Townwide Budget	Auto Casualty Liability Property and Self Insurance Program (General Insurance)

few years include a High School expansion (2018), the Rosemary Recreational Complex (2018), the Fuel Depot at 470 Dedham Avenue (2019), a new Memorial Park Field House (2020), the Mitchell School modular classrooms addition (2020), the Sunita Williams Elementary School (2020), the Jack Cogswell Building (2021), Communications Tower on Central Avenue (2021), the new Fire Headquarters (2021), Fire Station #2 (2022), and the Police Station in the spring of 2022.

Table 1

Year	Budget	Initial Premium	Premium*	Change	Expenditure**	Change
FY2023	$834,262	$803,303	$783,220	10.5%		
FY2022	$758,900	$736,456	$708,600	6.7%	$723,276	8.3%
FY2021	$665,795	$677,195	$664,190	13.3%	$667,584	9.8%
FY2020	$626,790	$579,700	$586,413	15.2%	$608,251	-2.7%
FY2019	$626,790	$545,607	$509,015	3.9%	$625,373	20.0%
FY2018	$606,200	$562,839	$490,117	-2.3%	$521,244	-9.4%

*Premium after adjustments, amendments, and credits

**Expenditures reflective of all credits, paid settlements, policy amendments, transfers, and encumbrances for the fiscal year.

The annual premium is assumed to increase by 7.3% for FY2024 over the base policy for FY2023. This is reflective of the average change for FY2018 through FY2022. The initial premium for FY2023 increased by 9.1% which compares to the 8.8% increase in FY2022. The policy premium includes buildings, casualty and liability, special property, and vehicle coverages. As of July 2022, the total insured value of real property exceeds $459 million, an increase of 10.6% from the prior year. The budget request reflects the annualized cost for the new Police Station, less Emery Grover building which will be transferred to the General Contractor for the year, and the removal of the Ridge Hill house and garage which will be razed this year. The combination of the base increase, the annualize cost for the facilities that were added or removed during the past year, is estimated to increase the annual premium by 11.5% over FY2023.

The Town's vehicle insurance covers more than 260 vehicles. During FY2022, the 17 vehicles were added to the policy and 26 vehicles were removed from the policy. The Town also carries special property coverage which is not only heavy equipment vehicles, but also specialized equipment used by departments such as DPW, Fire, Health and Police, certain independently appraised items such as fine arts in the Library and School Department, certain infrastructure such as traffic lights. This year the Town added six new items and removed 13 items.

The budget provides for the self-insurance account to pay settlements and other uninsured property losses which is level funded at $20,000. The budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims and has been level funded at $29,200. Insurance premiums relating to the two 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.

Townwide Expense Budget	
Townwide Budget	Auto Casualty Liability Property and Self Insurance Program (General Insurance)

The total General Insurance program budget request is $88,228 higher, approximately 10.6% more than the current budget of $834,262.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Administrative, Deductibles, and Insurance Expenses	$902,490		$902,490
Self-Insurance and Settlements	$20,000		$20,000
Total DSR2 & DSR4	$922,490		$922,490

V2024

Townwide Expense Budget	
Townwide Budget	Debt Service

Purpose of the Budget

To maintain an overall capital investment plan which works within the Town's debt policies and uses modern financial tools to fund equipment, facility, and infrastructure in a sustainable manner. The Debt Service budget provides the appropriation for the Town's annual principal and interest expenses associated with various capital construction projects. The projects have been funded by the issuance of notes and bonds. The Sewer and Water Enterprises pay for their related debt service from user fees and charges.

Budget Activities

The final phase of the public safety building project will be finished by the spring of 2023 and the final borrowing associated with the project should be done by the end of 2023. The last borrowing funded by debt exclusion was settled with the maturity of the bond anticipation note in June 2022. Excluded debt service will decline each year, until and if and when a new project is approved by the voters for exclusion.

The Town approved construction funding for the replacement of the Emery Grover school administration building at the 2022 Annual Town Meeting. The appropriation was funded by cash, and an authorization to borrow $14,150,000 of which $4 million will be paid from Community Preservation Fund (CPA) and $10.15 million will be paid from the General Fund within the levy limit . The Town also approved supplemental funding for the Emery Grover project which was based on the actual bid to do the project at the October 24, 2022 Special Town Meeting in the amount of $2,725,000 of which $1,295,000 was additional borrowing authorization. The Emery Grover construction is expected to start by January 2023. The Special Town Meeting also approved a $2,500,000 borrowing authorization to purchase land known as the Foster Property. The capital review process had not yet begun when this budget was submitted, but it is anticipated that debt authorizations may be sought for fire equipment and a multi-year roof top unit replacement project for the Broadmeadow and Eliot schools for FY2024. The Town is considering options to upgrade or replace the Mitchell Elementary School, the Pollard Middle School, and the public works facilities located at 470 Dedham Avenue and other locations in town. The Town has several major utility improvement projects pending for the 2023 and 2024 Annual Town Meetings.

The Town issued a 15-year bond issue in April 2022. The winning bidder offered coupon rates which ranged from a low of three percent to a high of five percent, with an initial premium of $899,848.20. The Town used the premium to reduce the size of the bond issue and to pay the debt issuance costs. The use of the premium reduced the size of the bond issue from $10,850,000 to $10,115,000. The benefit of applying the premium towards project costs is that it lowers the amount that will need to be appropriated to pay debt in future years. The final maturity for this bond is August 15, 2036 (FY2037). The combination of locking in those interest rates, reducing the repayment period by five years (because of the lower interest rates), using the premium for the public safety project, and the paydown of the bond anticipation note reduced the exempt debt service expense from what was anticipated over the life of the existing bonds by $8.7 million. Had the Town held off issuing the final bond by another year would have resulted in higher interest rates. The bonding was related to the public safety building project which was excluded from the limits of Proposition 2½, so the long-term reduction directly benefits the taxpayers because the amount to be raised on the tax levy is now less than was expected.

Townwide Expense Budget	
Townwide Budget	Debt Service

Budget Changes

The FY2024 total debt service of $19,403,250 is a 12.7% decrease from the current year ($22,226,317). The FY2024 debt service budget, exclusive of enterprise fund debt, is $17,543,250, a 13.9% decrease from the current year ($20,366,317). The decrease for FY2024 is due to the decline in excluded debt service. The budget includes amounts required to pay current outstanding long term general fund debt, and new long term general fund debt issues for which authorizations were previously approved by Town Meeting. The budget also pays down certain principal amounts that come due when a bond anticipation note matures when possible. This lowers interest expense and helps to manage the Town's overall debt burden. Interest expense and other related temporary borrowing costs are also included. This budget accounts for both general fund debt service within the levy, and excluded debt, as well as debt supported by CPA funds.

The General Fund debt service within the levy limit is $5,700,393 and the excluded debt service is $10,764,226. The CPA supported debt totals $1,078,631. This request does not contain any funding for debt that may be authorized at the 2023 Annual Town Meeting or May 2023 Special Town Meeting. Debt service related to the Sewer ($610,000) and Water ($1,250,000) enterprise funds are contained in those budgets and are therefore not included in this budget.

The General Fund debt service which is paid within the levy limit is approximately 2.7% more than the current year and is keeping with the Town's policy and financing plan. The General Fund excluded debt service portion of the budget ($10,764,226) is 22.2% less than budgeted for FY2023 ($13,844,279). There is no open debt excluded projects remaining to be borrowed. The combined total of debt within the levy limit and excluded from the levy limit is $16,464,619 which is $2,932,066 less (15.1%) than the FY2023 combined amount for those two categories of debt.

There are three projects that have been funded in part with CPA debt: Town Hall, Rosemary Recreational Complex (RRC), and Emery Grover. The CPA supported debt service for FY2024 is $1,078,631 which is $108,999 more than the amount for FY2023 ($969,632), an increase of approximately 11.2% The debt outstanding on the Town Hall will be fully repaid by FY2031 and the debt on the RRC will paid off in FY2039. The Emery Grover project is now underway, so the final borrowing and final payment are yet to be determined.

Debt	Levy Limt	Excluded	CPA	Sewer	Water	Total
Principal Payments	$2,848,000	$7,672,000	$665,000	$420,644	$484,796	$12,090,440
Interest Payments	$635,168	$3,092,226	$273,631	$77,792	$73,169	$4,151,986
Note Paydowns and Other New Debt Issues	$1,995,000			$70,000	$375,000	$2,440,000
Short Term and Other New Interest	$222,225		$140,000	$41,564	$317,035	$720,824
Total	**$5,700,393**	**$10,764,226**	**$1,078,631**	**$610,000**	**$1,250,000**	**$19,403,250**

Townwide Expense Budget			
Townwide Budget	Debt Service		
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
General Fund Project Debt	$16,464,619		$16,464,619
CPA Project Debt	$1,078,631		$1,078,631
Sewer Project Debt	$610,000		$610,000
Water Project Debt	$1,250,000		$1,250,000
Sub Total	$19,403,250		$19,403,250
Less Enterprise Fund Debt	($1,860,000)		($1,860,000)
Total DSR2 & DSR4	$17,543,250		$17,543,250
			V2024

Townwide Expense Budget	
Townwide Budget	Group Insurance, Employee Benefits, and Administrative Costs

Purpose of the Budget

The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, Medicare tax, Social Security tax, unemployment assessments, workers compensation and public safety injured on duty payments, employee assistance services, professional services, and incidental expenses

Budget Activities

Health Insurance

This budget assumes an 8.2% increase in health insurance premiums for FY2024 and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town's group health program. Enrollment in the Town's group insurance program has been relatively stable over the past several years, increasing by 2.29% for the five-year period FY2019-FY2023, and decreasing slightly from FY2022 to FY2023. In the current year (FY2023), there are 52 employees participating in the "opt out" program, whereby employees receive a payment for opting out of the Town's group insurance program. The chart below includes the number of active health insurance subscribers for the past ten years.

Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2014	284	0.00%	509	-6.09%	793	-4.00%
FY2015	286	0.70%	531	4.32%	817	3.03%
FY2016	294	2.80%	530	-0.19%	824	0.86%
FY2017	286	-2.72%	544	2.64%	830	0.73%
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%
FY2021	293	-1.68%	563	1.08%	856	0.12%
FY2022	288	-1.71%	565	0.36%	853	-0.35%
FY2023	290	0.69%	560	-0.88%	850	-0.35%
10-Year Change (FY2014-FY2023)	6	2.11%	51	10.02%	57	7.19%
5-Year Change (FY2019-FY2023)	-1	-0.34%	20	3.70%	19	2.29%
1-Year Change (FY2022-FY2023)	2	0.69%	-5	-0.88%	-3	-0.35%

While insurance rates are projected to increase by 8.2%, the health insurance portion of this

Townwide Expense Budget	
Townwide Budget	Group Insurance, Employee Benefits, and Administrative Costs

budget is level-funded. This projection is attributed to lower-than-expected growth in enrollment, the mix of participants within plans, and an increase in participation in the opt-out program. The health insurance line is still estimated at this time, as actual health insurance rates will not be available until early CY2023.

Medicare & Social Security Tax

The Employee Benefits budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. These lines are increasing by 0.3%, based on a review of five-year averages and evaluation of the impact of the Pandemic on staffing patterns.

Unemployment

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 recommended unemployment line increased by 2.82% for FY2024, as the impact of the COVID-19 Pandemic on unemployment claims has moderated.

Workers Compensation and Public Safety Injury on Duty

This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees. The Town of Needham is self-insured for these programs. The Workers Compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The Workers Compensation line is projected to grow by 5.5%.

The May 1, 2021, Special Town Meeting approved the creation of a Special Injury Leave Indemnity Fund. Beginning in FY2023, funding for expenses relating to Injury on Duty benefits for public safety employees are segregated and the requested amount is appropriated to the fund. The Injury on Duty & 111F line is expected to grow by 5.5%.

Budget Changes

The planned merger of Harvard Pilgrim Health Care and Tufts Health Care may have an impact on this budget for FY2025. Moreover, enrollment tends to increase in periods of recession.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Insurance & Benefits	17,205,887		17,205,887
Unemployment	119,249		119,249
Workers Compensation	772,333		772,333
Injury on Duty & 111F	159,415		159,415
Total DSR2 & DSR4	18,256,884		18,256,884

V2024

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program

Purpose of the Budget

The Needham Electric Light and Gas Program budget is administered by the Finance Department, but the day-to-day activities are managed by the individual Town departments, who monitor energy usage in Town and School buildings and along the public ways, public parking lots, and outdoor facility lighting. This budget pays for the cost of electric and natural gas supply furnished by private utility companies, and the monthly fixed, transmission, and distribution charges from the public utility, Eversource. This budget also provides funds for the maintenance and repair of streetlights. The program also pays the costs associated with the production of electricity from solar energy that is supplied to the electric grid for which the Town receives payment from Eversource.

Budget Activities

The Town reviews and measures electric and natural gas use in public buildings to see how best to limit discretionary usage, and to make improvements that minimize energy use in a cost-efficient manner. The Town has several new and expanded facilities which opened over the last three years which include the Sunita L Williams School (FY2020), the Memorial Park Field House (FY2020), the modular classrooms at Mitchell School (FY2020), the Jack Cogswell Building (FY2020), the Fire Headquarters (FY2021), Fire Station #2 (November 2021), and in March 2022 the new Police Station. The increase in size and number of facilities has increased the energy load required to operate the facilities. Although the facilities are expected to be more efficient in the use of power, the demand increases because of the types of systems being introduced to the buildings did not exist before or were limited (central air, elevators, technology, etc.). With continued concerns about COVID, the Building Maintenance operations has been running the air handling systems, most notably in the school building, frequently and for longer period of time throughout the day. This has increased electric usage markedly. The Town has also added electric vehicle charging stations at several locations, including DPW, Rosemary Recreation Complex, and the Sunita L Williams School.

The total billed consumption (excluding sewer and water enterprise facilities) during FY2022 was 13,138,487 kWh which compares to 11,397,642 kWh for FY2021, and 10,174,524 kWh for FY2020. The usage for FY2022 was 15.3% more than FY2021. FY2021 usage was 12% more than FY2020. The total billed for FY2019 was 10,811,781 kWh, which was an 8.3% increase over the prior year. The billed consumption for FY2018 was 9,986,620 kWh.

Electric Usage

FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620
FY2019 Billed Usage - All Accounts Except Enterprise	10,811,781
FY2020 Billed Usage - All Accounts Except Enterprise	10,174,524
FY2021 Billed Usage - All Accounts Except Enterprise	11,397,642
FY2022 Billed Usage - All Accounts Except Enterprise	13,138,487

The Town closed many of its public facilities in response to the COVID-19 Pandemic in March 2020, which resulted in a decline in total billed electric usage for FY2020 compared to FY2019 (10,174,524 kWh vs 10,811,781 kWh). However, energy use increased as public facilities were

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program

reopened during FY2021, and the demand on the heating and ventilation systems grew. The power demand grew in FY2022 by more than 1.7 million kWh over FY2021. Overall, electric use for FY2022 (13,138,487 kWh) was approximately 22% more than FY2019 (10,811,781 kWh). The increase in usage during FY2022 was due to a combination of new facilities opening (Fire Station #2 and the Police Station), the running of air exchange systems all day as a continued response to COVID concerns, which Building Maintenance has been requested to do, and the late spring and summer months were hotter than usual which increased the amount of air conditioning use.

The Town's contract for electric supply with Constellation is in effect until December 2024 (mid FY2025) at $0.0931 per kWh, which is favorable compared to the current market with prices that have been as high as $0.21 per kWh. The regulated portions of electric services, transmission and distribution systems continue to climb, and Eversource is seeking rate increases to all services. Based on current billings, the Town's all in kWh cost estimate will increase from $0.225 for FY2023 to $0.23. The power companies need to upgrade their systems, and secure new sources of supply in order to keep with the changing demand. With the growth in electric powered vehicles and communities in the Eversource service area adopting "no fossil fuel" building codes, the charge for power will likely continue to increase notwithstanding the infrastructure improvements the public utilities have done.

The Town's usage of natural gas continues to grow, with an increase in usage year over year. This is due in part to weather, but is also due to the conversion from oil heat to natural gas heat in some buildings over the past several years (Mitchell School, Pollard School, Public Works building), and the addition of several new and larger buildings (Fire HQ, Fire Station #2, Jack Cogswell Building, Memorial Park Field House, Police Station, and the Sunita L Williams School) and the expansion of existing facilities (High School and Mitchell School Modulars). Natural gas usage increased by 1.4% in FY2019 with 494,219 therms compared to 487,187 therms for FY2018. FY2020 usage of 522,716 therms was a 5.8% increase, which was followed by a 27.7% increase in FY2021 with 667,531 therms. The total usage for FY2022 was 694,198 therms, an increase of four percent.

Natural Gas Usage

FY2018 Building Consumption	487,187
FY2019 Building Consumption	494,219
FY2020 Building Consumption	522,716
FY2021 Building Consumption	667,531
FY2022 Building Consumption	694,198

Unlike electric consumption, which declined during FY2020 compared to FY2019, there was no decline in Natural Gas consumption which was attributable to a number of new facilities that opened in FY2020, and that the building closures did not occur until the spring (March 2020) when the heating season was nearing an end. The significant increase in use during FY2021 is reflective of both a colder winter season, the opening of the New Fire Headquarters, and the facilities which came online during FY2020 and were open for all of FY2021. During FY2022, Fire Station #2 opened in November (start of the heating season), and the Police Station opened in March 2022 (at the end of the heating season).

The Town's natural gas supply contract expired in November, 2022. The supply contract provided

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program

the Town with an average cost of $0.66 per therm. Natural gas supply prices have increased significantly over the past 18 months. Even the regulated portion of the natural gas service (provided by Eversource) have increased. The Town, after several attempts, was able to secure a one-year contract for supply at approximately $1.95 per therm. The estimated cost per therm for FY2024 is $3.30 which compares to $1.54 per therm budgeted for FY2023. We expect that supplemental funding will be necessary for the current year.

Budget Changes

The budget request of $5,655,057 is $1,534,034 higher than the FY2023 budget ($4,121,023), a 37.2% change. The primary factors which have influenced this budget submission are the increases in the average rate for both natural gas and electricity and higher consumption estimates. We have decreased the budget for solar power generation by approximately 10%, based on the amount of power produced by Telsa which the Town pays approximately $0.09 kWh and in turn sells to Eversource on average at $0.23 kWh. The payments the Town receives from Eversource is a General Fund receipt and is part of the revenue estimate for the budget year.

The energy line amount ($5,540,697) is $1,534,034 or 38.3% higher than the current year ($4,006,663). The energy line represents approximately 98% of the total budget. The request includes the estimated cost for electric and natural gas services for the existing and new facilities. The energy line pays the supply charges for electric and natural gas, the regulated charges for transmission and distribution, and the payments to produce electric power from solar. The portion of this expense line that is allocated for solar production is 10% lower at $396,419 for FY2024.

Line Item	Description	Change from FY2023	Comments	Net Change
Energy	Solar Energy	($44,047)	Assumes a 10% reduction in billable solar generation consistent with the model forecast.	$1,534,034
	Electricity	$426,633	The consumption estimates are based on the three year average use, for school buildings we use the higher of the three average or the FY2022 use. Facilities open for less than three years is based on the highest year consumption. The temporary Fire Station #2, Ridge Hill Main House and Garage, and the Emery Grover Building were removed from the FY2024 estimate. There is a higher per Kwh charge of $0.23 vs $0.225.	
	Natural Gas	$1,151,448	The consumption estimates are based on the three year average use, or the FY2022 use whichever is higher. The temporary Fire Station #2 and the old Police Station usage was removed from the FY2024 estimate. There is a higher per therm charge of $3.30 vs $1.54.	
Total				$1,534,034

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program

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

In calculating the FY2024 electric budget for municipal buildings and facilities, we used the three-year average consumption (FY2020 – FY2022) to develop the budget. However, accounts which have been serviced for less than three years the estimate was based on the highest year consumption. The facilities which have been open for less than three years are the new communication towers, Fire Headquarters, Fire Station #2, Mitchell modular classrooms, and Sunita L Williams School. The streetlight usage was assumed 396,647 kWh. The electric use at Emery Grover (closed for construction), Hillcrest Road communication shed, temporary Fire Station #2, the old Police Station, and the Ridge Hill main house and garage were removed from the FY2024 estimate. For the school buildings, we used the higher of the three-year average (FY2020 – FY2022) or the FY2022 use. Because the usage at most school facilities have increased year over year, using the three-year average would likely underestimate usage for FY2024 and consequently result in a deficit. Total electric billing for FY2022 exceeded the operating budget. The estimated usage was multiplied by an average rate of $0.23 kWh plus the basic service fees. The requested amount is based on 13,113,667 kWh. The total amount for electric is $3,039,884 an increase of $426,633 (16.3%). The budget calculations for electricity are shown at the end of this document.

All Accounts Excluding Enterprise Funds	Therms	Rate	Use Charge	Account Charge	Total
1300 Central Ave. Claxton	2,204	$3.30	$7,273.20	$252	$7,525
Broadmeadow School	48,147	$3.30	$158,885.10	$252	$159,137
Center at the Heights	418	$3.30	$1,379.40	$252	$1,631
DPW 370 Dedham Avenue	24,580	$3.30	$81,114.00	$252	$81,366
DPW 480 Dedham Avenue	1,991	$3.30	$6,570.30	$252	$6,822
Eliot School	40,343	$3.30	$133,131.90	$252	$133,384
Fire Station #2 New	13,882	$3.30	$45,810.60	$252	$46,063
Fire Station #2 Old	0	$3.30	$0.00	$0	$0
Fire Station #2 Temporary	0	$3.30	$0.00	$0	$0
High Rock	30,904	$3.30	$101,983.20	$252	$102,235
High School	154,748	$3.30	$510,668.40	$252	$510,920
Hillcrest Road Public Safety	0	$3.30	$0.00	$0	$0
Jack Cogswell Building	4,754	$3.30	$15,688.20	$252	$15,940
Library	11,572	$3.30	$38,187.60	$252	$38,440
Memorial Park Building	3,089	$3.30	$10,193.70	$252	$10,446
Mitchell School	54,630	$3.30	$180,279.00	$252	$180,531
Newman	73,455	$3.30	$242,401.50	$252	$242,654
Newman Second	135	$3.30	$445.50	$252	$698
Pollard	88,154	$3.30	$290,908.20	$252	$291,160
Public Safety Building	33,731	$3.30	$111,312.30	$252	$111,564
Rosemary Recreation Pool	844	$3.30	$2,785.20	$252	$3,037
Sunita L William School	37,338	$3.30	$123,215.40	$252	$123,467
Town Hall	11,249	$3.30	$37,121.70	$252	$37,374
Totals	**636,168**		**$2,099,354.40**	**$5,040**	**$2,104,394**

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program

The budget request for natural gas supply is $2,104,394 which is $1,151,448 more than the current budget, an increase of 120.8%. The current year budget, unless it is a mild and warmer winter, will be insufficient and supplemental funding will be necessary. The calculation for the current facilities was based on the three-year average consumption use (FY2020 – FY2022), the Sunita L Williams School was based on a two-year average (FY2021 – FY2022) and the Fire Headquarters and Fire Station #2 were based on the highest usage amount. The consumption estimate was multiplied by $3.30 per therm plus the basic service fees, which compares to the $1.54 per term plus the basic service fees for the FY2023 budget, an increase of more than 114% in the therm rate. The budget calculations for natural gas are shown on the previous page.

Repairs and Maintenance Services FY2024	**Estimate**	**Total**
Street Lights and Municipal Facilities	$47,285	
Schools and Town Buildings	$3,780	
Light Fixtures on Pole Transfers	$7,730	
Other Repairs and Emergency Calls	$30,565	
		$89,360

The repairs and maintenance expenses ($89,360) were held level for FY2024. This allowance pays for the annual maintenance and repairs costs for the Town's street and parking lot lights. The work is almost exclusively done by contracted service providers. The account also pays for expenses incurred to remove and replace a streetlight when the public utility replaces an existing pole. The line also pays for emergency response to repair or replace (depending on the amount damage) a streetlight damaged in a pole knock down.

Professional and Technical Services ($24,000) expense was level funded for FY2024. This allowance is to pay for outside professional consultants who assist in the preparation of the annual report, audit, and review the energy production figures for compliance with the terms of the agreement, resolution assistance in the rate that Eversource compensates the Town for provided power, energy market trends and analysis, and assistance in the procurement of energy supply.

Dues and Subscriptions ($1,000) expense was also level funded for FY2024. This allowance is to cover membership fees the Town pays in order to participate in joint purchase group for power. The Town pays an annual fee based upon its natural gas load.

All Accounts Excluding Enterprise Funds	KWH	Rate	Use Charge	Account Charge	Total
Broadmeadow	1,135,540	$0.23	$261,174.20	$235	$261,409
Center at the Heights	185,760	$0.23	$42,724.80	$235	$42,960
Charging Stations	34,358	$0.23	$7,902.34	$470	$8,372
Daly Building	20,860	$0.23	$4,797.80	$235	$5,033
DPW 470 Dedham Avenue	108,810	$0.23	$25,026.30	$235	$25,261
Eliot School	893,400	$0.23	$205,482.00	$235	$205,717
Emery Grover	0	$0.23	$0.00	$0	$0
Fire Headquarters - New	665,400	$0.23	$153,042.00	$235	$153,277
Fire Headquarters - Old	0	$0.23	$0.00	$0	$0
Fire Station #2 - New	221,220	$0.23	$50,880.60	$235	$51,116
Fire Station #2 - Old	0	$0.23	$0.00	$0	$0
Fire Station #2 - Temporary	0	$0.23	$0.00	$0	$0
High Rock School	691,320	$0.23	$159,003.60	$235	$159,239
High Rock School - Outdoor Lighting	1,958	$0.23	$450.34	$235	$685
High Rock School - Second Meter	49	$0.23	$11.27	$235	$246
High School	3,177,900	$0.23	$730,917.00	$235	$731,152
High School - Outdoor Lighting	3,890	$0.23	$894.70	$235	$1,130
Hillcrest Road Communication Shed	0	$0.23	$0.00	$0	
Hillside Building	350,000	$0.23	$80,500.00	$235	$80,735
Hillside Building - Outdoor Lighting	15,549	$0.23	$3,576.27	$235	$3,811
Hillside Building - Second Meter	29,520	$0.23	$6,789.60	$235	$7,025
Jack Cogswell Building	21,731	$0.23	$4,998.13	$235	$5,233
Library	534,160	$0.23	$122,856.80	$235	$123,092
Memorial Park Field House	27,127	$0.23	$6,239.21	$235	$6,474
Memorial Park Field Lights (2)	27,871	$0.23	$6,410.33	$470	$6,881
Mitchell School	191,360	$0.23	$44,012.80	$235	$44,248
Mitchell School - Modular	103,301	$0.23	$23,759.23	$235	$23,994
Mitchell School - Modular 2020	96,920	$0.23	$22,291.60	$235	$22,527
Mitchell School - Second Meter	8,814	$0.23	$2,027.22	$235	$2,262
Municipal Lights (10)	21,107	$0.23	$4,854.61	$2,350	$7,204
Municipal Parking Lots (5)	40,916	$0.23	$9,410.68	$1,175	$10,585
Newman School	1,042,200	$0.23	$239,706.00	$235	$239,941
Park and Recreation Facilities (3)	40,102	$0.23	$9,223.46	$705	$9,928
Parks and Forestry Fields (8)	9,134	$0.23	$2,100.82	$1,880	$3,984
Police Station - Old	0	$0.23	$0.00	$0	
Police Station - Outdoor Lighting	1,227	$0.23	$282.21	$235	$517
Pollard School	880,380	$0.23	$202,487.40	$235	$202,722
Pollard School - Modulars	64,160	$0.23	$14,756.80	$235	$14,992
Pollard School - Outdoor Lighting	7,829	$0.23	$1,800.67	$235	$2,036
Public Safety Communication Towers	19,638	$0.23	$4,516.74	$470	$4,987
Public Services Administrative Building	195,440	$0.23	$44,951.20	$235	$45,186
Recycling and Transfer Station	97,770	$0.23	$22,487.10	$235	$22,722
Recycling and Transfer Station - Second Meter	38,547	$0.23	$8,865.81	$235	$9,101
Ridge Hill Barn	335	$0.23	$77.05	$235	$312
Ridge Hill Main (House and Garage)	0	$0.23	$0.00	$0	$0
Rosemary Recreation Complex	486,680	$0.23	$111,936.40	$235	$112,171
Sunita William School	566,265	$0.23	$130,240.95	$235	$130,476
Sunita William School - Second Meter	136,125	$0.23	$31,308.75	$235	$31,544
Town Fuel Island	32,520	$0.23	$7,479.60	$235	$7,715
Town Hall Main	415,973	$0.23	$95,673.79	$235	$95,909
Town Street Lights	396,647	$0.23	$91,228.81	$235	$91,464
Traffic Signals (32)	73,854	$0.23	$16,986.42	$7,520	$24,509
Totals	**13,113,667**		**$3,016,143.41**	**$23,735**	**$3,039,884**

Townwide Expense Budget			
Townwide Budget	Needham Electric Light and Gas Program		
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Program	$5,655,057		$5,655,057
			V2024

Townwide Expense Budget	
Townwide Budget	Retiree Insurance & Insurance Liability Fund

Purpose of the Budget

This budget incorporates both "pay as you go" funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. Post-employment benefits ("OPEB") are part of the compensation for services rendered by employees, and the Town's obligations accrue during an individual's employment. The Town has funded its post-employment benefit obligation since FY2002, and Chapter 10 of the Acts of 2002 created a separate fund for this purpose. In FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate increases in medical costs. Disclosure of a community's unfunded liability is a requirement of Government Accounting Standards Board (GASB) 45, and is a factor considered by credit rating agencies. On August 1, 2013, the Town transferred its OPEB assets to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are invested in the Pension Reserves Investment Trust (PRIT) Fund. This program allows the Town to participate in a pooled investment of over $50 billion. Because of this asset size, management fees are lower than the Town could obtain on its own, and the Town has access to alternative investments which would not be available through a smaller investment firm, such as real estate, timber, private equities, and public securities.

Budget Activities

The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial valuation of June 30, 2021, with a measurement and reporting period date of June 30, 2022. The plan remains on target to reach full funding in FY2039.

The 2022 Annual Town Meeting voted to allocate an additional $1,000,000 to the OPEB Fund.

Budget Changes

As of November 1, 2022, there are 613 retirees electing health insurance coverage for 915 unique subscriber plans (including retiree individual, retiree family, and retiree spouse plans), along with 41 surviving spouses. While survivors pay 100% of the insurance premium, their participation impacts both the rates calculated for subscribers and the OPEB liability.

In accordance with the Governmental Accounting Standards Board's new method of measuring and reporting OPEB benefits, Standard 74 is the basis used to assess the Town's unfunded OPEB liability. As of June 30, 2022, the Town's net OPEB liability was $65,795,307. This liability represents the difference between the total liability of $131,300,222 and assets of $65,504,915, and results in a funded ratio of 49.89%.

The Town has been reducing the discount rate assumption steadily, from 7.75% in FY2017 to 6.25% for FY2024.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Assessment	$8,141,306		$8,141,306
Total DSR2 & DSR4	$8,141,306		$8,141,306

V2024

Townwide Expense Budget	
Townwide Budget	Retirement Assessment

Purpose of the Budget

This line item funds pensions for contributory (MGL c. 32) retirees. 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 1, 2022, there were 727 active participants, 437 retirees, 35 disabled retirees, and 341 inactive participants. The average pension was $30,886. Chapter 176 of the Acts of 2011 changed the calculation of pension for employees hired after April 1, 2012. As of January 1, 2022, more than half of the System's active members were hired after that date, and their normal cost is lower than those hired prior to April 1, 2012.

Budget Activities

This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The system is expected to be fully funded by June 30, 2033. The unfunded actuarial accrued liability is $75,896,179. The market value of assets as of December 31, 2021, was $242.3 million-compared to the actuarial value of $212.9 million. The market value return for the year was 20.22% (11.92% for actuarial value return.)

Budget Changes

The Retirement Board voted to adopt a new actuarial schedule beginning in FY2024 that includes reduction in the assumed rate of return (discount rate). The Retirement Board reduced the discount rate from 7.50% to 7.25% for FY2020. 6.50% for FY2022, and 6.25% for FY2024.

The 2022 Annual Town Meeting voted to increase the base on which retiree cost of living adjustments are made, from $14,000 to $16,000. Other assumption changes in the new actuarial schedule include the mortality rate table for disabled retirees, salary scale and pay growth, administrative expense, and inter-system transfers.

The funded status of the System after all assumption changes is 73.7%.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Retirement Assessment	$12,319,655		$12,319,665
Total DSR2 & DSR4	$12,319,655		$12,319,655

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Townwide Expense Budget	
Townwide Budget	Classification, Performance, and Settlements

Purpose of the Budget

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

Budget Activities

The CPS budget fluctuates annually depending on the number of collective bargaining agreements that have been settled for a given year. The collective bargaining agreement not already settled for FY2023 and FY2024 is the Needham Fire Union.

Since FY2017, general wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2024 CPS budget includes this amount, as well as an allowance for settlement of the collective bargaining agreement noted above, salary adjustments for non-union personnel, and a reserve for merit raises, bonus payments, and reclassification actions.

Budget Changes

The FY2023 appropriation for this line is $1,332,466. To date, $1,221,206 has been transferred.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
Classification, Performance, and Settlements	$998,000		$998,000
Total DSR2 & DSR4	$998,000		$998,000

V2024

Department Spending Request Short Form	
Budget	Reserve Fund

Purpose

The Reserve Fund is the budget line that sets aside contingency funds that can be transferred to other budget lines upon a vote of the Finance Committee to provide for extraordinary or unforeseen expenditures. The appropriation of funds for such purposes is specifically authorized under state law. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund.

Needham Town Meeting appropriates an amount for the Reserve Fund each year as part of the annual operating budget. Any Town department may request that the Finance Committee approve a transfer from the Reserve Fund to another budget line cover a specific unforeseen or extraordinary expenditure. Town Meeting may also re-appropriate funds to different budget lines, including funds from the Reserve Fund, without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.

Budget Statement

The request for the FY2023 Reserve Fund is $2,346,825. This amount was determined in accordance with the method used for projecting the Reserve Fund level for the past ten years. The FY2024 Reserve Fund request is 1.4% of the projected FY2024 operating budget after being adjusted to remove expenses that are either known or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund). The calculation starts with the adjusted FY2023 operating budget and applies an annual growth rate of 2.5% to determine a projected FY2024 budget. The FY2024 requested funding level of $2,346,825 is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.

The FY2024 request for the Reserve Fund represents a 14.4% increase over the FY2023 appropriation of $2,052,091. The FY2023 original request of $2,225,913 was calculated in the same manner, but was decreased to be level-funded from FY2022 in order to help balance the budget and cover priority needs. The current request is 5.4% more than the FY2023 budget would have been using the formula.

Accomplishments and Activities

The Reserve Fund appropriation in the current FY 2023 budget, approved at the 2022 Annual Town Meeting, was $2,052,091. The Finance Committee recommended level funding at $2,077,091. However, Town Meeting voted to decrease the Reserve Fund by $25,000 in order to add funds to the Park and Recreation Department budget to cover playground repair work. As of the date of this submission, the Finance Committee has received no requests for transfers from the FY2023 Reserve Fund. None of the funds in the Reserve Fund were re-appropriated at the October 2021 Special Town Meeting. As of the date of this submission, the balance remains $2,052,091.

The following examples of transfers in prior years from the Reserve Fund to other budget lines help illustrate the function of the Reserve Fund:

- In May of 2021, the Special Town Meeting appropriated $2,077,091 to the FY 2022 Reserve Fund. In August 2021, the Finance Committee voted to transfer $50,000 to the FY 2022 School Department budget line to pay for an extension to the School Master Plan in order to develop lower cost alternatives when the Town determined that the recommended projects were unaffordable.
- In June of 2022, the Finance Committee approved of a transfer to the FY 2022 Snow and

Department Spending Request Short Form	
Budget	Reserve Fund

Ice line in order to cover the deficit incurred due to winter weather event before the close of the fiscal year. The Finance Committee also approved of a transfer of $370,000 to the FY 2022 Fire Department budget to cover unexpected wage costs due to absences and due to lower than expected grant reimbursements.

- In May of 2020, Town Meeting appropriated $2,077,091 to the FY 2021 Reserve Fund. In December 2020, the Finance Committee voted to transfer $12,614 to the Minuteman Assessment line to cover unanticipated technology, maintenance and PPE (personal protective equipment) expenses due to the COVID-19 pandemic. The amount represented Needham's share of these expenses since the regional school was not eligible for federal pass-through funds under the CARES Act.
- Town Meeting appropriated $1,881,500 in May 2019 to the FY 2020 Reserve Fund. In December 2019, the Finance Committee supported the Planning and Community Development Department's request for $30,000 for technical consulting to update fiscal and traffic analyses of the Highway Commercial 1 zone and address concerns raised at the October 2019 Special Town Meeting.

Over the past 13 years, the average annual Reserve Fund transfer needed to cover a deficit in the Snow and Ice line is over $530,000. However, in the past 5 years, the average is approximately $381,000. The various transfers for Snow and Ice deficits have ranged from zero, in FY 2012 and FY 2020, to $989,507 in FY 2011, and $1,313,370 in FY 2015.

The table below shows all Reserve Fund Transfers over the past four fiscal years:

	Budget Line	**Purpose**	**Amount Transferred**
FY2022			
08/19/21	School Department	School Master Plan Extension	$50,000
06/27/22	Fire Department	Additional Wages	$370,000
06/27/22	Snow and Ice	Winter storm costs	$355,117
FY2021			
12/09/20	Minuteman Assessment	COVID-19 costs	$12,614
06/23/21	General Insurance	Higher premiums	$2,389
06/23/21	Snow and Ice	Winter storm costs	$376,107
FY2020			
12/18/19	Planning Dept.	Technical study	$30,000
FY2019			
06/17/19	Snow and Ice	Winter storm costs	$307,792

Department Spending Request Short Form		
Budget	Reserve Fund	
Description	Purpose	Amount
Reserve Fund	For extraordinary or unforeseen operating expenses	2,346,825
Total Request		
		V2024

Townwide Expenses	FY2024 DSR2 Request	BASE $ Change from Current Year	BASE % Change	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	FY2023 Budget	FY2022 Expenditures	FY2021 Expenditures	FY2020 Expenditures
Casualty, Liability, Property & Self-Insurance Program	922,490.00	88,228.00	10.58%		922,490.00	88,228.00	10.6%	834,262.00	742,594.00	667,584.00	608,251.00
Debt Service	17,543,250.00	(2,823,067.00)	-13.86%		17,543,250.00	(2,823,067.00)	-13.9%	20,366,317.00	20,754,996.62	21,091,658.39	19,052,138.89
Group Health Insurance, Employee Benefits & Administrative Costs	17,325,136.00	69,740.00	0.40%	424,636.00	17,749,772.00	494,376.00	2.9%	17,255,396.00	14,777,854.33	15,925,131.93	14,212,716.40
Needham Electric, Light & Gas Program	5,655,057.00	1,534,034.00	37.22%		5,655,057.00	1,534,034.00	37.2%	4,121,023.00	3,953,245.96	3,509,568.20	3,086,933.81
Retiree Insurance & Insurance Liability Fund (OPEB)	8,141,306.00	(703,168.00)	-7.95%	78,679.00	8,219,985.00	(624,489.00)	-7.1%	8,844,474.00	7,426,237.00	7,197,713.00	6,906,705.00
Retirement Assessments	12,319,665.00	912,569.00	8.00%		12,319,665.00	912,569.00	8.0%	11,407,096.00	10,276,804.00	9,368,084.00	8,577,048.00
Workers Compensation	772,332.00	40,262.00	5.50%	14,326.00	786,658.00	54,588.00	7.5%	732,070.00	828,731.00	746,833.00	706,400.00
Injured on Duty & 111F Expenses	159,415.00	8,310.00	5.50%		159,415.00	8,310.00	5.5%	151,105.00			
Townwide Budgets	62,838,651.00	(873,092.00)	-1.37%	517,641.00	63,356,292.00	(355,451.00)	-0.6%	63,711,743.00	58,760,462.91	58,506,572.52	53,150,193.10
Classification Performance & Settlements	998,000.00	886,740.00	797.00%		998,000.00	886,740.00	797.0%	111,260.00			
Reserve Fund	2,346,825.00	294,734.00	14.36%		2,346,825.00	294,734.00	14.4%	2,052,091.00			
Total	66,183,476.00	308,382.00	0.47%	517,641.00	66,701,117.00	826,023.00	1.3%	65,875,094.00	58,760,462.91	58,506,572.52	53,150,193.10

Department Information DSR1	
Department	Office of the Town Manager and Select Board

Department Mission

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

Select Board

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

Office of the Town Manager

The Town Manager is the Town's Chief Executive Officer, responsible for functions to include (but not limited to): reviewing and recommending the reorganization, consolidation, or abolishment of departments; rental and use of all Town property, except School property; maintenance and repair of all Town buildings, including School buildings and grounds; serving as purchasing agent for the Town; awarding all contracts for all departments and activities of the Town with the exception of the School Department; adopting rules and regulations establishing a personnel system in cooperation with the Personnel Board; fixing the compensation of all Town employees except those under the jurisdiction of the School Committee; negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the School Department; and serving as Chief Financial Officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.

The Office of the Town Manager executes the day-to-day operations and special projects associated with both the Select Board and the Town Manager. This includes the coordination of licensing and permit activities and public hearings related to: alcohol, public utilities, Class I and II motor vehicle sales, common victualler, outdoor dining, road events, taxi, bowling licenses, entertainment, sale of second-hand goods, lodging, automatic amusement, above ground and underground storage permits, and applications for mobile food vendors. This office also serves as a United States Passport Acceptance Facility, rental and event planning resource for James Hugh Powers Hall, staff liaison for all Select Board appointed committees, as required, and publisher of the Annual Town Report, Town Meeting warrant, and Special Town Meeting warrant(s). The Office of the Town Manager also includes the Town's economic development and communications functions, to include management of the Town's website and official social media accounts.

Human Resources

The Human Resources Department is responsible for the administration of various employee-related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role in such areas as full-cycle recruitment, position classification and policy administration.

Department Information DSR1	
Department	Office of the Town Manager and Select Board

A key mission of the Human Resources Department is to build a work environment where everyone has equitable opportunities to be and perform at their best. The Department serves as the primary resource for all employees involving a variety of matters such as, policy and collective bargaining agreement interpretation, progressive discipline processes, leave administration and employee and labor relations concerns. The Human Resources Department also oversees various Town-wide employee engagement initiatives, including succession planning, professional development of staff, workplace diversity, equity, inclusion and belonging initiatives, and other organizational development interventions.

The Human Resources department centrally manages the administration of group health and life insurance for all active Town and School employees, as well as Town retirees enrolled with Needham Contributory Retirement Board and Mass Teachers Retirement System. The Town also administers voluntary benefits such as dental, vision, flex spending, health savings accounts, disability insurance and more for all Town and School employees. The department also centrally administers Town and School unemployment insurance, workers compensation program and public safety Injured-on-Duty/111F program.

On the Horizon

The key priorities for the Select Board and Town Manager in the coming year include fostering a livable community through investment in safe, well-maintained, and attractive buildings, infrastructure, and undeveloped land for passive recreation; encouraging economic vitality by ensuring that residents and businesses alike have access to economic opportunities and resources in Needham; continuing to develop safe, cost-effective transportation infrastructure; providing for the physical and mental well-being of residents in an environment of inclusion, diversity, and equity; continuing to ensure that Needham is a welcoming and inclusive community that promotes community safety both year-round and during emergencies; governing with a focus on responsible management of Town assets and providing excellent customer service; and acting as a responsible steward of natural resources. The 2022 Annual Town Meeting approved funding in the operating budget towards Diversity, Equity, and Inclusion consulting, which is continued in this proposal. Additionally, this proposed budget includes the addition of the Public Information Officer as a full-time employee to continue the position's invaluable contributions to the Town.

In FY2023, the HR Department oversaw a study conducted by a team of Leadership ICMA (L-ICMA) program consultants. The L-ICMA consultants worked to develop an analysis of and recommendations for strategies to guide the Town's Human Resources Department to enhance the diversification of the talent pool, and to provide and fund attractive employee benefits and programs. Among those recommendations, included 1) adding capacity to the HR Department to allow to function in a strategic way, 2) analyze specific costs and determine implementation plans for several new benefit offerings, 3) adjusting Town's compensation philosophy to be more incentive based, encouraging learning/development, performance and retention, and 4) Enhance proactive recruitment efforts through a variety of specific methods. The consultants presented their recommendations to the Select Board in the summer of 2022, and the Select Board adopted as part of their goals, "6.2: Support employee recruitment and retention initiatives". The FY24 budget submission from the HR Department request three items that would greatly enhance the Town's ability to address the on-going volatility in the labor market and help keep the Town of Needham an employer of choice: 1) a two-year Local Government Management Fellowship to take on various projects related to the recommendations of the LICMA study, 2) Temporary Staffing funding, and 3) Outside Recruitment Firms for hard-to-recruit positions.

Department Information DSR1	
Department	Office of the Town Manager and Select Board

Budget Statement

The FY2024 base budget submission is **3.9% higher** than the FY2023 appropriation, with a total increase of **$52,243.** This total increase is comprised of a **$38,972** increase in the salary line, due to salary increases for existing personnel. The expense line shows an increase of **$13,271**. The expense line increase is primarily due to increased costs in communication expenses related to mailing and legal advertisements, and professional and technical services related to audio-visual support for public meetings in Powers Hall. This submission includes one new, ongoing funding request with an increase of **$105,947.** The **$101,439** increase in salary and **$4,508** in expenses are related to the inclusion of the Public Information Officer into the operating budget. This submission also includes three one-time requests totaling **$321,000** relating to the following Human Resources projects: Local Government Management Fellowship, Outside Recruiting Services, and Temporary Staffing.

The requested increase of **$4,842** in the Communications category is primarily related to matching actual costs for required postage and legal advertisements related to Town Meeting and Select Boar.

The requested increase of **$3,975** in Professional and Technical Services is primarily to account for an increase in audio-visual services for public meetings in Powers Hall.

The requested increase of **$2,965** in Travel & Mileage is primarily to account for increased transportation costs related to out of state conferences.

The requested increase of **$839** in the Other Supplies and Equipment category is primarily to account for the increased cost of Labor Law posters that the Human Resources department must post.

The requested increase of **$274** in the Dues and Subscriptions category is primarily to account for increased cost in Select Board Massachusetts Municipal Association dues.

The requested increase of **$140** in the Food and Service Supplies category is primarily to account for the increased cost of food Human Resources Department provides during employee outreach activities.

The requested increase of **$125** in the Governmental Charges category is to account for costs incurred by the Human Resources Department for Commercial Driver's License clearinghouse inquiries.

The requested increase of **$111** in the Repairs and Maintenance category is to account for costs related to the servicing of equipment in the Town Hall employee break room.

Department Information DSR1	
Department	Office of the Town Manager and Select Board

	Division	Description	Change from FY2023	Comments	Net Change
Communications	OTM	Legal Notices	$2,008	Increased volume of required legal notices	$4,842
	OTM	Postage	$1,297	Increased volume of required mailed notices	
	SB	Postage	$1,209	Realignment of postage relative to Select Board hearings and other relative correspondence to this line, plus increased volume of required mailed notices	
	TM	Legal Notices	$1,200	Realignment of cost	
	HR	Wireless Communications	$731	Adding new line for Assistant Director	
	HR	HR Advertising	$500	Increase in advertising costs	
	OTM	Printing and Mailing	$92	Increased cost and volume of use for envelopes and stationery	
	TM	Postage	-$1,695	Realignment of cost	
Professional and Technical Services	CA	Powers Hall and Town Event AV Support	$10,250	Significant increase of required support for events in Powers Hall and other Town sites, plus potential for consulting on AV recapitalization in Powers Hall	$3,975
	HR	Police Promotional Written Exam	$6,000	Required subject matter expertise required to support new exam	
	OTM	Department Manager Training	$3,335	Increased cost for leadership trainer at offsite	

Department Information DSR1					
Department	Office of the Town Manager and Select Board				
	HR	Facilitation	$2,000	Increased cost for outside facilitation services	
	HR	Seminars and Conferences	$850	Increased cost for reasonable suspicion training	
	OTM	Department Manager Offsite Space Rental	$600	Actual cost for site rental and set up	
	HR	Advertising	$500	Increased cost in placing position vacancy advertisements	
	HR	Software Maintenance	$200	Increased license cost for HR software	
	HR	Police Assessment Centers	-$20,000	Decrease in requirements for Police Assessment Centers	
Travel & Mileage	OTM	Conference Expenses	$2,265	Increased travel costs for ICMA Conferences	$2,965
	OTM	In-State Conference Expense	$600	New employee attending MMA & increased costs associated with MMMA semi-annual conferences	
	HR	Mileage	$100	Increased cost of in-state travel for conferences	
Other Supplies & Equipment	TM	Resolution Plaques	$455	Actual cost of procuring and mailing plaques added to budget	$839
	HR	Legal Posters	$200	Increased procurement cost	
	OTM	Downtown Light Pole Banners	$184	Increased procurement cost	

Department Information DSR1	
Department	Office of the Town Manager and Select Board

Dues and Subscriptions	SB	Membership Dues	$239	Increased MMA dues	$274
	HR	Membership Dues	$35	Increase in MMHR, SHRM, and NEHRA dues, offset by reduction in ICMA dues	
Food Services and Supplies	HR	Employee Engagement and Recruitment Event Food and Beverage	$100	Increased cost in food and beverages	$140
	TM	Town Meeting Staff Meal	$40	Actual cost of small meal for Town Meeting check in staff	
Governmental Charges	HR	CDL Checks	$125	New costs relative to employee CDL background checks	$125
Repairs and Maintenance	CA	Office Equipment Servicing	$111	Servicing for employee break room equipment	$111
				Total Net Change	**$13,271**

Accomplishments and Activities

Activity	**FY22**	**FY21**	**FY20**	**FY19**	**FY18**	**FY17**	**FY16**	**FY15**
Number of ATM Articles	41	8	33	52	53	65	52	50
Number of STM Articles	16	62	10	21	27	24	27	16
Number of SB Meetings	35	38	36	40	39	38	31	31
Number of New Appointments Processed	56	19	12	53	37	37	13	22
Number of Reappointments Processed	73	145	18	32	48	50	46	35
Number of Grant of Location Public Hearings	19	11	28	17	35	24	23	23
Number of Liquor Related Public Hearings	11	6	45	13	16	10	7	7
Number of Other Public Hearings Conducted	21	10	10	15	28	14	13	13
Number of Block Parties Granted	40	5	48	51	57	57	60	50
Number of Road Events Granted	20	6	14	13	13	17	7	16

Passports	**FY22**	**FY21**	**FY20**	**FY19**	**FY18**	**FY17**	**FY16**	**FY15**
Number of Passports Accepted	361	116	176	237	239	228	205	247
Revenue - Execution Charges	$12,635	$4,060	$6,160	$8,295	$6,535	$5,700	$5,125	$6,175

Powers Hall Usage	**FY22**	**FY21**	**FY20**	**FY19**	**FY18**	**FY17**	**FY16**	**FY15**

Department Information DSR1								
Department	Office of the Town Manager and Select Board							
Total # Meetings/Events	81	5	83	92	123	107	95	65
Municipal Events	81	5	57	72	108	90	83	49
Public Events	0	0	16	20	15	17	12	16
Fees	$0	$0	$4,917	$9,032	$11,286	$9,179	$7,871	$11,814
*Powers Hall closed for public events from March 2020 through May 2022								

Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,124,354	101,439	1,225,793
b) Expenses	268,347	4,508	272,855
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	1,392,701	105,947	1,498,648
			V2024

Department Expenditure Detail DSR2										
Department				Office of the Town Manager and Select Board						
Object				Description						Amount
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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	10		10	10		10	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
Union Positions:	BCTIA		Fire A		Fire C		ITWA	2	NIPEA	
Police		Police Superior		NA	8					
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									1,178,889
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									4,641
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									1,500
i.	PRD1 Budget Adjustments									-97,271
									PRD1 Sub Total	1,087,759
j	DSR3 Other Compensation									7,800
									Sub Total 1	1,095,559
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary – Select Board									6,000
b.	Recording Secretary – TMAC									2,050
c.	Recording Secretary – Select Board Ad Hoc Working Groups and Committees									6,000
d.	Town Meeting Workers									3,000
e.	DSR3 Total									
									Sub Total 2	17,050
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									7,745
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
									Sub Total 3	7,745
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									4,000
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
									Sub Total 4	4,000

Department Expenditure Detail DSR2		
Department	Office of the Town Manager and Select Board	
5. Total Salary and Wages (1+2+3+4)		1,124,354
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Town Hall Equipment Repair and Maintenance/CA	5,500
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	DEI Consulting/OTM ($50,000) Employee Engagement Initiative Consulting & Facilitation/HR ($25,000) AV Support for Town Hall/CA ($20,000) Police Assessment Centers/HR ($18,000) National Citizens Survey/OTM ($15,500) Software License & Maintenance/HR ($13,200) Advertising/HR ($12,000) Professional Development/OTM ($9,640) Leadership Training and Consulting/OTM ($7,835) Police Promotion Written Exam/HR ($6,000) Professional Development/HR ($5,000) Staff Training/HR ($4,150) Software Maintenance/OTM ($1,750) MMA Conference Registration/SB ($1,100)	189,175
Communications (534x)	Wireless/OTM ($4,818) Printing/TM ($4,000) Printing/TR ($4,000) Postage/OTM ($3,047) Legal Notices/OTM ($2,908) Postage/TM ($2,305) Postage/HR ($1,360) Postage/SB ($1,209) Legal Notices/TM ($1,200) Wireless/HR ($1,055) Printing/OTM ($442) Printing/HR ($350)	26,694
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies/OTM ($2,000) Office Supplies/HR ($1,000)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		

Department Expenditure Detail DSR2		
Department	Office of the Town Manager and Select Board	
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Community Function/OTM ($8,000) Official Functions/OTM ($700) Employee Engagement Event Refreshments/HR ($600) Town Meeting Staff Refreshments ($40)	9,340
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Legal Posters/HR ($2,500) Light Pole Banners/OTM ($484) Resolution Plaques/TM ($455)	3,439
Governmental Charges (569x)	Employee CDL Checks/HR	125
Travel & Mileage (571x – 572x)	Travel ICMA/OTM ($8,625) MMA & MMMA/OTM ($3,600) Travel ICMA, MMHR, NEHRA, & SHRM/HR ($3,200) Mileage/SB ($100) Mileage/HR ($100)	15,625
Dues & Subscriptions (573X)	MMA, MLC, & Chamber/SB ($10,164) ICMA, MMMA, NAGC, & BBJ/OTM ($3,850) MMPA, NEHRA, SHRM, & ICMA/HR ($1,435)	15,449
Other Expenses (574 X – 579x)		
6. Total Expenses		268,347
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,392,701

Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES	X	NO	

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Department Personnel Supplement DSR3							
Department	Office of the Town Manager and Select Board						
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Select Board Stipend	$7,800	X				
2							
3							
4							
5							
6							
7							
8							
9							
10							
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15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	$7,800					
Sections							
	Amount Reported Under DSR2A Section 1	$7,800					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II	Total						
							V2024

Performance Improvement Funding Request DSR4			
Department	Town Manager's Office	Fiscal Year	FY2023-24
Title	Public Information Officer	Priority	1

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	101,439		101,439
2. Expense		4,508		4,508
3. Operating Capital				
4. Department Total (1+2+3)		105,947		105,947
5. Other Costs	0	0	0	0

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Select Board	
Has this request been submitted in the last three fiscal years and not funded?	X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

Evaluate the creation of a permanent Public Information Officer (PIO) to improve and expand the Town's communications and promote public awareness of Town events and initiatives. This has been a Select Board goal since 2019/2020. The initial implementation of the goal was by way of Article 12 of the 2019 Annual Town Meeting, which authorized two years of funding. The position was filled in October 2019.

Town Meeting voted at the 2021 Spring Special Town Meeting through Article 14 to extend the pilot for an additional two years since the PIO's main duties in the first two years had been primarily focused on COVID-19-related communications. This request is to move the position into the operating budget. Since the position currently exists and receives benefits which are budgeted, there would not be additional benefit costs. The expenses would fund Professional Development, Conferences, and Wireless Communications.

This request reflects the success of the position during the pilot phase. Retaining the PIO position is a high priority of the Select Board and Town Manager. Listed below are some of the accomplishments of the incumbent to date.

Performance Improvement Funding Request DSR4			
Department	Town Manager's Office	Fiscal Year	FY2023-24
Title	Public Information Officer	Priority	1

Information Sharing

- Launched the News You Need(ham), a weekly email newsletter that shares news and information important to the community. As of October 2022, the newsletter had 4,300 subscribers. In addition to sharing important information about Town government happenings, election information, department news, calendar listings and hiring information, the newsletter fills a void in community news left by the Needham Times when it ceased publishing its newspaper. The newsletter regularly includes information of interest to the community from non-profit organizations, the schools and other Needham institutions. The community relies heavily on the newsletter for its information and new subscribers are added weekly.

- Continued to grow the Town's social media presence, which is important to providing timely and accurate information.

- **Facebook –112 percent growth**
  - 3,800 total followers

- **Twitter –47 percent growth**
  - 3,577 total followers

- **Instagram – 500 percent growth**
  - 1,835

- In addition to improving the Town's social media, the PIO has worked to grow coverage of Needham events and issues through more robust engagement with traditional media outlets. The PIO is the Town's point of contact for traditional media outlets including the Boston Globe, Boston TV and radio stations, the Needham Times, Hometown Weekly and the Needham Cable Channel. In addition, the PIO works with every department to respond to media requests in a timely, accurate manner.

Website Overhaul and Training

The PIO undertook a complete redesign of the Town's website, transforming the site in a more user-friendly and easily searchable, accessibility, and modern site for information. This was a high priority for Town Meeting when the PIO position was initially created.

Prior to the launch of the newly re-designed website, the PIO trained approximately 24 people across all Town Departments on the website so that each department can keep its pages up to date for community members.

Communications Forums

The PIO held five communications forums to better understand how residents prefer to consumer information and to inform current and future communications methods. These forums were focused on general communications and information sharing, the website and

Performance Improvement Funding Request DSR4			
Department	Town Manager's Office	Fiscal Year	FY2023-24
Title	Public Information Officer	Priority	1

Town Meeting Member communications.

Town Meeting Member Contact System

With assistance from the Town Clerk and IT, the PIO launched a long sought-after Town Meeting Member contact system to better facilitate communication between Town Meeting Members and their constituents. This was a system that Town Meeting Members and community organizations had been asking the Town for for a very long time and it was the PIO who made it happen.

Town Meeting Facilitation

As a result of the COVID-19 pandemic, the Town Moderator has changed the model for Town Meeting presentations. Proponents, the Select Board, the Finance Committee, Citizen Petitioners, and other relevant Boards and Committees are now asked to record video presentations for Town Meeting Member viewing prior to the meeting. The PIO facilitates this process and makes it possible. The PIO also creates and maintains the Town Meeting websites, including helping to develop FAQs, post all relevant article information and facilitate questions and answers from Town Meeting Members.

Employment Recruiting

The PIO is working with Human Resources to expand opportunities for outreach to potential job applicants. This is critical as more employees retire and vacancies are increasingly challenging to fill. The PIO is working with HR to redesign its webpage to make it more attractive to potential candidates, is shooting, editing, and producing a recruitment video and has expanded HR's reach through social media platforms like LinkedIn.

Employee Communications

In addition to considering public messaging, the PIO also considers what messages Town employees need to hear from Town leadership. She has helped draft messages on behalf of the Town Manager, Human Resources, and other department heads, better ensuring that employees receive clear and timely messages. This includes a weekly "Friday Five" column.

COVID-19 and Other Emergencies

One of the PIO's greatest effort and contributions to date has been her work during the COVID-19 pandemic to keep the community informed and engaged. The PIO immediately moved to the Emergency Operations Center and worked closely with the emergency management director and Health department to deliver rapidly changing information to the public. The PIO created a COVID-19 website and issued updates daily and weekly during the peak of the pandemic. The PIO is critical to the Town's emergency response efforts and plays a significant role in our ICS System and Emergency Operations Plans. From the pandemic to snow events to anticipated threats and emergencies, the PIO ensures that the community is informed and safe.

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Public Information Officer							Priority	1	
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year				
Compensation Detail										
Base Rate	$101,439									
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain			Start Up Cost $			Annual Recurring Cost $	
Workstation		X	Office space and workstation already in-place			0			0	
Vehicle	X									
Computer		X	Laptop and associated hardware already issued			0			0	
Software		X	All software and licenses already			0			0	
Mobile Communication Device		X	Already procured and in use			0			618	
Uniform	X									
Tools	X									
Equipment	X									
Other		X	Conferences, Training, and Membership Dues			0			4,890	
Other										
Other										
Totals									4,508	
Estimated Annual Benefit Cost										
Description and Explanation										
V2024										

Select Board and Office of the Town Manager	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,094,059.00	101,439.00	1,195,498	136,890.00	12.9%	1,058,608.00	976,445.16	879,692.47	857,483.80
Salary & Wage Temporary	17,050.00		17,050	543.00	3.3%	16,507.00	6,517.04	17,616.03	5,751.70
Salary & Wage Overtime	7,745.00		7,745	6,488.00	516.1%	1,257.00	7,210.78	8,391.06	1,371.19
Salary & Wage Other	5,500.00		5,500	(3,510.00)	-39.0%	9,010.00	14,000.00	32,143.89	14,340.53
Salary and Wage Total	1,124,354.00	101,439.00	1,225,793	140,411.00	12.9%	1,085,382.00	1,004,172.98	937,843.45	878,947.22
Energy									
Non Energy Utilities									
Repairs and Maintenance	5,500.00		5,500	111.00	2.1%	5,389.00	630.89	675.00	1,441.81
Rental and Leases							600.00	11,807.28	
Other Property Related									
Professional & Technical	189,175.00	1,110.00	190,285	5,085.00	2.7%	185,200.00	90,425.60	74,208.68	52,203.22
Communications	26,694.00	618.00	27,312	5,460.00	25.0%	21,852.00	21,485.82	20,239.95	20,388.71
Recreation									
Other Purchased Services							260.00	79.00	
Energy Supplies									
Office Supplies	3,000.00		3,000			3,000.00	2,473.75	2,193.28	1,159.62
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	9,340.00		9,340	140.00	1.5%	9,200.00	3,277.33	249.69	1,056.53
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	3,439.00		3,439	839.00	32.3%	2,600.00	3,760.90	6,304.17	4,396.24
Governmental Charges	125.00		125	125.00			75.00	337.50	
Travel & Mileage	15,625.00	2,635.00	18,260	5,600.00	44.2%	12,660.00	7,257.25	50.00	8,871.89
Dues & Subscriptions	15,449.00	145.00	15,594	419.00	2.8%	15,175.00	14,168.63	13,413.76	12,167.63
Other							9,657.24	200.00	
Expense	268,347.00	4,508.00	272,855	17,779.00	7.0%	255,076.00	154,072.41	129,758.31	101,685.65
TOTAL	1,392,701.00	105,947.00	1,498,648	158,190.00	11.8%	1,340,458.00	1,158,245.39	1,067,601.76	980,632.87

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Town Manager	1.00	EC	EC		227,192.00				227,192	
Assistant Town Manager/Director of Operations	1.00	G	15	Merit	152,933.00				152,933	
Support Services Manager	1.00	G	10	9	99,431.00				99,431	
Economic Development Manager	1.00	G	9	10	96,642.00		1,500.00		98,142	Cultural Council
Public Information Officer	1.00	G	10	10	101,439.00			(101,439)		Financial Warrant Article
Administrative Specialist	1.00	I	5	5	68,640.00				68,640	
BUDGETARY ADJUSTMENT	(1.00)							2,486	2,486	
Administration	5.00				746,277.00		1,500.00	(98,953)	648,824	
Director of Human Resources	1.00	G	14	Merit	127,650.00				127,650	
Assistant Director of Human Resources	1.00	G	10	11	103,487.00	400.00			103,887	
Benefits Administrator	1.00	G	6	6	74,237.00				74,237	
Human Resources Assistant	1.00	GT	5	6	70,688.00	4,241.00			74,929	
BUDGETARY ADJUSTMENT								1,464	1,464	
Human Resources	4.00				376,062.00	4,641.00		1,464	382,167	
Office Assistant	1.00	I	2	7	56,550.00				56,550	
BUDGETARY ADJUSTMENT								218	218	
Central Services	1.00				56,550.00			218	56,768	
Department Totals	10.00				1,178,888.99	4,641.00	1,500.00	(97,271)	1,087,759	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Town Manager	1.00	1.00	1.00				210,506	220,575	227,192	3.0%
Assistant Town Manager/Director of Operations	1.00	1.00	1.00	Merit	Merit	Merit	143,424	149,161	152,933	2.5%
Support Services Manager	1.00	1.00	1.00	10	8	9	99,977	94,829	99,431	4.9%
Economic Development Manager	1.00	1.00	1.00	8	9	10	89,603	93,930	98,142	4.5%
Public Information Officer	1.00	1.00	1.00	8	9	10				
Administrative Specialist	1.00	1.00	1.00	11	4	5	63,005	64,818	68,640	5.9%
BUDGETARY ADJUSTMENT	(1.00)	(1.00)	(1.00)				2,332	2,329	2,486	6.7%
Administration	5.00	5.00	5.00				608,847	625,642	648,824	3.7%
Director of Human Resources	1.00	1.00	1.00	Merit	Merit	Merit	122,719	124,500	127,650	2.5%
Assistant Director of Human Resources	1.00	1.00	1.00	5	11	11	87,293	101,371	103,887	2.5%
Benefits Administrator	1.00	1.00	1.00	6	7	6	71,702	74,373	74,237	-0.2%
Human Resources Assistant	1.00	1.00	1.00	4	5	6	67,384	69,615	74,929	7.6%
BUDGETARY ADJUSTMENT							1,343	1,397	1,464	4.8%
Human Resources	4.00	4.00	4.00				350,441	371,256	382,167	2.9%
Office Assistant	1.00	1.00	1.00	9	6	7	51,636	53,703	56,550	5.3%
BUDGETARY ADJUSTMENT							199	207	218	5.3%
Central Services	1.00	1.00	1.00				51,835	53,910	56,768	5.3%
Department Totals	10.00	10.00	10.00				1,011,123	1,050,808	1,087,759	3.5%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Salary and Wage Base								1,178,889	
	Longevity								4,641	
	Differential									
	Extra Holiday									
	Other Pay								1,500	
	Stipends									
	Budget Adjustment								(97,271)	
	Total								1,087,759	

Department Information DSR1	
Department	Town Clerk/Board of Registrars

Department Mission

Town Clerk/Board of Registrars

The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2023 had three scheduled elections – The State Primary on Tuesday, September 6, 2022, the State Election on Tuesday, November 8, 2022 and the Annual Town Election on Tuesday, April 11, 2023. FY2023 is the busiest period in the Town Clerk's Office and was even more difficult with the new election laws. FY2024 has only two scheduled elections – the Presidential Primary on Tuesday, March 2024 and the Annual Town Election on Tuesday, April 11, 2024. FY2024 will hopefully be a little calmer and give us a chance to catch up on requirements that had to be put on the backburner.

On the Horizon

- As we prepare for the Fiscal Year 2024 budget in November 2022, the Town Clerk's Office has just conducted the 2022 State Primary and State Election under the new Voter's Act passed by the state Legislators on June 22, 2022. These election revisions have created a huge increase and demand on the election officials and staff of the Commonwealth of Massachusetts. Vote-by-mail postcards were sent out by the state to all registered voters as of July 2022. This law was passed after city and town budgets were approved for the current year and is increasing costs in staffing, salaries, postage and programming. We processed over 6,000 vote-by-mail ballots and conducted Early In-Person voting for a period of 9 days prior to the State Primary. We processed over 9,600 vote-by-mail ballots and conducted Early In-Person voting for a period of 14 days prior to the State Election. There was no break and no rest in between these two elections. One thing that stands out is that on the day of the State Election, **840** voters brought their ballots either into the Town Clerk's Office or the red Election Drop Box. The State Elections Division paid for the vote-by-mail postcards. Cities and towns paid to mail out the vote-by-mail ballots. The question that comes to mind is "why those voters couldn't go to their precinct and vote.

- After the November 6, 2018 State Election, we were able to purchase an additional 7 ImageCase Tabulators at a much-reduced rate. This allowed Needham to hold a public meeting to advance remove and process most of the ballots that were mailed in prior to the State Election. the Advance Processing allowed ballots to be checked into the Poll Pads and then deposited into the ImageCast tabulator. No results were released until after 8 PM on Election night. This process cost additional salaries for Election Workers but eliminated the need to send these Early ballots to each precinct on Election Day.

- We have contracted with Stellar Associates (our former dog program vendor) beginning December 2022 after GoPetie failed to fulfill their contract for the dog licensing program contracted through August 2022. We had a variety of issues with the online dog licensing program with GoPetie and hope for a smoother ride with Stellar. We will continue to provide an online payment system for our residents for the coming licensing year and are positive Stellar will be a worthwhile vendor.

- The Public Records Law established by vote of the Massachusetts State Legislators in 2017 continues to increase in volume and the new Public Records Program, FoiaDirect, has proved to be a great asset to the Town Clerk (aka the Chief Records Access Officer for the Town of Needham).All requests are processing either through the Chief Records Access Officer or directly to departments that must respond to these requests within a ten-business day response deadline. FoiaDirect has

Department Information DSR1	
Department	Town Clerk/Board of Registrars

helped process these public records requests in a much timelier manner. As of November 2022, approximately 1000 plus requests have been submitted this calendar year. It seems that new laws frequently land in the Office of Town Clerk and adjustments must be made to comply with all legislative and mandated requirements.

- A Special Town Meeting was held on Monday, October 24, 2022, which had 14 articles and 1 zoning article.

- The law that requires the Town Clerk to distribute biennially to all municipal employees the Open Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk's Office. With just the Open Meeting Law requirements, this office has posted almost **6800** meeting notices since the inception of this law. The Town Clerk is also required to send out these documents to all town employees, elected officials, and members of all committees and boards every two years. The process is time consuming particularly in heavy election years. However, we have just received word from David Giannotti of the State Ethics Division that there will be a change in the regulations and the State Ethics Department will now receive the Open Meeting Law. There will be more information to come on this change.

- The State Vitals electronic records program continues to expand. The Town Clerk is also the Burial Agent for the Town of Needham. This office records and processes electronically all birth and death records of residents and those that occur to non-residents in Needham. Online, by mail and over-the-counter requests is a major part of our daily responsibilities. The issuance of certified copies of these vital records often reaches 5,000 or more annually.

- Since there has been no indication of a marriage system becoming a reality, we applied for and received funding through the Community Preservation Committee to digitize our marriage certificates from 1919 to 2020. This process in currently in process.

-
- Records Management System –The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall. The basement vault that once housed most of the archival departmental records does contain those of the Select Board/Town Manager department, the Assessors' Department and the Town Clerk's Office. These records have been computerized. Other archival records are stored in other basement areas behind the vault. One of our goals would be to assist those departments in creating an itemized list in order to assist in the periodic disposition of records no longer required.

- Preservation of old town records continues. To date we have restored thirty-two volumes. We applied and received funding through the Community Preservation Committee twice for restoration of archival records and we will continue to update archival records on an annual basis as needed.

- Document imaging of the Town Clerk's records and the Select Board minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2015 Town Clerk's Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval

Department Information DSR1	
Department	Town Clerk/Board of Registrars

program continues to remain a priority on our wish list.

- FY2022 revenue totaled **$188,511.97** compared with FY2021 revenue of **$237,652.55. This represents a decrease of $49,140.58.**

It is important to note that beginning in FY 2021, the revenue from the sale of Alcoholic Beverage licenses issued by the Select Board and recorded in the Town Clerk's Office was to be recorded in the Town Manager's Office under the new permitting program. This transfer came as a surprise as the collection of Alcoholic Beverage fees had been in the Town Clerk's Office for many years. Hopefully, FY2022 should see the end of this major decrease now that the transfer has been completed.

The following are total revenues by category for Fiscal Years 2018 – 2022

Fiscal Year	2022	2021	2020	2019	2018
General Fees	$99,355.97	$93,933.05	$102,239.99	$119,895.75	$115,000.70
Liquor Licenses	0	$ 53,121.00	$106,569.61	$94,785.10	$96,376.07
Other Licenses	$19,116.00	$24,842.50	19,4554.00	$25,917.00	$27,654.00
Dog Licenses	$70,040.00	$65,756.00	62,068.00	$66,915.00	$60,390.00
Sub Total	307,512.85	$237,652.55	$307,095.10	$307,512.85	$299,431.77
Accrued Interest	0	0	0	0	0
Public Record Request	0	0	0	0	0
TOTAL	**$188,511.97**	**$237,652.55**	**$308,200.92**	**$307,512.85**	**$299,431.77**

Budget Statement

Town Clerk/Board of Registrars

The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2024 has only two scheduled elections – The Presidential Primary on March 5, 2024 and the Annual Town Election on Tuesday, April 19 2024. This is a reduction over FY2023 from 3 elections to 2 elections. However, it is important to note that the Voters Act passed by the state legislature now required vote-by-mail and Early In-Person voting prior to each State Election. It is my understanding that the Select Board must vote to hold Early-In-Person voting for the local town elections. Early Voting requires a huge commitment on the Town Clerk's Office to process each and every early ballot prior to election day! Another concern is the Voters Act created the last day to register to vote before each election is the tenth day before the election. That day now falls on a Saturday in which this office is required to hold a Special Voter Registration session from 9 am to 5 pm. I believe there is a state statute if accepted that allows cities and towns to change that date.

With only two elections in FY2024 the Town Clerk/Board of Registrars budget shows a minor increase due to miscellaneous salary adjustments of $4,257 and an increase of $4,765 in Expenses for the total increase of $9,017 as follows:

Department Information DSR1	
Department	Town Clerk/Board of Registrars

The increase in salary costs = $4,257 include the following:

Board of Selectmen/Personnel Board review, step increases, revisions, longevity, cost of living increases, election workers increase to comply with minimum wages
And revisions, longevity, Town Meeting, salary increase of Election Workers from 2 to 3 Elections Early Voting Election Salary Costs
Increases in Temporary Dept. Coverage, Overtime, longevity, and program stipend

Total Salaries FY2024 budget increase: + $4,257

Purchase of Service & Expenses: A total decrease of $4,760 as follows:

1. [524] Repairs and Maintenance: A total decrease of $1820
Includes the additional maintenance for 10 Poll Pad maintenance costs x $300 = $3,000, an increase of $50 for Time Clock maintenance, and a decrease in programming costs from 3 to 2 elections. - $1820

2. [527] Rentals & Leases: a total increase of $3,000 to include lease of Needham Golf Club For two elections. + $3,000

3. [530] Professional/Technical – a decrease of $1,560 for decreased costs in election Programming and printing for two elections instead of three elections. - $1,560

4. [534] Communications: a decrease of $535 postage for absentees and election costs Due to 2 elections instead of 3 elections in the prior fiscal year. - $535

5. [542] Office Supplies: a decrease of $ $2325 related to decreased election costs for 2 elections instead of 3 elections. - $2,325

6. [549] Election Food decreased food costs for 2 elections - $275

7. Government Charges: An increase of $50 for cost of dog tags/licenses + $ 50

8. [588] Other supplies & Equipment -= purchase of 5 additional Poll Pads & related Expenses $8,225
Total Expense FY2 budget increase $4,760

Total Salary and Expense FY24 budget increase of $9,017

Accomplishments and Activities

The major accomplishment this fall was the successful implementation of the new Voters Act passed by the State Legislature on June 22, 2022. This included vote-by-mail and extended Early In-Person voting. This new law needs to be reviewed by those who pass laws without any knowledge of the consequences.

This office processes approximately 15,000 plus census forms under state law to purge the voting list. We issue over 5,000 certified copies of birth, marriage and death records annually and over 500 burial permits. Burial permits, death records and birth records are now delivered

Department Information DSR1	
Department	Town Clerk/Board of Registrars

electronically. This includes all death and births that occur in Needham as well as resident copies.

The former dog licensing program, GoPetie cancelled their contract with the Town two months prior to the end of the contract. We have contracted with Stellar Corporation which we are confident that the program and online bill payment process will be successful. We are preparing for the 2023 dog licensing season as we learn the ins and outs of the new dog licensing program. We currently license approximately 3600 dogs annually.

The Town Clerk's Office has just conducted the 2022 State Primary and State Election for the Town of Needham under new Election regulations passed by the State Legislature. This is the busiest 6 months period out of a four-year cycle with the Spring and Fall 2022 elections. Early Voting was mandated for the 9 days prior to the State Primary and 14 days prior to the November 2022 State Election. Nominations and petitions for state officers and ballot questions were certified over the Summer of 2022 for the 2-022 fall elections. Yes, we are busy.

The Town Clerk's Office is currently working with General Code to have the town`s marriage records from 1711 to present scanned and programmed for ease of certification issuance. This project wa funded through the Community Preservation Committee funds.

We will continue to monitor new ideas and programs that will make life easier and more efficient for both our residents and the Town Clerk's Office.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	$415,274		$415,274
b) Expenses	$86,480		$86,480
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	$501,754		$501,754

V2021

Department Expenditure Detail DSR2										
Department	Town Clerk									
Object			Description						Amount	
DSR2A										
Permanent Personnel	Last Year (FY2019)			Current Year (FY2020)			Next Year (FY2021)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	4	3	4.6	4	3	4.6	4	3	4.6	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
Union Positions:	BCTIA		Fire A		Fire C		ITWA	2	NIPEA	
Police		Police Superior		NA						
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base								$322,443	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity								$13,021	
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments								$1,278	
								PRD1 Sub Total		
J	DSR3 Other Compensation									
								Sub Total 1	$336,742	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	80 Election Workers per Election – 25elections x $14,200 = $28,400								$28,400	
b.	Temporary Department Coverage $34,225 x .03%								$35,252	
c.	Early Voting staff & Election Workers: 8 hrs. x 5 = 40 x $12.75 = $510 x 11 days = $5610 plus 2 hrs. x 5 x $12.75 = $127.50 + $5610 = $5737.50								$5738	
d.										
e.	DSR3 Total									
								Sub Total 2	$69,390	
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)								$6,242	
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
								Sub Total	$6,242	
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend								$2900	
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
								Sub Total 4	$2900	

Department Expenditure Detail DSR2		
Department	Town Clerk	
5. Total Salary and Wages (1+2+3+4)		$415,274
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Repairs & Maintenance: 4 typewriters $500, 1 Time Clock @ 250; pet registration program Annual - $3500 18 Accuvote Machine @ 220 = $3960, L. L. Data $375; Poll Pad x 10 x 300 = $3000	$11,585
Rental & Leases (527X)	Rentals & Leases: Iron mt Storage = $600, P. O. Box 920663 = 200, Golf Club lease $2900 x 2 = $5800	$6650
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x $375) = $2250, Misc., Record Restoration $1500, Programming/printing for 2 elections (ATE = $6500 + $2700 ES&S = $9200); presidential Primary $2500 = $11,700 Early Vote Memory card Rental (2 x $275 = $550); ICP Coding x 2 = $ 2600 = $3150;	$19,600
Communications (534x)	Town Clerk postage $.55 X 5000 = $2,750; Census 15,000 x $.55 = $8,250; Confirmation Notices (1000 x $ .55 x 2 = $1100); Registrars Misc. = $250; Absentee Ballots (1000 for Pres. Primary plus 600 x 2 elections = 2200 x .85 = $1870); Census, sort stuff & mail (15,000 x .12 cents) = $ 1800; Warrants x 2 elections = $250 (5341): Wireless Monthly Fee - $600 (5345) Misc. T.C. Printing; letterhead, envelopes, A.G. By-Laws = $2500; vitals security paper = $1,000 (*per 5000) = $3500 Printing 2023 Street List $3000; Misc. printing $250;Census forms/Dog licenses $1500 & Census envelopes $1050 = $2,550; Confirmation Notices $1200, Warrants	$16,270 $600 $12,250

Department Expenditure Detail DSR2		
Department	Town Clerk	
	(2) x $125 = $250;Census compilation & mail = $1500; Total $8475	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies - Misc. Town Clerk Office Supplies $1200 Misc. Supplies $1,000, Election Supplies (2 x $325 =$650); misc. poll pad/Early Voting supplies = $300	$3,150
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Food Supplies for 2 Elections: Morning $700 x 2 = $1400, Dinner $950 x 2 = $1900 = $3,300; Coffee, muffins EV 10 + 5 days = 1.5 x = $700 = $4,000	$4,000
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5 additional Poll Pads	$8,225
Governmental Charges (569x)	Office Supplies - dog tags/licenses $700	$950
Travel & Mileage (571x – 572x)	Conf. In-State -3 MTCA $1200; Tri Country (2 dinner meetings) = $200 Conf. Out-State - NEACTC $350, IIMC $900 = $1250	$1400 $1250
Dues & Subscriptions (573X)	Dues & Membership- IIMC $220, NEACTC $40, MTCA $160, Tri-county $30 - $450	$450
Other Expenses (574 X – 579x)	Other Expenses - Town Clerk Annual Bond ($100)	$100
6. Total Expenses		$86,480
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		501,754

Does the Department depend on any Federal or State grants to provide services?	YES		NO	x
Did the Department submit any requests for FY2021 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	x

Department Expenditure Detail DSR2					
Department	Town Clerk				
Did the Department submit any requests for FY2021 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	x	
					V2021

Town Clerk	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	336,742.00		336,742.00	14,299.00		322,443.00	314,765.64	283,209.34	306,570.72
Salary & Wage Temporary	69,390.00		69,390.00	(9,834.00)		79,224.00	53,647.98	100,729.56	43,001.69
Salary & Wage Overtime	6,242.00		6,242.00			6,242.00	613.84	6,775.86	1,256.33
Salary & Wage Other	2,900.00		2,900.00	(208.00)		3,108.00	2,602.07	6,711.24	2,911.24
Salary and Wage Total	415,274.00		415,274.00	4,257.00	1.0%	411,017.00	371,629.53	397,426.00	353,739.98
Energy									
Non Energy Utilities									
Repairs and Maintenance	11,585.00		11,585.00	(1,820)		13,405.00	6,895.00	1,405.45	2,277.25
Rental and Leases	6,650.00		6,650.00	3,000		3,650.00	1,012.00	3,424.00	650.00
Other Property Related									
Professional & Technical	19,600.00		19,600.00	(1,560)		21,160.00	25,270.38	11,020.00	14,100.55
Communications	29,120.00		29,120.00	(535)		29,655.00	13,426.25	30,877.95	21,912.83
Recreation									
Other Purchased Services							500.00	500.00	620.00
Energy Supplies									
Office Supplies	3,150.00		3,150.00	(2,325)		5,475.00	2,712.28	2,609.54	3,100.00
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	4,000.00		4,000.00	(275)		4,275.00	3,123.20	3,527.15	3,138.89
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	8,225.00		8,225.00	8,225			450.00	172.59	3,900.00
Governmental Charges	950.00		950.00	50		900.00	928.75	743.00	891.60
Travel & Mileage	2,650.00		2,650.00			2,650.00	584.98	477.87	1,091.44
Dues & Subscriptions	450.00		450.00			450.00	425.00	425.00	455.00
Other	100.00		100.00			100.00	100.00	100.00	100.00
Expense	86,480.00		86,480.00	4,760	5.8%	81,720.00	55,427.84	55,282.55	52,237.56
Capital Equipment									
Budget Capital									
TOTAL	501,754.00		501,754.00	9,017	1.8%	492,737.00	427,057.37	452,708.55	405,977.54

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Town Clerk	1.00	Elected			113,953.00	9,117.00			123,070	Increase in the annual compensation is set by Town Meeting
Assistant Town Clerk	1.00	G	6	8	78,078.00	3,904.00			81,982	
Finance Assistant	1.00	I	4	5	64,682.00				64,682	
Finance Assistant	1.00	I	4	4	62,615.00				62,615	
BUDGETARY ADJUSTMENT								1,278	1,278	
Department Totals	4.00				319,328.00	13,021.00		1,278	333,627	
	Salary and Wage Base								319,328	
	Longevity								13,021	
	Differential									
	Extra Holiday									
	Other Pay									
	Stipends									
	Budget Adjustment								1,278	
	Total								333,627	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Town Clerk	1.00	1.00	1.00				119,485	123,070	123,070	
Assistant Town Clerk	1.00	1.00	1.00	6	7	8	75,287	78,092	81,982	5.0%
Finance Assistant	1.00	1.00	1.00	11	4	5	58,383	61,094	64,682	5.9%
Finance Assistant	1.00	1.00	1.00	11	3	4	54,620	58,968	62,615	6.2%
BUDGETARY ADJUSTMENT							1,184	1,219	1,278	4.8%
Department Totals	4.00	4.00	4.00				308,959	322,443	333,627	3.5%

Department Spending Request Short Form	
Budget	Legal Services

Purpose

Provides legal services to the Town government and School Administration, including providing assistance to outside counsel. Attends all Town Meetings and public body meetings when warranted. Represents the Town before courts and administrative agencies. Drafts and reviews contracts, bylaws, and regulations.

Budget Statement

In October 2022, the Select Board appointed Miyares-Harrington as Town Counsel. This codified an arrangement that had been operated under since February 2020. This budget funds Town Counsel and specialty counsel costs for activities related to subjects to include (but not limited to): land acquisition, building projects, cable licensing, ongoing legal issues, complex licensing matters, human resources issues, contract disputes, environmental issues, title searches, Town Meeting article research, and zoning issues. It funds appraisal services, stenographic services, and expert witnesses services, and other expenses. The Town anticipates services supporting ongoing capital projects, cable grant accounting, and ongoing COVID recovery programmatic activity. The FY 2024 budget request is level.

Accomplishments and Activities

Since 2020, outside counsel has provided the Town expert service across a variety of routine and case-by-case subject matters through despite uniquely challenging circumstances faced during this time period. In October 2022, the Select Board formalized Miyares-Harrington's role as Town Counsel and reaffirmed the appointment of Nick Anastasopoulos as Labor Counsel. August and Epstein, Cable Counsel, was vital to the successful negotiation of the Town's three cable provider licenses.

Description	Purpose	Amount
Professional & Technical Services (530x – 531x)	Town legal counsel and specialty counsel services.	329,140
Total Request		

V2024

Legal	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular									73,695.00
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total									73,695.00
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	329,140.00		329,140.00			329,140.00	272,689.05	323,729.39	217,531.94
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions								1,593.70	4,000.00
Other									
Expense	329,140.00		329,140.00			329,140.00	272,689.05	325,323.09	221,531.94
TOTAL	329,140.00		329,140.00			329,140.00	272,689.05	325,323.09	295,226.94

Department Information DSR1	
Department	Finance Department

Department Mission

The Finance Department by its primary functions, which include accounting, assessing, budget and finance, collections, information technology services, parking appeals, procurement, risk management, and treasury; endeavors to provide professional and responsive services to the Town, its Boards, Committees, Departments, and the community at large. The Finance Department's primary goals are to ensure that the Town's financial assets are protected and managed, and information technology services are reliable, accountable, and resourceful, all while providing high quality customer service to the public and our internal customers.

On the Horizon

Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever-expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided Town departments a means to continue to provide services with the similar staffing levels. This trend would make the elimination of technology more expensive for the Town rather than a cost savings.

The Department is responsible for the oversight of fiscal management functions, establishment of accounting policies and practices and publication of official financial reports. With virtually no exceptions, expenditures made by any department within the fiscal year cannot exceed the appropriation authorized by Town Meeting. In limited cases, such as debt service where the Town is required to pay debt service regardless of the amount of the annual appropriation, or snow and ice removal expenses, provided that the current year appropriation is at least the same dollar amount or more than the previous year's appropriation, spending may exceed what is appropriated by Town Meeting.

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

Divisional Activities.

Accounting: At the time of the budget submission, the accounting office was fully staffed. We cross train staff so that regular activities such as payroll and accounts payable processing, and account reconciliations may be done without interruption. A primary ongoing department goal is to complete reconciliations on a monthly basis so that any adjustments and corrections will be identified and done timely. The accounting staff attends the Tyler User Group conferences and webinars to keep current with the workings of the accounting system and to prepare for changes to the applications. The Town has procured new billing and collection software. The process to implement of the new system began in the fall of 2022 and we anticipate that it will take 24 months to complete. The volume of work for the staff has also increased due to the number of grants made available to Town in response to COVID by the Federal Government.

Department Information DSR1	
Department	Finance Department

Assessing: FY2024 will pose a similar challenge as the preceding year in that close watch must be kept on the still burgeoning single-family home and condo market which showed no signs of slowing for calendar year 2022. Sale prices of the single-family homes and condominiums appear to be driven by upwardly spiraling land values as well as increasing cost of building materials. To some extent this seems to be affected by bidding among buyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. Some builders appear to have changed their strategy in that they are now buying older homes to upgrade, add to and sell as what could be termed "semi-new construction." Many buyers are still seeking "refuge" in Needham from astronomically high prices elsewhere, as well as being outbid multiple times in some neighboring towns. The only segment of the market that appeared to be slowing was the largest newer homes that had lost some of their resale value in recent assessing cycles. In recent months this "weakness" in the market seemed to be abating. Last year it was still too early to have amassed enough data on land sales to ascertain whether the "Small House" zoning regulations have affected land sale prices negatively or not. It is becoming clear based on "teardown" land sales, that the going price for land is still on the increase and builders are designing homes that comply with zoning but are still moving on the market at very high prices. It is this sustained land sale market that is behind the 10% increase in base land values across all neighborhoods in the 10,000 square foot lot zones that was reflected in the residential values. It has become more obvious over the last year that another upward adjustment to land values will be necessary for FY2023, to properly reflect the market.

It was the surge in new construction, and the accompanying need to enter this data into the new computer-assisted mass appraisal (CAMA) system, which required an increase in professional services. This allowed the Town to rely on vendors to gather data on new construction, freeing staff from this routine but absolutely necessary task, freeing them to perform more productive analytical functions. The fact that this vendor was in place prior to the onset of the health crisis proved to be a benefit in that the technology that they employ allowed complicated properties to be measured without actually getting close to the property being measured. Freed from the task of "pulling a tape measure" the field staff was able to use their time normally used physically inspecting properties to gather information on interior listing from both the new, vastly improved, permitting system and from online sources. Additionally, to track interior renovations normally updated by onsite inspections, the office innovatively shifted gears yet again by dropping letters at these sites asking owners to respond as to the progress on the projects underway. The result of this effort is a very accurate compilation of new growth. The office is currently working with both our appraisal software vendor and our data collection vendor to enable office staff to collect some of the data currently being done by the collection vendor through the use of tablets which may require a one-time upfront investment but will ultimately reduce the expenditure now going to the collection vendor by enabling our staff to collect and immediately enter data from the field.

The residential market review for adjustment of the FY2024 values will be, for the most part accomplished in-house by inspecting all properties that changed hands during calendar year 2022 to confirm that the physical information, as well as the description of the condition of the property in our database, is up to date. The accuracy of our data on properties that changed hands during calendar year 2022 will be essential to the statistical analysis that needs to be submitted to the Department of Revenue annually. Again, the staff, both on site and working remotely, will use publicly available information, in addition to close scrutiny of building permits records, to account for improvements that might warrant an increase or decrease in the current assessed value as it relates to the calendar year 2022 sale price. As noted above, implementation of the collection and system entry of this data in the field through the use of tablets will be expedited.

Department Information DSR1	
Department	Finance Department

The biggest change for the assessing function in many years, which began in FY2019 was the stand-alone use of the Tyler Technologies IASworld CAMA system for the FY2023 valuation cycle. The Assessing staff, as well as the staff from the Information Technology Center, Treasurer/Collector, and Accounting, will continue to increase proficiency in the system over the next few years as the implementation of this advanced technology expands.

Despite the use of no outside legal services during FY2023 to date, several potentially costly appeals were settled favorably. Additionally, successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers, may have reduced the Appellate Tax Board (ATB) appeals that may be filed. As of this writing the office has several outstanding commercial Appellate Tax Board cases of consequence still to be heard. Additional professional services may be required in FY2024, as a result of the value changes from the FY2020 revaluation and value adjustments from FY2022 to FY2023. The cost of these services is difficult to discern at this point, as we are continuing to review pending cases, and new abatements have yet to be filed.

As per standard practice, buyers of property will be sent questionnaires to confirm the terms of their sale and help establish whether they are in fact "arms-length" market transactions. All the information gathered will be subjected to in-depth statistical analysis by the Department of Revenue prior to certification of the FY2024 values. Previously significant cutbacks in Department of Revenue staff, brought on by the State's Early Retirement Incentive Program (ERIP) and the anticipated retirement of many of the remaining "seasoned veterans", in both the Division of Local Services and Bureau of Accounts personnel continues to present a challenge to the certification of tax rates in a timely manner. This situation has been exacerbated in the current environment where State staffers are now working remotely for the foreseeable future.

As mentioned previously, prompt follow up is also made on all building permits for new construction, additions, remodeling, and demolitions that are taken out with the Building Inspector. Although our data collection methods have of necessity changed, the purpose of these inspections remains the same. In addition to maintaining accurate data for our records, the information is integral to the calculation of New Growth for the following fiscal year. Accurate and timely compilation of New Growth is an essential part of establishing the levy for the subsequent fiscal year. The utilization of the outside vendor, as previously outlined, will allow us to keep track of this growth more efficiently.

Owners of Commercial/Industrial property, which is, for the most part, valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses, and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in Needham Crossing has potential to continue its acceleration during calendar years 2022 and 2023 as planning and execution of the redevelopment of the former General Dynamics office properties into commercial, broadcast, hotel and residential is completed and potentially impressive construction by Boston Children's Hospital moves forward. The impact on overall rents in Needham Crossing due to facilities revitalization and the completion of the Highland Avenue widening and the "add a lane" project, with its Kendrick Street ramp, would likely continue to be positive over time, but the overall effect is yet to be fully seen. The same is true of the potentially hefty tax dollar redevelopment of the former Avery Manor.

Department Information DSR1	
Department	Finance Department

A third element of the value triad consists of business personal property. The primary objective in this element is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some of the more complicated returns, an outside vendor is retained to determine the value and ability to tax the listed items. The staff had previously done numerous onsite visits to many businesses during the year to verify the listings of assets submitted. This function of the office, although conducted almost entirely offsite, was the least affected by our "new" health environment. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park, is likely to be significantly enhanced by the equipment expected to be housed in the projects mentioned above, if the $20+ million-dollar boost to the personal property total from recent data storage facilities is any indication of what is to come. The aforementioned re-appraisals of Eversource Gas and Electric will also contribute to the personal property ledger. A sizable bump in the realm of personal property came to fruition as NBC moved equipment onto their new facility at 189 B Street. Needham Crossing projects currently on the horizon, in addition to the planned revitalization and expansion of the former Avery Manor property, bode well for the continued expansion of the personal property account inventory. Unfortunately, a number of smaller accounts have become economic victims of the virus.

Fortunately, the Town was not seriously affected by the economic downturn prevalent throughout the Commonwealth a decade ago and has seen an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013 have continued to increase through 2022. The sustainability of this market into calendar 2023, where bidding wars have become the norm, is yet to be seen.

In the commercial realm, FY2024 may tell a different story. FY2023 values are based on calendar year 2021 economic activity while FY2024 values will be based on calendar year 2022 activity. In calendar year 2021 some commercial landlords appear to have been cushioned by leases that obligated 2021 payments from their tenants. Going forward there may be necessary economic concessions they will need to make to retain those tenants over time. The effects of these possibilities are not entirely predictable at this point, but the fact that many businesses may realize that they no longer require in office staff may change the rental structure dynamic going forward. What is certain is that properties that function as service businesses, such as Needham's hotels and restaurants, will require close scrutiny based on their pandemic-induced reduction in income attributable to the property and a prior slowdown in business travel.

Collector: The Collector's staff continues to meet the service demands of the public despite a complete turnover in personnel. Other than the Assistant Treasurer/Collector, the entire staff left the department over a six-month period. The collector and treasurer functions have four full-time staff members working in the front office, an Assistant Treasurer/Collector and the Treasurer/Collector. During FY2022 all four front office employees left due to retirement, choosing part-time employment, or transferred to another department. One member had worked in the department for sixteen years. In addition to the front office staff position vacancies, the Treasurer/Collector retired after working for the department over thirty-five years (forty-three years in total for the Town). Almost eighty years of historical knowledge left the department within a year. The Assistant Treasurer/Collector has been in staff training mode for months. The Assistant Treasurer/Collector also has assumed the role of Acting Treasurer/Collector until a suitable replacement is hired.

Department Information DSR1	
Department	Finance Department

The October 2020 Special Town Meeting approved the funding request of $1,075,000 for the purchase of new billing and collection software. The procurement of the new software began in 2021 and an award was made to Quality Data Systems "QDS". The implementation process has begun. Meetings are held semi-monthly with the representatives of various departments and the QDS team. Emails and phone calls are exchanged in between meeting dates. Files are being provided to QDS to facilitate the conversion. This new software will encompass the billing and collection of real and personal property, motor vehicle excise, water and sewer billing, and miscellaneous revenues. The new system must be able to maintain individual tax and ratepayer accounts and interface not only with the General Ledger but various other software that is used throughout the Town. We anticipate going live with the Excise component in calendar year 2023.

The software must facilitate at a minimum the following activities:

Real Estate Tax: Real estate tax bills are mailed quarterly and are due August 1, November 1, February 1, and May 1. Taxpayers who have not paid their real estate bill in full after the end of the fiscal year are notified of the past due amount and if unpaid are subjected to public notice of non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balance increases from 14% to 16%. Real estate property tax is a priority claim. Any balance remaining unpaid is recorded at the Norfolk County Registry of Deeds, or at the Land Court if the property is registered land, to secure the tax lien. During FY2022, the Town issued 40,911 real estate bills including approximately 774 demand bills.

Personal Property Tax: Personal property taxes are assessed to commercial property owners and is based on the "form of list" submitted by the taxpayer which provides all machinery and equipment used in the business. Personal property tax is also billed quarterly, and payments are due at the same time as real estate taxes. If a demand for payment is not received by the end of the fiscal year the account is turned over to the Deputy Collector service to follow up on collection. During FY2022, the Town issued 2,306 personal property tax bills plus demands.

Motor Vehicle Excise Tax: In February or March, the Registry of Motor Vehicles (RMV) sends a file of all the motor vehicle and trailers that are garaged in the Town of Needham and may be subject to excise tax. This file consists of approximately 23,000 bills and is the largest excise billing during the year. The RMV sends updates throughout the year for vehicles that are purchased during the year; Town receives as many as nine additional commitments throughout the year. The bills are due in 30 days from the date of mailing and are subject to 12% interest if not paid timely. If payment is not received a warrant is sent to the individual. Thereafter it is sent to the Deputy Collector for further action including the marking of their license and registration for non-renewal. During FY2022, the Town issued 29,713 motor vehicle excise tax bills.

Water and Sewer: Water and Sewer department collects the water meter data and generates the utility bills, which then are committed to the Treasurer/Collector's office for collection. Each residential property is billed four times a year, but the bills are produced based on specific cycles and routes. So approximately one third of the quarterly bills are produced monthly. Commercial properties are billed monthly. If unpaid after 30 days, the bill is subject to a demand notice, and interest is charged at the rate of 14% per annum. Unpaid utility charges may be liened and added to the property tax bill. During FY2022, the Town issued 43,477 Water and Sewer bills.

In the normal course of business, the collector's staff also assists with and plays a key role in the billing and collection of Miscellaneous billing such as Police details, Fire details, Water Service fees

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and any other billing that may incur including school out of district billings.

Technology provides residents and taxpayers a way to communicate with office staff, as well as pay, many but not all, their bills online. Although this is a convenience for residents and taxpayers, it has created additional and different kinds of problems for the collector. Errors entering account information prevents a payor from accessing their account, or entering incorrect banking information result in emails and phone calls to the office for assistance. Cash and checks are still accepted, but the number of checks returned due to insufficient funds or were drawn on closed bank accounts have increased over the past year. Returned payments add to the workload of staff and requires even more time to recoup these funds.

We remain sensitive to the needs of the public especially during these times not only the drastic fall of interest rates, but job loss has had a serious impact on individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual taxpayer's circumstances while complying with state statute and maintaining timely collections.

The threat of Cybercrime has not subsided, in fact it has increased and is still one of the most prolific of technology related crimes. We continue to enhance security related to our virus protection and monitoring of bank accounts designating certain bank accounts as credit only accounts. We have been fortunate in that we have not fallen victim to any of these breaches but it very important that we remain diligent.

The Collector and Assistant Collector are required to obtain a fidelity bond with a surety from a surety company authorized to conduct business within the Commonwealth. The Bond protects the Town not the Collector. The collector is liable for any breach of trust. If they are found liable for any loss, the surety company will look to the Collector and their personal assets for reimbursement. It is therefore incumbent upon the Collector and the Treasurer to pursue all outstanding accounts to secure these amounts owing the Town.

Information Technology Center (ITC): Throughout FY2022, the ITC continued its support of the Town's technology hardware, software, services, and systems. During FY2022 and the coming out of COVID protocols and the opening of Town buildings offered up new challenges to the ITC staff. One of these challenges was catching up to a new kind of workforce. Over the course of the fiscal year there were change overs in employees in multiple departments and at multiple levels and these employees have a new and often different relationship to technology. There has been a drive for more updated hardware and software which puts additional strain on the ITC. A lot of this has been a change over to more staff needing access to mobile hardware and cellular connectivity. Mobile hardware has changed from requests for laptops to tablets, hardened devices, and larger cell phones all dependent on the work the user is doing and software the user needs to fulfill their work.

A continued and arguably most important concern for the ITC is security. Over the course of time the drive for more and more security is continuous and the ITC has worked at providing multiple layers of security. The ITC starts with cloud based systems that manage data traffic prior to accessing the Town's network. This protects against intrusions, malware, and enforces network access controls plus monitors emails and web traffic. The ITC continues with physical hardware that manages data traffic as it accesses our network. This protects against intrusions, malware, and enforces network access controls and continues to monitor emails and web traffic. The ITC

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finalizes this layering with additional physical hardware that monitors outgoing web traffic to determine the validity of web sites. This is subscription based with preset categories of web sites that can be allowed or not allowed to access. The ITC can also manually allow or not allow web sites as needed. Lastly the ITC worked with the Commonwealth of Massachusetts' Executive Office of Technology Services and Security (EOTSS) which offered an online training program which Town staff participated. This training included multiple modules with questions and targeted phishing emails to measure if staff had learned anything from the training.

A major pull on ITC resources has been the final phase of the Needham Public Safety building coming online. ITC differentiates the Needham Police and Needham Fire at the Public Safety Building into two buildings, because of the size of the overall building. Both departments have a significant amount of hardware and unique software needs combined with a 24/7 workforce with a fair percentage mobile has continued to challenge the ITC staff. ITC has also been involved in helping Public Safety with developing building security and road intersection safety by assisting in the exporting of data on average twice a week for accident and other investigations. The network with the Public Safety Buildings and across to Fire Station 2 has been designed for maximum technology security with limited access into and out of the buildings network.

ITC has also been involved in continued support of multiple enterprise application from the online permitting applications, accounting application, time clock application, revenue application, and is adding their support to the transition of the new revenue application.

Some of items that the ITC will working on and developing in the future are security enhancements across the network and at the desktop. Along with network and desktop security enhancements the ITC is working on upgrading wireless access points that will integrate with security software. Assisting Public Safety and the Department of Public Works with a build out of optical managed traffic control at intersections as well as updating building security cameras.

Specific to the staff members of ITC overseen by the Director of Management Information Systems, the Network Manager continued his work on upgrading and strengthening the Town's network with upgrades and enhancements to network security, resiliency, and redundancy. During FY2022 the Network Manager finalized work on the Public Safety Building infrastructure and security and assisted both Police and Fire in upgrading hardware and software specific to each department. The Network Manager also assisted in day-to-day requests regarding new staff and released staff specifically around network accounts and security. Information Technology Support, currently two positions with one vacant throughout the year, continued to be an important asset within the Information Technology Center taking on day-to-day actions and requests as well as developing additional ways to make Information Technology Center functions more efficient and effective. Information Technology Support has also been able to assume responsibilities for several routine tasks that the Network Manager had been previously performing. The second Information Technology Support position when filled will help in maintaining a consistent amount of support throughout the year and in combination with the other Technology Support Technician and the Network Manager will be able to coordinate tasks more efficiently. The Applications Administrator has continued to support enterprise applications, such as revenue and general ledger applications, the Town's web site, developments, and support of online permitting, plus provides support and training both individually and with groups for desktop and web-based applications. In FY2022, adding the additional Applications Administrator position increased the FTE count in ITC by one for a total of seven. Departments continue to look for support from the Applications Administrator due to the desire of using technology, mostly through online SaaS products, to enhance their

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processes. In much the same way that the second Technology Support Technician enhances the availability of support the second Applications Administrator will provide. Working on separate applications and sharing information about those applications and other process will allow ITC to better server its clients. Since being relocated to the Public Services Administration Building to better coordinate services and projects between the Geographic Information Systems (GIS) Administrator and the Department of Public Works, the GIS Administrator continues in support of those projects. At this new location, the GIS Administrator continues to work with multiple departments assisting in analytical projects as well as preparing for infrastructure updates, flight imagery, and geospatial data collection. The GIS Administrator throughout FY2022 has enhanced web GIS product, finalized the transition to a new online Assessor's application which includes a new abutters list process, assisted the Water/Sewer department with a program for catch basin assessment, and continued work with Public Works Administration and Building Maintenance on the roll out of a new work order system. With the new level of staff, the Director, MIS is looking to determine if the current staff in its hierarchy can be changed to better support the employees over the next five years and further. Though the staff has increased by one and some changes have happened in the type of staff within the department with technology changing at an ever-faster pace coming up with a different department structure might benefit the Town better into the future.

Parking Clerk: The Office of the Parking Clerk processes appeal requests of parking tickets online, in person and by mail. Appeal statements are reviewed and investigated promptly, and appellants are provided with written notification of appeal results. The office also prepares, and processes handwritten tickets so that the information will be available to the collection office. Ongoing liaison is maintained with Treasurer's office staff, Police Department, and the Highway Department. Enforcement issues, signage, and meter problems are identified and resolved through frequent inspections and inter-departmental communications. Parking regulation enforcement was curtailed with the onset of the COVID restrictions. Payment to park at a metered spot was waived for many months, resulting in less revenue. Payment to park at a metered spot was reinstated in July 2021, but enforcement was limited until the second half of FY2022. FY2023 activities are similar to pre-COVID days with regular enforcement of parking meters, parking lots, overtime parking, and restricted and prohibited parking. The contract with the Town's vendor for parking ticket processing and collection services expires in FY2023 and a new procurement has been conducted through the Purchasing division for a new three-year agreement. At the time of this writing the Town was still in the process of evaluating the six proposals received in response to the bid.

Purchasing: The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures which must be followed pursuant to the applicable Massachusetts General Laws, and in a manner that secures the best value for the Town. By performing audits on procurement documents and facilitating education, resources, and guidance to all Town staff, the division seeks to ensure compliance while providing solutions to purchasing challenges that safeguard taxpayer's dollars and promote a fair competitive process. The division also has functional oversight of the procurement procedures conducted by individual departments and serves as a resource on procurement compliance.

The Purchasing division encourages the use of state contract vendors when possible and appropriate, as they afford the Town favorable pricing, vetted providers, beneficial terms, and usually convenient, fast purchasing without the need to conduct the more time consuming and resource demanding process that must be followed The Town has consistently maintained a top

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user status of the State Contract benefits.

Another role that Purchasing division does is not only reviewing contracts that have been prepared by other departments, but also uploading the contracts to DocuSign, an online electronic signature and distribution system. This requires setting up the signatures, names, titles, and other pertinent data fields prior to sending the contract out for execution. The Town is still transitioning to use of electronic signatures for procurement contracts, some departments have yet to modify their workflow to accommodate electronic signature.

The division has been operating without dedicate staff for more than a year. The day-to-day activities were done by the Assistant Town Manager/Director of Finance which consequently has impacted other operations and has resulted in delays responding to the board and Town Manager requests.

The overall economy has added challenges to the Town's procurement process, as prices are coming in higher, supplies limited, long lag times for delivery, higher freight costs due to fuel prices. Many vendors have sought relief from contract terms because of their inability to meet the obligations of the contract for some of the aforementioned reasons. The Town has been working with vendors, and acknowledges that some of the difficulties raised were valid, but other requests for relief do not hold up under examination and the Town has held those vendors to their contractual obligations.

Treasurer: The impact of COVID on short term interest rates is still being felt. This resulted in a continued decrease in General Fund interest from $228,969 in FY2021 to $194,651.43 in FY2022. Interest rates were trending higher for FY2023 as the Federal Funds rate has been increased. The safety of Town funds is of utmost importance. To further protect Town funds, we continue to require that Town deposits are collateralized if not insured. This provides an additional layer of protection against fraudulent transactions. To protect against bank failures, we regularly review rating agency reports and, although collateralization is required for funds held in any one financial institution for more than 14 days, funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures including payroll and debt service which dictates the amount of cash that must remain available on a weekly basis. Town funds are invested wisely and within the mandates of state statute.

The Treasurer's office continues to offer electronic payment options to the Town's vendors. This has reduced the number of paper checks thereby reducing the printing, mailing, and stuffing cost. Although some vendors have taken advantage, many vendors only accept a paper check. We continue to promote this option.

The Treasurer must ensure there are sufficient funds available to cover the weekly payroll and expense payments. To maximize interest income and yet maintain sufficient balances the Treasurer must be aware of and make provisions for the timely payment of regular and extraordinary expenditures such as debt service and construction costs.

The Treasurer's office assisted and continues to support other departments throughout the Town including the school department, Town Clerk and RTS with the ability to accept credit cards both online and in person. The Building, DPW, Board of Health and Town Manager's Offices are now processing online payments.

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The Treasurer's office will also be involved in the conversion to the new billing and collections software, Quality Data Services "QDS". All collections once received, reviewed, and reconciled as well as non-billed revenue coming into the town such as state aid, grants and miscellaneous fines and fees are turned over to the Treasurer. This must be accommodated culminating in the ability to deposit and report a day's receipts.

Budget Statement

The **FY2024 budget submission is $3,853,919** which is a change of $88,458 (2.3%) over the current budget of $3,765,461. The current budget is inclusive of $23,319 transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department for compensation adjustments for non-represented employees based on the approved FY2023 compensation and classification plan approved by the Town and merit raises granted to eligible managers. The increase in the FY2024 budget over the budget approved in May ($3,742,142) is three percent.

Although there may be some individual line-item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another, so the expense is linked to the account that best describes its purpose. Other budget changes are related to new contracts. Software related expenses continue to increase. However the increase in the budget allocation for software related expenses is 2.2% one of the lowest increases in years. More software companies are moving to the subscription-based pricing model, and more applications are being hosted in the cloud, which lower capital equipment replacement cost but increase the third-party fees. Below is a summary of the changes.

Salary and Wages

The fiscal year 2024 base budget submission of $2,398,879 is **$59,691** higher than the current budget of $2,339,188, an increase of 2.6%, after accounting for the transfer from the Classification, Performance, and Settlements budget line. The number of benefit eligible FTE's for FY2024 is 25, which is the same as FY2023. The Town approved funding for an additional full-time Applications Administrator position for the Information Technology Center effective for FY2023. The position was filled in July. There has been some restructuring of positions and division assignments during the current year, due to the changing workforce market, but no change in head count. The department also relies on the services of two part-time positions which are year-round but are not eligible for Town benefits; one is the Parking Clerk, and the other is an administrative position which supports the assessing functions of the department. Previously, including the FY2023 budget, the funding amounts for those two positions were included under regular salary and wage accounts, but now will be reflected, appropriately, under temporary, seasonal, and part-time salary and wage accounts.

The submission includes step and longevity increases for the thirteen (14) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group which expires June 30, 2024.

The request also includes step and longevity increases, if applicable, for the six (6) non-represented positions. The wages are based on the FY2024 classification and compensation plan. Merit increases for managers, if any, for FY2024 would be funded through the salary reserve appropriated by Town Meeting and transferred by written approval of the Town Manager.

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As previously mentioned, the temporary, seasonal, and part-time wage expense is now inclusive of the Parking Clerk and the Professional Technical Support Specialist in the assessing division, as well as the student intern position for accounting, which was approved with the FY2023 operating budget. Accounting hired a Needham resident student intern. The student was exposed to a variety of public accounting and finance experiences. The total amount for temporary, seasonal, and non-benefitted part-time positions is $64,977.

The allocation for overtime is $29,265 or $1,167 more (4.2%) than FY2023. The overtime allowance for the Accounting, Assessing, Collector, ITC, Parking Clerk, and Treasurer offices has been submitted at $8,908, $800, $1,143, $9,569, $8,566, and $279 respectively. The submitted overtime budget for Accounting and ITC are lower for FY2024 compared to FY2023, with Accounting $1,542 (14.8%) less, and ITC $986 (9.3%) less. Overtime for the combined Collector and Treasurer functions is $422 (42%) higher based on the FY2022 actuals. The Assessing function is level dollar at $800, and the Parking Clerk function is $3,273 (61.8%) more. The increases are reflective of increased activity (particularly the parking clerk) and higher wage rates.

Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and stipends, are budgeted at $34,614, an increase of $3,671 (11.9%). The increase is primarily related to a $2,600 vehicle allowance negotiated when the Town hired the new manager this year. The individual is ineligible for mileage reimbursement.

Services, Supplies, and other Expenses

The fiscal year 2023 submission of $1,355,040 is **$23,767** higher than the current appropriation of $1,331,273, 1.8% more. The major drivers for this increase are technology related, software licensing specifically, and other computer supplies and equipment.

The Department always seeks ways to hold down costs by regular examination of its expenses as well as trying to anticipate future operating cost. As noted earlier some expense lines are lower while others are higher, which is due in part to reallocation of certain budget lines to cover higher expenses in other budget expense lines and due to expected increase costs for FY2024. The table on the next page shows the dollar changes from FY2023.

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Line Item	Division	Description	Change from 2023	Comment	Net Change	% Change
Repairs and Maintenance	ITC	Third Party Maintenance Contracts and Repairs	($9,405)	With extended warranties the allocation was reduced and transferred to Other Supplies and Services to defer increase costs under that expense	($9,405)	-14.3%
Professional & Technical	Accounting	Audit Fees	$3,050	The annual audit fee is expected to increase due to the increase number of accounts subject to extra audit.	$20,429	2.0%
	Accounting	Software License Fees	($82)	Moved to ITC Software		
	Collector &	Seminar and Training Fees	$1,492	All new staff. Additional professional development classes.		
	Finance	Seminar and Training Fees	$380	Staff turnover across departments requires extra training (internal controls, procurement)		
	ITC	Software License Fees	$14,719	Increase in the annual license fees and subscriptions		
	Parking	Third Party Processing Services	$870	Based on volume and contract		
Communications	Accounting	Printing & Mailing	$50	Reduced based on average expense	$4,593	3.3%
	Collector	Postage	$3,000	Based on a three year average and the expected increase in the postal rates next year. Mailings are required by law, notwithstanding other means of communication.		
	Collector	Printing & Mailing	($1,857)	Reduction based on new contract		
	Finance	Postage	($50)	Reduced based on average expense		
	ITC	Internet & Landlines	$2,900	Increase in the annual fees		
	Purchasing	Legal Notice	$150	Higher costs and volume based on three year average		
	Purchasing	Wireless	($100)	Reduced based on average expense		
	Treasurer	Postage	$500	Based on a three year average and the expected increase in the postal rates next year. Mailings are required by law, notwithstanding other means of communication.		
Office Supplies	Assessing	Supplies	($750)	Reduction base on three year average	($455)	-4.0%
	Finance	Supplies	$230	Increase based on three year average		
	Purchasing	Supplies	$65	Increase based on three year average		
Other Supplies & Equipment	Assessing	Appraisal Tools	($1,300)	Reduction base on three year average	$8,800	1.7%
	ITC	Technology equipment related supplies	$695	Increased prices and actual expense history		
	ITC	Technology equipment related supplies	$9,405	Reallocation from Repairs and Maintenance Services to offset increased cost of supplies.		
Travel & Mileage	Assessing	Mileage	($200)	Reduced budget allocation	($200)	-1.5%
Dues & Subscriptions	Accounting	Annual Dues	$5	Dues increased	$5	0.2%
Total					**$23,767**	**1.8%**

Operational Capital

The FY2024 submission is $100,000, an increase of $5,000. The 5.3% increase is based on the higher cost for technology equipment. These funds provide for the purchase of replacement PCs, laptops, and network components. The replacement of large servers, switch replacements, and expensive specialized equipment are submitted as part of the capital plan.

Other Requests for Funding (DSR4):

The department has no DSR4 requests.

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Other Funding Resources

Although the Finance Department must track and account for numerous revolving funds and grants, usually 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. However, the Town was awarded approximately $9.2 million in American Rescue Plan Act (ARPA) funds of which $175,000 has been allocated to improve and expand availability of wireless access and increase capacity for hybrid meetings. ITC will use these funds to improve signal strength at many of the municipal facilities including the Center at the Heights, Public Safety, Public Services Administration Building, Rosemary Recreation Complex, Public Utilities, and Town Hall.

Accomplishments and Activities

Accounting Division Recap

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

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

Results:

Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY18	93%	93%	94%	94%
FY19	94%	95%	95%	95%
FY20	94%	96%	96%	98%
FY21	97%	98%	98%	98%
FY22	98%	98%	99%	99%

2. Electronic payment participation by vendors. Vendor electronic payments are more secure.

Measure: Percentage of electronic payments by vs total vendor payments.

Results: (The decline in the FY2020 fourth quarter percentage was related to the COVID economic slowdown)

Year	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
FY18	0.00%	0.00%	0.29%	2.00%
FY19	5.25%	9.65%	9.02%	8.78%
FY20	9.10%	9.24%	9.74%	3.29%
FY21	8.98%	9.97%	9.26%	7.71%
FY22	8.08%	9.65%	9.57%	9.10%

3. 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

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something may require improvement.

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

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY2017	4	2
FY2018	4	0
FY2019	4	1
FY2020	3	1
FY2021	3	2

Other Accounting Accomplishments and Activities

Due to COVID, there was a decline in Purchase order activity from FY2020 to FY2021 which was mostly attributed to the school department. As anticipated, purchasing activity increased and the number of purchase orders has surpassed the activity in FY2020. The combined total number of purchase orders (Town and Schools) for FY2020 was 6,280; The number of purchase orders for FY2021 decreased by 952 for a total of 5,328. The FY2022 number of purchase orders increased to 7,350.

The division participated in the selection of the new billing and collection software. The implementation process began in the third quarter of CY2022. The accounting division will be involved in the setup, testing, and rollout of each billing application which will occur throughout FY2023.

Assessing Division Recap

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 was captured by the assessment date. (Note this measure has been revised to reflect the new growth certified by the Department of Revenue)

Results:

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2018. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,295 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2019 was $318,749,520 ($266,237,400 was residential property).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2019. This was the statutory

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deadline for the collection of New Growth information for the following fiscal year. A total of 1,208 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2020 was $264,705,884 ($146,837,050 was residential property).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2020. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,142 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2021 was $262,350,943 ($156,626,063 was residential property).

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2021. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,258 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2022 was $270,180,846 ($174,870,082 was residential property).

Approximately 100% percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2022. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,248 properties were inspected. The estimated New Growth for FY2023 was pending certification by the Department of Revenue at the time of this budget submission.

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 10,756 Real and Personal property accounts billed in FY2018, the value of 27 of those properties, or 0.25% saw changes in their value through the abatement process vs 0.26% in FY2017. The average adjustment in tax dollars for FY2018 was $2,815 vs. $1,860 for FY2017.

Of the 10,813 Real and Personal property accounts billed in FY2019, the value of 35 of those properties, or 0.32% saw changes in their value through the abatement process vs 0.25% in FY2018. The average adjustment in tax dollars for FY2019 was $2,562 vs. $2,815 for FY2018.

Of the 10,805 Real and Personal property accounts billed in FY2020, the value of 23 of those properties, or 0.21% saw changes in their value through the abatement process vs 0.32% in FY2019. The average adjustment in tax dollars for FY2020 was $5,174 vs. $2,562 for FY2019.

Of the 10,799 Real and Personal property accounts billed in FY2021, the value of 21 of those properties, or 0.19% saw changes in their value through the abatement process vs 0.21% in FY2020. The average adjustment in tax dollars for FY2021 was $12,903 vs. $5,174 for FY2020.

Of the 10,836 Real and Personal property accounts billed in FY2022, the value of 21 of those properties, or 0.19% saw changes in their value through the abatement process vs 0.19% in FY2021. The average adjustment in tax dollars for FY2022 was $7,230 vs. $12,903 for FY2021.

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Other Assessing Accomplishments and Activities

As a member of the Tyler Conversion Group, the Director of Assessing was voted as Chair of the newly formed Board to oversee issues that arise with the newly implemented software in the 30 communities that converted to the Tyler IAS CAMA software. The Town of Needham was part of the team that collaborated with the staff of MassIT, Tyler Technologies, and the Department of Revenue's Division of Local Services IT Bureau. The Needham assessing staff collectively spent many hours in consultations with representatives of the different organizations refining the nuances of the new system to ensure a smooth rollout for the other communities that had converted to the IAS system. In the past year the Director has facilitated many meetings of Group members to brainstorm software issue that have arisen. The Director is also currently serving as the President of the Norfolk/Suffolk Assessor's Association.

The office also took part in extensive discussions with members of other Town departments concerning the replacement of the Town's current multi-faceted financial packages with an upgraded, more fully integrated entity that will streamline town wide collections operations in the years to come. The focus now shifts to implementation of the new system, with the expectation that vehicle excise bills will be the first to be processed using the new system.

Collector/Treasurer Division Recap

6. The number of customer bill payment transactions done electronically rather than mailing or delivering a payment to the Treasurer/Collector's office.

Measure: The number of tax and utility payments submitted via an ACH or Online payment rather than by check to the Treasurer/Collector's office.

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

Fiscal Year	**2018**	**2019**	**2020**	**2021**	**2022**
1) Escrow Service Payments	22,700	15,936	17,712	16,863	16,738
2) Customer Payment by Check/Cash	44,066	52,803	47,886	49,292	49,328
3) Customer Payment by ACH	2,264	2,801	3,849	4,188	4,472
4) Total Payments (1+2+3)	69,030	71,540	69,447	70,343	70,538
5) Total Payments by Customer (2+3)	46,330	55,604	51,735	53,480	53,800
I) Percentage of Customer Payments by ACH (3/5)	**4.89%**	**5.04%**	**7.44%**	**7.83%**	**8.31%**
6) Escrow Service Amount Paid	$47,546,434	$46,402,811	$55,040,391	$51,519,717	$61,144,638
7) Check/Cash Amount Paid	$92,296,018	$101,581,374	$100,999,109	$115,885,905	$116,002,231
8) ACH Amount Paid	$1,903,280	$2,560,083	$3,154,098	$3,768,678	$3,787,657
9) Total Amount Paid (6+7+8)	$141,745,732	$150,544,268	$159,193,598	$171,174,300	$180,934,526
10) Total Amount Paid by Directly by Customers (7+8)	$94,199,298	$104,141,457	$104,153,207	$119,654,583	$119,789,888
II) Percentage of Amount Paid by Customers via ACH (8/10)	**2.02%**	**2.46%**	**3.03%**	**3.15%**	**3.16%**

The Town engaged the services of third-party vendors to accept online payments for water and sewer bills by electronic check or credit card. The table on the next page reflect this activity. The benefits to the Town in having customers pay a bill electronically are lower transaction costs, the funds are considered available at the time of receipt, and reduces both the amount of time to receive good funds and the number of returned checks.

Department Information DSR1	
Department	Finance Department

Utility Payments (Water and Sewer Service)

Fiscal Year	**2018**	**2019**	**2020**	**2021**	**2022**
1) Customer Payments by Check/Cash	25,997	25,533	24,855	22,612	20,661
2) Customer Payments by ACH	8,588	8,454	8,979	8,391	7,537
3) Customer Payments Online	5,552	6,635	8,182	9,322	9,845
4) Customer Electronic Payments (2+3)	14,140	15,089	17,161	17,713	17,382
5) Total Payments (1+2+3)	40,137	40,622	42,016	40,325	38,043
I) Percentage of Payments by ACH or Online (4/5)	**35.23%**	**37.14%**	**40.84%**	**43.93%**	**45.69%**
6) Check/Cash Payment Amount	$10,698,751	$10,299,780	$9,572,814	$9,673,262	$8,187,894
7) ACH Amount Paid	$2,531,418	$2,633,760	$2,705,033	$2,836,100	$2,342,354
8) Online Amount Paid	$1,854,878	$2,249,617	$2,723,619	$3,628,422	$3,541,572
9) Payment by ACH or Online (7+8)	$4,386,296	$4,883,377	$5,428,652	$6,464,522	$5,883,926
10) Total Payment Amount (6+7+8)	$15,085,047	$15,183,157	$15,001,467	$16,137,784	$14,071,820
II) Percentage of the Amount Paid by ACH or Online (9/10)	**29.08%**	**32.16%**	**36.19%**	**40.06%**	**41.81%**

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 2018 was 0.87% as compared to the MMDT rate of 0.83 %

Needham average investment yield for fiscal year 2019 was 1.30% as compared to the MMDT rate of 1.30 %

Needham average investment yield for fiscal year 2020 was 1.31% as compared to the MMDT rate of 1.28 %

Needham average investment yield for fiscal year 2021 was 0.32% as compared to the MMDT rate of 0.29 %

Needham average investment yield for fiscal year 2022 was 0.27% as compared to the MMDT rate of 0.32%

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 for FY2019 increased by 0.27% compared to FY2018, followed by another increase of 0.63% for FY2020. The FY2020 year-end delinquent rate was the highest it has been in years. This was attributable to COVID, not only the impact that COVID related restrictions may have had on the economy, but also the extra time that taxpayers were allowed to pay their property tax bills. The year-end delinquent rate for FY2021 decreased by 0.54% to 0.96%. The year-end delinquent rate increased by 0.16% to 1.12% for

Department Information DSR1	
Department	Finance Department

FY2022.

Year	1st Qtr	2nd Qtr	3rd Qtr	Year End
FY2018	1.34%	2.28%	-14%*	0.60%
FY2019	1.27%	2.16%	2.22%	0.87%
FY2020	0.91%	2.22%	1.94%	1.50%
FY2021	0.61%	2.38%	2.31%	0.96%
FY2022	0.15%	2.62%	3.19%	1.12%

*Due to extraordinary amount of Real Estate prepayments received during December 22 - 29, 2017, the Town collected $5,510,989 which exceeded the total tax due for the third quarter due February 1, 2018.

Information Technology Center Division Recap

9. Percentage of normal business hours principal business applications are available

Measure: It was determined that certain business applications were important to the needs of specific departments. These are applications that are housed and supported internally by the Information Technology Center. Downtime hours are captured through internal communications from the departments using the applications.

Percentage of business hours building LANs (Town Hall, Public Services Administration, Public Safety, and the Center at the Heights) are available to employees. Business Hours are 8:30 - 5:00 Monday through Friday.

Total number of business hours Police Computer Aided Dispatch was available:
(FY2018) Public Safety – 2,205.0 out of 2,210.0 = 99.77%
(FY2019) Public Safety – 2,223.0 out of 2,227.0 = 99.82%
(FY2020) Public Safety – 2,221.0 out of 2,227.0 = 99.73%
(FY2021) Public Safety – 2,219.0 out of 2,219.0 = 100%
(FY2022) Public Safety – 2,219.0 out of 2,219.0 = 100%

Total number of business hours Town Financial Applications (Central Square/Tyler) were available:
(FY2018) 2,210.0 out of 2,210.0 = 100%
(FY2019) 2,225.0 out of 2,227.0 = 99.91%
(FY2020) 2,222.0 out of 2,227.0 = 99.78%
(FY2021) 2,219.0 out of 2,219.0 = 100%
(FY2022) 2,216.0 out of 2,219.0 = 99.86%

Total number of business hours Center at the Heights network was available:
(FY2018) 2,210.0 out of 2,210.0 = 100%
(FY2019) 2,227.0 out of 2,227.0 = 100%
(FY2020) 2,227.0 out of 2,227.0 = 100%
(FY2021) 2,219.0 out of 2,219.0 = 100%
(FY2022) 2,219.0 out of 2,219.0 = 100%

Department Information DSR1	
Department	Finance Department

10. Increase training opportunities for Town Staff on the use of various software applications

Measure: Planned hours compared to actual hours.

Results:

FY2018: 50 hours were proposed, and the department provided 30 hours
FY2019: 50 hours were proposed, and the department provided 30 hours
FY2020: 50 hours were proposed, and the department provided 35 hours
FY2021:50 hours were proposed, and the department provided 10 hours (Note: this was directly affected by COVID restrictions.)
FY2022: 50 hours were proposed, and the department provided 20 hours

Parking Clerk Division Recap

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

Measure: Number appeals over number of parking tickets issued.

Results:

	FY2018	FY2019	FY2020	FY2021	FY2022
Parking Tickets	5,382	6,074	8,596	1,457	4,095
Appeals	432	479	751	225	312
Appeal %	8.0%	7.9%	8.7%	15.4%	7.6%

Parking regulation enforcement was curtailed with the onset of the COVID restrictions which is apparent by the FY2021 data. Parking enforcement was stepped up in the second half of FY2022.

Purchasing Division Recap

Activity	FY2018	FY2019	FY2020	FY2021	FY2022
Requisitions Reviewed	2,161	2,382	2,166	2,230	2,295
Requisitions Returned					109
Contracts Drafted	52	74	85	292	99
Contracts Reviewed	347	341	308	352	316

The Purchasing division's primary goal is a Town wide understanding and compliance of the procurement laws that govern every Town purchase of goods and services through training and guidance. Staff understanding of procurement requirements is measured by the number of unapproved and returned purchase order requests submitted via the accounting application

Department Information DSR1	
Department	Finance Department

because the requestor did not properly identify the procurement process used.

FY2022 the number of contracts drafted decreased from 292 to 99. The measure of the number contracts drafted by the Purchasing Division is based on the number prepared and transmitted via DocuSign but does not include contracts drafted and circulated manually nor contracts that were sent via another electronic signature application. The count also does not include the contracts that were prepared by and sent out by the Department of Public Works. Contracts drafted and uploaded to DocuSign by DPW staff are reviewed by the Finance Department.

The number of requisitions reviewed during FY2022 increased from 2,230 to 2,295, 2.9% more. During FY2021 the number requisitions reviewed increased by 3% (2,230 vs 2,166) During FY2020, the number of purchase orders reviewed declined by 9.1% from FY2019. This was attributed to the COVID restrictions implemented in March 2020. The 2,382 requisitions reviewed during FY2019 was an increase of 10.2% for FY2018.

Activity	FY2018	FY2019	FY2020	FY2021	FY2022
Number of Completed Auctions		2	12	3	12
Number of Bids Submitted		91	640	121	933
Average Number of Bids		46	53	40	78
Total Receipts		$25,750	$107,916	$32,800	$234,731

The Town procured and implemented Municibid.com as its online auction services provider in 2019 and has used the site as one of the avenues to dispose of surplus equipment. When equipment is no longer required for its primary use, the Town considers whether to retain the equipment as backup, trade with the purchase of replacement equipment, offer for other governmental uses, make available through public sale, recycle or outright junk because of health or safety issues. Purchasing in partnership primarily with the Fleet Division of the Public Works Department, has sold a number of vehicles and other equipment through the public online audition site

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	2,398,879		2,398,879
b) Expenses	1,355,040		1,355,040
c) Capital	100,000		100,000
d)			
e) Total DSR2 & DSR4 Request (a through d)	3,853,919		3,853,919

V2024

Department Expenditure Detail DSR2										
Department	Finance Department									
Object	Description									Amount
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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)	
	24		24	25		25	25		25	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?				Yes		No	FT Head Count		PT Head Count	
						X				
Union Positions:	BCTIA		Fire A		Fire C		ITWA	14	NIPEA	
	Police		Police Superior		NA	11				
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									2,235,496
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									17,388
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									8,432
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									2,600
i.	PRD1 Budget Adjustments									8,707
	PRD1 Sub Total									2,272,623
j	DSR3 Other Compensation									
	Sub Total 1									2,272,623
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording secretary various committees which work with the ATM/FD									1,581
b.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week									4,761
c.	Student Intern 37.50 Hours 18 Weeks @ $19.01 (Schedule C)									12,832
d.	Year-Round Parking Clerk for 468 hours @ $26.93 (Schedule C)									12,604
e.	DSR3 Total									33,199
	Sub Total 2									64,977
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.	Treasurer/Collector office overtime for seasonal demands									1,422
d.	Assessing office overtime for seasonal demands									800
e.	DSR3 Total									27,043
	Sub Total 3									29,265
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									25,514
c.	Program Stipend									1,500
d.	Tuition Reimbursement									5,000
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
	Sub Total 4									32,014

Department Expenditure Detail DSR2		
Department	Finance Department	
5. Total Salary and Wages (1+2+3+4)		2,398,879
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	ITC - Dell equipment maintenance services (15,000) ITC - IBM hardware maintenance (8,000) ITC - Mailing equipment repairs (1,300) ITC - Mailing equipment maintenance (2,000) ITC Six multi-purpose copier service agreements (24,000) ITC - Office equipment maintenance contracts (1,000) ITC - Printer maintenance (4,000) ITC – Other repairs and services (1,000)	56,300
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	AC - Accountants annual conference, quarterly training sessions, employee training (4,000) AC - Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance (77,000) AS – IAS Software CAMA system (18,220) AS – RRC Personal Property software support (2,500) AS - Services related to residential, commercial, industrial, and personal property data collection and interpretation RRC base charge (16,000); RRC additional accounts (4,000); Utility and Special Property Valuation Reviews (4,000) AS – Building data collection and analysis CIDARE (18,625) AS - State and County Assessing Association meetings, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR (5,650) AS - Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property value defense (16,000) AS - ATB legal services (5,000) CT – Professional development and training seminars for collector staff (1,492) CT – Collection service bureau fees (13,500) CT - Electronic payment processing (5,100) CT - Lockbox and payment deposit processing (12,700) FD - Other professional services (725) FD – Internal control training for Town staff	1,059,122

Department Expenditure Detail DSR2		
Department	Finance Department	
	(630) FD - State and professional related seminars (750) ITC - Technical assistance consultants and vendors (45,000) ITC - Conference registration and training fees (1,500) ITC – Software Adobe Creative Cloud (14,405) Archive Social (5,190) Barracuda Cloud Essentials (13,935) Bitdefender Desktop Protection (10,335) BMC TrackIT (9,445) Carousel Aruba License (4,339) Central Square Computer Aided Dispatch (TriTech/IMC) (36,515) Central Square Financial Application (Superion) (90,875) Citrix ShareFile (1,248) Citrix Workspace Premium (22,850) CivicPlus (28,774) Code42 Hosted Backup (1,092) Dell VMWare (20,529) Digicert (SSL Certs) (1,419) DLT Solution AutoCAD (7,553) DocuSign (4,768) ESRI (11,782) FOIA Direct (4,576) Foritnet Zero Trust Fortinet Control (13,280) Fortinet Forticare / Fortiguard (12,420) Freshworks (3,057) IBM MaaS360 (6,901) LogMeIn USA Inc (GoToAssist) (3,822) LogMeIn USA Inc (GoToMyPC) (12,250) Maine Technical Source (2,386) Microsoft Azure (17,035) Microsoft Office 365 (99,234) Microsoft Power BI (1,859) Microsoft Project & Visio (3,228) OpenGov Viewpoint Cloud (59,321) Pitney Bowes (832) Tyler Technologies (Infinite Visions) General Ledger (64,527) Veeam Virtual Back Up (20,802) Zoom Video Communications (14,896) Software general license fees, application modifications, subscription increases, third-party connector fees (60,000) PC - Parking ticket processing (30,000) PO - Procurement regulation (400) PO - Purchasing and procurement professional development (1,600) TC - Ambulance billing and processing	

Department Expenditure Detail DSR2		
Department	Finance Department	
	services (35,500) TC – Banking, credit card, and electronic payment fees (41,000) TC - Bond Counsel related expenses not otherwise funded (2,000) TC - Continuing Disclosure filings (3,000) TC - Debt administration fees (7,500) TC - Mass Collector and Treasurer conferences and annual school registration (250)	
Communications (534x)	AC - Postage (350) AC – Other mailings e.g., Year End reports required by DOR (50) AS - Postage, certified notices, and other mailings (3,000) AS – Printing services (500) AS - Wireless communication (900) CT - Postage for tax, excise, general, and collection notice billings (55,500) CT - Printing and mailing services for tax and other receivables (20,993) FD - Postage, printing, & mailing (50) ITC – Primary Internet IP (12,000) ITC – Redundancy lines public safety (10,250) ITC 0 Redundancy lines other buildings (6,750) ITC VoIP services public safety (10,000) ITC - Wireless communication systems (6,500) PC - Postage (150) PO - Wireless communication (560) PO - Legal notices (750) TC - Postage for general notices, certified notices, compliance notices, and payments (17,000) TC – Printing and mailing services for non-collection communications (200)	145,503
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	TC - Armor car service (2,500)	2,500
Office Supplies (542x)	AC - General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, W-2, Misc-1099, etc. (3,000) AS - Office supplies and materials plus state forms (personal property info list) income and expense forms (commercial/industrial, mixed use and apartments) and other assessing supplies (750) CT - Office supplies and materials CT (1,000) FD - Office supplies and materials including budget and capital plan materials, risk insurance (1,030) ITC - Office supplies, computer forms, and	10,945

Department Expenditure Detail DSR2		
Department	Finance Department	
	materials (3,500) PO - Office supplies and procurement forms and other materials (365) TC - Office and money handling supplies and materials (1,300)	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	AC – Office Equipment (1,500) ITC - Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. (55,000) ITC - Mail equipment supplies (1,500) TC - Parking permits; coin counting equipment (3,000)	61,000
Governmental Charges (569x)	TC – County Fees (980)	980
Travel & Mileage (571x – 572x)	State and professional related required travel for town business; employee attendance at conferences & seminars and other required travel; required courses for staff: AC (5,400); AS (2,300); CT (0); FD (700); ITC (2,950); PC (0); PO (650); TC (1,400)	13,400
Dues & Subscriptions (573X)	AC - Accounting related association dues and subscriptions (305) AS – Assessing related association dues and subscriptions (850) AS – Other subscription fees (350) FD - Professional related association dues and subscriptions GFOA; MGFOA; NESGFOA (310) ITC – Technology related association dues and subscriptions MGISA (300) PO – Procurement related association dues and subscriptions MAPPO (225) TC – Bank rating subscription service (250) TC - Collector and treasurer related association dues and subscriptions (200)	2,790
Other Expenses (574 X – 579x)	Town Treasurer and Tax Collector and Asst Treasurer/Collector bonds (2,500)	2,500
6. Total Expenses		1,355,040
DSR2C		
Capital Equipment Replacement (587X)	Technology Equipment Small Computers (38 Units) Replacement Switches (2 Units)	100,000
7. Total Operating Budget Capital		100,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		3,853,919

Department Expenditure Detail DSR2				
Department	Finance Department			
Does the Department depend on any Federal or State grants to provide services?	YES	X	NO	
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES	X	NO	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	X
				V2024

Department Personnel Supplement DSR3						
Department	Finance Department					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Non-benefitted part-time year-round assistance in Assessing Office 1,014 hours $32.74 (Schedule C – Professional Technical Support Specialist)	33,199		X		
2	Accounting office overtime provision for hours for reporting and processing, and fiscal year end preparation work as needed.	8,908			X	
3	Parking enforcement appeals research and after-hours support	8,566			X	
4	Technology Center overtime related to extended, evening callback, and weekend work.	9,569			X	
5						
6						
7						
8						
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10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	60,242				
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2	33,199				
	Amount Reported Under DSR2A Section 3	27,043				
	Amount Reported Under DSR2A Section 4					
II	Total	60,242				
						V2024

Finance Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	2,270,023.00		2,270,023.00	6,259		2,263,764.00	1,736,874.44	1,982,571.98	1,924,070.38
Salary & Wage Temporary	64,977.00		64,977.00	48,594		16,383.00	87,360.49		2,874.07
Salary & Wage Overtime	29,265.00		29,265.00	1,167		28,098.00	11,801.80	18,851.79	17,246.96
Salary & Wage Other	34,614.00		34,614.00	3,671		30,943.00	68,932.27	39,876.06	19,678.18
Salary and Wage Total	2,398,879.00		2,398,879.00	59,691	2.6%	2,339,188.00	1,904,969.00	2,041,299.83	1,963,869.59
Energy									
Non Energy Utilities									
Repairs and Maintenance	56,300.00		56,300.00	(9,405)		65,705.00	40,976.38	64,599.49	7,140.66
Rental and Leases									
Other Property Related									
Professional & Technical	1,059,122.00		1,059,122.00	20,429		1,038,693.00	909,181.27	908,361.04	757,144.10
Communications	145,503.00		145,503.00	4,593		140,910.00	138,890.04	136,404.38	119,911.39
Recreation									
Other Purchased Services	2,500.00		2,500.00			2,500.00	2,923.60	2,613.35	2,500.00
Energy Supplies									
Office Supplies	10,945.00		10,945.00	(455)		11,400.00	8,334.89	10,974.37	7,585.36
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	61,000.00		61,000.00	8,800		52,200.00	83,709.32	87,763.24	61,681.34
Governmental Charges	980.00		980.00			980.00	912.00	987.00	530.00
Travel & Mileage	13,400.00		13,400.00	(200)		13,600.00	2,079.55	1,328.74	6,233.08
Dues & Subscriptions	2,790.00		2,790.00	5		2,785.00	880.00	1,830.00	1,680.00
Other	2,500.00		2,500.00			2,500.00	2,356.00	58,157.90	2,313.00
Expense	1,355,040.00		1,355,040.00	23,767	1.8%	1,331,273.00	1,190,243.05	1,273,019.51	966,718.93
Capital Equipment	100,000.00		100,000.00	5,000		95,000.00	94,723.44	93,248.58	79,988.27
Budget Capital	100,000.00		100,000.00	5,000	5.3%	95,000.00	94,723.44	93,248.58	79,988.27
TOTAL	3,853,919.00		3,853,919.00	88,458	2.3%	3,765,461.00	3,189,935.49	3,407,567.92	3,010,576.79

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Assistant Town Manager/Director of Finance	1.00	G	15	Merit	166,866.00				166,866	
Procurement Officer										
Management Analyst	1.00	G	8	7	84,045.00				84,045	
BUDGETARY ADJUSTMENT								965	965	
Finance	2.00				250,911.00			965	251,876	
Town Accountant	1.00	G	12	Merit	119,039.00				119,039	
Assistant Town Accountant	1.00	G	9	9	94,751.00	600.00			95,351	
Payroll Coordinator	1.00	I	6	6	74,237.00				74,237	
Administrative Specialist	1.00	I	5	6	70,688.00				70,688	
Administrative Analyst	1.00	G	6	6	74,237.00	200.00			74,437	
BUDGETARY ADJUSTMENT								1,668	1,668	
Accounting	5.00				432,952.00	800.00		1,668.00	435,420.00	
Procurement Officer	1.00	G	9	11	98,573.00				98,573	
BUDGETARY ADJUSTMENT								379	379	
Purchasing	1.00				98,573.00			379	98,952	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Assistant Town Manager/Director of Finance	1.00	1.00	1.00	Merit	Merit	Merit	161,502	162,796	166,866	2.5%
Procurement Officer	1.00			10			19,911			
Management Analyst	1.00	1.00	1.00	5	7	7	71,058	81,998	84,045	2.5%
BUDGETARY ADJUSTMENT	(0.80)						965	904	965	6.7%
Finance	2.20	2.00	2.00				253,436	245,698	251,876	2.5%
Town Accountant	1.00	1.00	1.00	Merit	Merit	Merit	111,637	116,102	119,039	2.5%
Assistant Town Accountant	1.00	1.00	1.00	7	8	9	87,585	90,744	95,351	5.1%
Payroll Coordinator	1.00	1.00	1.00	8	5	6	67,392	70,317	74,237	5.6%
Administrative Specialist	1.00	1.00	1.00	9	5	6	64,175	66,963	70,688	5.6%
Administrative Analyst	1.00	1.00	1.00	4	5	6	67,392	70,517	74,437	5.6%
BUDGETARY ADJUSTMENT							1,531	1,574	1,668	6.0%
Accounting	5.00	5.00	5.00				399,712.00	416,217.00	435,420.00	4.6%
Procurement Officer	0.80	1.00	1.00	11	11	11	73,636	96,174	98,573	2.5%
BUDGETARY ADJUSTMENT							283	366	379	3.6%
Purchasing	0.80	1.00	1.00				73,919	96,540	98,952	2.5%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Assessing	1.00	G	12	Merit	119,054.00		2,600.00		121,654	Vehicle Allowance
Assistant Director of Assessing	1.00	G	9	9	94,751.00	800.00			95,551	
Field Assessor	1.00	I	6	7	76,226.00				76,226	
Finance Assistant	1.00	I	4	5	64,682.00	1,200.00			65,882	
Office Assistant										Department Reorganization
BUDGETARY ADJUSTMENT								1,382	1,382	
Assessing	4.00				354,713.00	2,000.00	2,600.00	1,382	360,695	
Town Treasurer & Tax Collector	1.00	G	12	Merit	125,369.00				125,369	
Finance Assistant	1.00	I	4	5	64,682.00				64,682	
Office Assistant	1.00	I	2	6	55,049.00				55,049	Department Reorganization
BUDGETARY ADJUSTMENT								943	943	
Treasury	3.00				245,100.00			943	246,043	
Assistant Treasurer/Collector	1.00	G	9	10	96,642.00	4,832.00			101,474	
Finance Assistant	1.00	I	4	4	62,615.00				62,615	
Office Assistant	1.00	I	2	6	55,049.00				55,049	
BUDGETARY ADJUSTMENT								843	843	
Collector	3.00				214,306.00	4,832.00		843	219,981	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Director of Assessing	1.00	1.00	1.00	Merit	Merit	Merit	118,249	118,249	121,654	2.9%
Assistant Director of Assessing	1.00	1.00	1.00	7	8	9	87,785	90,944	95,551	5.1%
Field Assessor	1.00	1.00	1.00	9	6	7	69,615	72,423	76,226	5.3%
Finance Assistant	1.00	1.00	1.00	11	4	5	59,183	62,094	65,882	6.1%
Office Assistant	0.40			11			21,792			
BUDGETARY ADJUSTMENT							1,372	1,319	1,382	4.8%
Assessing	4.40	4.00	4.00				357,996	345,029	360,695	4.5%
Town Treasurer & Tax Collector	1.00	1.00	1.00	Merit	Merit	Merit	124,779	122,310	125,369	2.5%
Finance Assistant	1.00	1.00	1.00	11	5	5	58,383	63,102	64,682	2.5%
Office Assistant	0.60	1.00	1.00	11	11	6	29,294	60,002	55,049	-8.3%
BUDGETARY ADJUSTMENT							817	942	943	0.1%
Treasury	2.60	3.00	3.00				213,273	246,356	246,043	-0.1%
Assistant Treasurer/Collector	1.00	1.00	1.00	7	8	10	90,672	94,861	101,474	7.0%
Finance Assistant	1.00	1.00	1.00	9	2	4	54,620	56,648	62,615	10.5%
Office Assistant	1.00	1.00	1.00	11	8	6	54,620	56,492	55,049	-2.6%
BUDGETARY ADJUSTMENT							764	796	843	5.9%
Collector	3.00	3.00	3.00				200,676	208,797	219,981	5.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Management Information Systems	1.00		14	Merit	130,437.00				130,437	
Network Manager	1.00	IE	11	11	108,674.00	800.00	17,388.00		126,862	Special Duty Pay
GIS Database Administrator	1.00	IE	7	OOR	87,068.00				87,068	
Applications Administrator	1.00	IE	7	11	87,068.00				87,068	
Applications Administrator	1.00	IE	7	5	64,682.00				64,682	
Technology Support Technician	1.00	I	6	8	78,078.00				78,078	
Technology Support Technician	1.00	I	6	11	82,934.00				82,934	
Computer Operator										
BUDGETARY ADJUSTMENT								2,527	2,527	
ITC	7.00				638,941.00	800.00	17,388.00	2,527	659,656	
Department Totals	25.00				2,235,496.00	8,432.00	19,988.00	8,707	2,272,623	
	Salary and Wage Base								2,235,496	
	Longevity								8,432	
	Differential								17,388	
	Extra Holiday									
	Other Pay								2,600	
	Stipends									
	Budget Adjustment								8,707	
	Total								2,272,623	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Director of Management Information Systems	1.00	1.00	1.00	Merit	Merit	Merit	122,326	127,219	130,437	2.5%
Network Manager	1.00	1.00	1.00	11	11	11	122,703	123,586	126,862	2.7%
GIS Database Administrator	1.00	1.00	1.00	11	X	OOR	85,605	85,605	87,068	1.7%
Applications Administrator	1.00	1.00	1.00	9	11	11	82,446	84,942	87,068	2.5%
Applications Administrator		1.00	1.00		11	5		80,906	64,682	-20.1%
Technology Support Technician	1.00	1.00	1.00	9	9	8	76,167	77,747	78,078	0.4%
Technology Support Technician		1.00	1.00		X	11		71,588	82,934	15.8%
Computer Operator	1.00			11	OOR		71,588			
BUDGETARY ADJUSTMENT							2,157	2,176	2,527	16.1%
ITC	6.00	7.00	7.00				562,992	653,769	659,656	0.9%
Department Totals	24.00	25.00	25.00				2,062,004	2,212,406	2,272,623	2.7%

Department Spending Request Short Form	
Budget	Finance Committee

Purpose

The Finance Committee is comprised of 9 members who are appointed by the Town Moderator. The Committee is responsible for recommending a balanced budget for the following fiscal year to Town Meeting for its consideration and vote. Of equal importance, the Finance Committee makes recommendations to Town Meeting on capital requests and all other issues with financial implications. The Finance Committee also oversees the Reserve Fund and is responsible for authorizing any transfers needed to other parts of the operating budget for unforeseen or extraordinary expenses.

Budget Statement

This budget request represents an increase of 3.7% from FY 2023. The salary and wage line provides for the salary of one half-time staff employee. This is increasing in accordance with increases to non-represented employees. The expense line covers dues for professional organizations, and fees for conferences for the appointed members and staff. Expenses are increasing by $130 or 8.9% primarily to cover rising costs of registrations for conferences which had increased little or none in recent years.

Accomplishments and Activities

The Finance Committee works closely with the Board of Selectmen, the School Committee, the Permanent Public Building Committee and other boards and committees, as well as Town and School Administrators, to develop the annual Town budget that is presented to Town Meeting. The Finance Committee also reviews the five-year capital plan, and monitors current spending and considered planned future spending needs.

Some of the Finance Committee's most significant recent accomplishments include:
-Developed the FY2023 operating budget to recommend to Town Meeting, after holding budget review hearings with heads of each Town department;
-Made recommendations to Town Meeting on all capital requests and warrant articles with financial implications;
-Oversaw the Reserve Fund and authorized transfers to other budget lines as needed;
-Performed a detailed review of the FY2023-FY2027 Capital Improvement Plan;
-Provided input to Select Board on the use of ARPA Funds from the federal government for public health and technology needs, as well as water and sewer upgrades;
-Continued discussions of costs of the Emery Grover Building renovation project, as well as anticipated needs for renovations or reconstruction of Mitchell and Hillside Schools as part of the School Master Plan;
-Analyzed the proposed acquisition of the Castle Hill property for additional conservation land or recreational open space;
-Continued to monitor the budget as the construction of Fire Station 1 and the Police headquarters;
-Reviewed the plan to construct solar panels as an additional phase to the roof of the Jack Cogswell Building at the RTS, and supported the collaboration with a developer to construct and maintain the panels.

Description	Purpose	Amount
Registration fees	Mass. Municipal Assoc. and ATFC Annual Meetings	1,090
Dues	Assoc. Town Finance Committee (ATFC)	400
Office Supplies	Misc. supplies, name plates	100

Department Spending Request Short Form		
Budget	Finance Committee	
Subtotal - Expenses		1,590
Salary/Wages	Staff salary	43,381
Total Request		44,971
		V2024

Finance Committee	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	43,381.00		43,381.00	1,477.00		41,904.00	40,138.27	39,676.96	38,373.92
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total	43,381.00		43,381.00	1,477.00	3.5%	41,904.00	40,138.27	39,676.96	38,373.92
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	1,090.00		1,090.00	100.00		990.00	25.00	105.00	185.00
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100.00		100.00			100.00		10.89	
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									22.59
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions	400.00		400.00	30.00		370.00	345.00	345.00	345.00
Other									
Expense	1,590.00		1,590.00	130.00	8.9%	1,460.00	370.00	460.89	552.59
Capital Equipment									
Budget Capital									
TOTAL	44,971.00		44,971.00	1,607.00	3.7%	43,364.00	40,508.27	40,137.85	38,926.51

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Finance Committee, Executive Secretary	0.50		Sch C	Rate	43,215.00				43,215	
BUDGETARY ADJUSTMENT								166	166	
Department Totals	0.50				43,215.00			166	43,381	
	Salary and Wage Base								43,215	
	Longevity									
	Differential									
	Extra Holiday									
	Other Pay									
	Stipends									
	Budget Adjustment								166	
	Total								43,381	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Finance Committee, Executive Secretary	0.50	0.50	0.50	Rate	Rate	Rate	39,530	41,743	43,215	3.5%
BUDGETARY ADJUSTMENT							152	161	166	3.1%
Department Totals	0.50	0.50	0.50				39,682	41,904	43,381	3.5%

Department Information DSR1	
Department	Planning and Community Development

Department Mission

The Planning and Community Development Department includes three divisions namely, Planning, Conservation, and the Board of Appeals under a single Planning and Community Development budget. The Department is tasked with protecting and advancing the quality of life in Needham through the application of sound land use planning principles and development review standards; facilitating informed land use decisions through community participation and a collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.

On the Horizon

Covid-19 Protocol and Department Transition

With the advent of the Covid-19 pandemic, the Planning and Community Development Department transitioned to a work protocol which was totally remote and where the permitting obligations across all divisions were re-envisioned in this new environment. To that end, the Department set up an electronic permitting protocol which allowed the Planning, Conservation and Zoning Board of Appeals (ZBA) divisions to continue to meet their respective statutory permitting obligations remotely and without interruption. Applications were accepted remotely, filings were made with the Town Clerk, decisions were signed and recorded at the registry all in the post Covid-19 environment as had been the case before the pandemic. Tasks which needed attention in the office with physical attendance were coordinated across staff and times in the office were coordinated to assure there was no in-person staff interaction. Meetings with applicants were held remotely with zoom and with other Departments such as Building, Police, Fire, Engineering participating as necessary. All Board meetings and public hearings were moved to the zoom format as well. Lastly, the Design Review Board which had long been the least formal in its meeting format was moved to electronic filing and staffing consistent with the remainder of the division. Although it was a challenging time of learning new tools and designing new methods for accomplishing Department goals, Department staff were successful in keeping the Department running smoothly and in assuring that the Board's served were able to meet their statutory obligations. In July of 2021, the Department moved to providing staff coverage across all of its divisions during normal business hours. Operational improvements accomplished during the most active part of the pandemic such as electronic permitting and remote meetings with applicants and other Departments have continued. The Planning Board resumed in-person meetings in July of 2022 under the hybrid format. All other remaining Boards which the Department serves namely the Conservation Commission, Board of Appeals and Design Review Board continue to meet under the zoom meeting format.

Key Challenges

The key economic development challenges facing the Planning Board and the Planning and Community Development Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. Unlocking the economic potential of both Needham Center and the Needham Crossing area remains an overarching goal of the Board and Department. Securing compliance with the MBTA Multi-Family Zoning Districts Guidelines under Section 3A of the Zoning Act required by December of 2024 is additionally a key priority.

Needham Crossing Business Center Planning

Department Information DSR1	
Department	Planning and Community Development

The Planning and Community Development Division has focused on the recommendations outlined in the Needham Crossing Business Center Planning study completed in the fall of 2011 and its implementation at the Center 128 project site. Most specifically, the Planning and Community Development Division continues to oversee the permitting and build-out which is occurring within the New England Business Center and the Center 128 project in particular. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2nd Avenue Residences.

The Center 128 West Development, approved by the Planning Board in April of 2013, consists of: (a) four office/research and development buildings with a total combined square footage of approximately 740,000 square feet; (b) two free standing parking garages (to contain a combined 3,525 parking spaces); (c) 117 surface parking spaces; (d) a hotel comprising approximately 89,740 square feet and containing 128 guest units, together with (e) associated driveways, landscaping and other associated site improvements. A portion of the development has been constructed, which includes the hotel, building 3 (currently occupied by TripAdvisor, Inc.), a portion of Garage B (2,070 spaces) and 153 interim surface parking spaces. Accordingly, three (3) office buildings (Buildings 1, 2 and 4) with an aggregate of approximately 452,000 square feet, Garage A, a portion of Garage B, and the remaining associated landscaping, driveways and other site improvements have yet to be developed.

In October 2020 Boston Children's Hospital filed a special permit application with the Planning Board seeking to amend the approval for Center 128 West. The Applicant is seeking to construct Building 1 as an approximately 224,000 square foot Pediatric Medical Facility, to complete the construction of Garage B by adding 530 parking spaces and to construct an interim surface parking lot with 105 spaces at 37 A Street. Building 2 and Building 4 are expected to be constructed later and the approved use is currently expected to remain office as set forth in the existing special permit. The special permit amendment for this project was issued by the Planning Board in January 2021.

The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East completed project include: the expansion of Parking Garage B at Center 128 West to accommodate the redevelopment planned at Center 128 East, the renovation and occupancy of the building located at 77A Street to accommodate the SharpNinja headquarters and the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters. Construction of the hotel and retail space remains to be completed under the project.

In summary, Center 128 at completion (with the Boston Children's Hospital amendment) will include a Pediatric Medical Facility, three new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, and 19,000 square feet of retail space. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements will represent a major step forward in the implementation of the vision developed for the district. Lastly, the construction of the 2nd Avenue Residences comprising 390 residential housing units and associated structured parking at 2nd Avenue was completed in the spring of 2018 with full rent-up completed in the fall of 2019.

Department Information DSR1	
Department	Planning and Community Development

Needham Center Planning

The Planning and Community Development Division further continued with implementation of the Needham Center Planning effort. The Planning Board has initiated a review of the zoning plan which was established for Needham Center and the Lower Chestnut Street area through the Overlay District to determine if it is meeting its stated objective of establishing a pedestrian friendly streetscape with multi-use development in the form of a traditional New England Village. Further, the Department and Planning Board are coordinating with the BI Deaconess Needham hospital as it finalizes its master plan for the hospital's Needham campus and considers redevelopment opportunities along the Chestnut Street corridor.

MBTA Multi-Family Zoning Districts Guidelines under Section 3A of the Zoning Act

In January 2021, Governor Baker signed Chapter 358 of the Acts of 2020 into law, which requires each MBTA community to have "a zoning ordinance or by-law that provides for at least 1 district of reasonable size in which multi-family housing is permitted as of right." The statute requires that: (1) the housing cannot have age-restrictions and must be suitable for families with children; (2) the zoning must allow for at least 15 units per acre; (3) the district must be within 0.5 miles from a commuter rail station, subway station, ferry terminal or bus station; and (4) non-compliant communities will be ineligible to receive state funds from the Housing Choice Initiative, the Local Capital Projects Fund, and the MassWorks infrastructure program.

The Massachusetts Department of Housing and Community Development (DHCD), in consultation with the MBTA and MassDOT, is responsible for establishing guidelines for implementation and determining if communities are compliant. This legislation is part of a broader effort to encourage transit-oriented development and address the state's housing shortage, in terms of both the number of units and types of housing stock available.

In August 2023 DHCD released a set of guidelines for how communities can comply with this new multi-family zoning requirement. The DHCD guidelines classify Needham as a commuter rail community which requires that the Town zone to permit a housing unit capacity equivalent to 15% of the Town's total number of existing housing units. As the Town's 2020 Census count was 11,891 housing units, Needham's minimum unit capacity of 15% is 1,784 units.

The guidelines further detail a timeline for compliance. By January 31, 2023, Needham must submit a proposed action plan, including a timeline for any planning studies, community outreach activities, or other actions to create a compliant zoning district. By December 31, 2024, compliant zoning must be adopted by the Town or continued funding under the Housing Choice Initiative, the Local Capital Projects Fund, and the MassWorks infrastructure program will no longer be available to the community. Development of the action plan and associated compliant zoning remains a high priority for the Department.

Affordable Housing Trust, Small Repair Grant Program and Emergency Rental Assistance Program

The Housing Division supports the Town's efforts to promote and maintain affordable housing opportunities in partnership with the Needham Housing Authority (NHA), non-profit and for-profit developers and service providers, other Town departments, as well as other public entities. The Housing Division also provides professional support to collect and analyze housing-related data, coordinates potential affordable housing initiatives, monitors affordability for several housing

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Department	Planning and Community Development

developments, ensures compliance with funding sources, and addresses inquiries related to housing issues. Another important activity involves the staffing of the Needham Affordable Housing Trust which was established in 2018 to serve as the Town's entity for overseeing housing issues and managing a dedicated fund in support of affordable housing initiatives. The Fund has been receiving funds related to the monitoring of affordable housing units, including resale fees as affordable homeownership unit's turnover.

The 2019 Annual Town Meeting approved $50,000 in funding from the Town's General Fund to introduce a new Small Repair Grant Program. The 2021 and 2022 Annual Town Meetings each appropriated an additional $50,000 in funding to continue program benefits for eligible Needham residents. The Small Repair Grant Program provides financial assistance to low-and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to $5,000 in grant funding is currently available per participant, and applications are evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants. Eligible applicants must be 60 years or older or have a disability with incomes at or below 80% of area median income. Grants are awarded during two funding rounds per year. Eligible work items include minor plumbing or electrical work, light carpentry, doorbell switches, window or door repairs or replacements, railing repairs, broken or clogged gutters or downspouts, step or porch improvements, work on locks, smoke/CO2 detectors, weather stripping, bathroom grab board, raised toilets, hand-held shower heads, among others.

All of the funding from the 2020 fiscal year appropriation was encumbered with 13 initial participants, however, one participant dropped out due to limited capacity to follow through on the work and another ultimately did not require the full amount of the awarded grant. Consequently, almost $11,000 was folded over to support 2022 fiscal year applicants.

The first round of the 2022 fiscal year involved six qualifying participants with a total funding commitment of $23,430. The second round of funding was launched in October 2021 with seven participants and $30,498 awarded. The first round of funding for 2023 involved four qualifying participants and $15,400 in awarded grant funding.

To date, a total of $108,328 has been committed with $85,000 not invoiced to date that includes most of the last allocation. This leaves a current balance of $41,672 available on which an additional funding round is anticipated this fiscal year. The Department has submitted a DSR5 request for $50,000 in funding for the Small Repair Grant Program from the Town's General Fund for the 2024 fiscal year.

The Town of Needham introduced the Emergency Rental Assistance Program (ERAP) in the 2021 fiscal year to provide temporary financial support for qualifying Needham renters who had suffered a reduction in income due to the pandemic. Town Meeting approved $120,000 in funding from Community Preservation Funds on October 4, 2020, and an additional $50,000 in funds were secured as part of the Massachusetts Covid-19 Relief Fund through the Foundation for Metro West.

Through a Request for Proposals (RFP) process, the Town selected the regional non-profit housing organization, Metro West Collaborative Development (Metro West CD), as the Program Administrator. Metro West CD proposed an administrative fee of $450 per participant to support its program oversight, including an additional $50 per participant for any recertification work related to potential extensions of benefits. The Program included the following major provisions:

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Department	Planning and Community Development

- Provide up to six months of rental assistance, paid directly to landlords, at 50% of rent and a monthly cap of $1,500.
- Participants must have a total household income at or below 80% of area median income for the Boston-Cambridge-Quincy area adjusted for household size, the limits of which are included in the following table.

Household Size	1 person	2 persons	3 persons	4 persons	5 persons	6 persons
Income Limit @ 80% AMI	$70,750	$80,850	$90,950	$101,150	$109,150	$117,250

- Applicants also had to demonstrate reduced income due to COVID-19.
- Qualifying households living in any private rental unit, including Chapter 40B rental units, would be eligible for assistance.
- Households currently receiving government-funded rental assistance such as Section 8, MRVP or RAFT were not eligible. Households living in public housing or in units subsidized with Project Based Section 8 were also not eligible.

The Program supported a total of 23 households and committed a total of $147,756 in benefits. It also involved the expenditure of $10,394.50 in funds to cover administrative costs for Metro West CD's operations resulting in a total of $158,150 out of the total $170,000 allocated. This left a balance of $11,850 that can be returned to the Town's Community Preservation Fund. There remains the potential that up to $100,000 of CPA funds committed and expended for payment assistance may be reimbursed to the Town, and ultimately the Community Preservation Fund, through the federal CARES Act.

Conservation Division Fiscal 2023 Goals

Finally, the Conservation Division has identified the following primary goals for FY2023: (1) Fulfilling ongoing obligations for technical support of the Conservation Commission through processing of permit applications under the MA Wetlands Protection Act and the Town of Needham Wetlands Protection Bylaw; (2) Assisting in the implementation of the Comprehensive Trails Master Plan in conjunction with the Park and Recreation Department and the re-invigorated Trails Advisory Group; (3) Continuing the coordination of the Ridge Hill/Nike Study and Assessment - This project will assist the Town in characterizing existing site conditions and constraints and identifying potential uses that may be possible; (4) Assisting various Town departments in assessing compliance with the Town's NPDES permit and other initiatives; (5) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; (6) Implementing a signage initiative to improve consistency and quality of signage at conservation lands across town, purchase trail markers, maintain and/or construct new kiosks as well as bird boxes for various properties; (8) Organize themed trail walks with the public and Conservation Commissioners on Conservation lands; and (9) Continue to facilitate presentations to the public on interesting, timely topics.

Budget Statement

Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four-community development and land use functions had been performed in three

Department Information DSR1	
Department	Planning and Community Development

Departments namely, Planning, Conservation, and the Board of Appeals. Under the 2010 reorganization the Planning and Economic Development functions were retained under a single budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. A new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. In Fiscal Year 2013, the Planning and Economic Development Department added a part-time Community Housing Specialist position. The Community Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees in the development of affordable housing opportunities, and assists in the implementation of the Town's Community Housing Plan. In Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. In Fiscal Year 2021 the Economic Development Director position was reclassified to Economic Development Manager and the position was moved from the Planning and Community Development Department to the Select Board under the Town Manager. Additionally, a Recording Secretary position was added to the Department to support the regulatory function of the Design Review Board. Lastly, on September 14, 2021 the Personnel Board approved the retitle and reclassification of the Administrative Specialist I-05 for the Zoning Board of Appeals to a Zoning Specialist GT-06 to adequately meet the professional and administrative demands of the ZBA. We believe that the reorganization has been successful in improving operational efficiency and interdepartmental coordination and thus has enhanced service delivery to Needham's constituents.

In Fiscal Year 2017, the Department secured funding through the Community Preservation Act (CPA) for the Community Housing Specialist in the amount of $60,000. Under the appropriation 50 percent of the position costs for the Community Housing Specialist were assigned to the CPA and 50 percent to the general fund through the Planning and Community Development budget. Said CPA funding was anticipated to cover a 6-month period in each of the 2017, 2018 and 2019 Fiscal Years with the remainder of the funding for the position coming from a general fund allocation. However, due to Departmental staffing turnovers during the Fiscal Year 2017 thru Fiscal Year 2021 period reduced CPA allocations were required for the Community Housing Specialist position leaving enough CPA funds available to fund the position through Fiscal Year 2023. The Department of Revenue has now issued guidance as to how CPA funds may be used and based on said guidance Town Counsel has advised that CPA funds may only be directed toward making particular housing assets affordable and that "salaries, wages or benefits or other indirect costs" incurred by general government departments such as the Planning and Community Development Department are ineligible expenditures. Accordingly, the Department has requested through a DSR 4 that the 9 hours per week of salary for the Community Housing Specialist previously funded through CPA be added to the Planning and Community Development Department budget and that the total hours for the Community Housing Specialist be increased from 18 hours to 19.5 hours per week so that the additional responsibilities associated with the MBTA Communities Act can be met.

As relates the operating component of the Fiscal Year 2024 budget an overall increase of 4.34% is requested for a total of $1,600. This requested increase is reflective of increased costs in the following budget categories: professional and technical services, communications, and other

Department Information DSR1	
Department	Planning and Community Development

supplies and equipment, as well as a decrease in office supplies all as further detailed in the table below.

Table 1: Detail of FY 2023 Budget Changes

Category	Change from FY 2022	Comments
Professional and Technical Services	$1,000	Increase in Professional & Technical Services for Planning Division.
Communications	$50	Increase in wireless communication expense to accommodate cell phone service cost based on FY 2022.
Office Supplies	-$150	Decrease in office supplies reflective of FY 2022 costs.
Building and Equipment Supplies	No Change	
Other Supplies and Equipment	$700	Increase in other supplies and equipment to cover file system upgrades for the Planning Division.
Government Charges	No Change	
Travel and Mileage	No Change	
Dues and Subscriptions	No Change	

Planning and Community Development Division

In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately $67,000 annually for affordable housing purposes. Funding at the $67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately $36,000 annually. Beginning in FY2014 HOME funds not spent by a member community during the year have been placed in a pool where said funds are awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a Community Housing Specialist on staff will give Needham the professional capacity to compete for funding with other Consortium communities that already have in-house staff support. Funding for administrative costs under the Home Program has continued at approximately $2,700 annually.

Revenue for FY2023 is expected to remain in the range of historic norms following a significant increase in FY 2022 due in large part to two significant projects being filed namely the Highland Science Center project located at 557 Highland Avenue and the WELL Belfour project located at 100-110 West Street.

Table 2: Planning and Community Development Application Fees & Grants

	FY `20	FY `21	FY `22	FY `23*	FY `23**
Application Fees	$12,271	$32,844	$78,430	$40,453	$45,453

Department Information DSR1					
Department	Planning and Community Development				
Zoning By-Laws	$60	$40	$45	$15	$45
Zoning Maps	$15	$15	$15	$15	$30
Subdivision Regulations	$0	$0	$15	$0	$15
Grants/Donations	$2,194[a]	$2,505[b]	$2,680[c]	$2,775[d]	$2,775[d]
Traffic Mitigation Fee					
Total	$14,540	$35,404	$81,185	$43,258	$48,318

[a]Home Program ($2,194received).
[b]Home Program ($2,505 received).
[c]Home Program ($2,680 received).
[d]Home Program ($2,775 received).

*Revenue received July 1, 2022 through October 20, 2022.
**Projected revenue to June 30, 2023.

Conservation Division

During FY2022, the Conservation Commission met formally a total of twenty (22) times and held a total of twenty-seven (27) public hearings. During FY2022 the Conservation Commission collected a total of $8,055.00 in fees and there were no fines issued.

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

Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Town Bylaw)	Town Portion of State WPA Fee	Enforcement Order Fines Collected
FY 2018	35	$20,812	$ 5,062.00	0
FY 2019	30	$10,810	$ 3,350.00	$300
FY 2020	16	$8,750	$ 2,500.00	$2,200
FY2021	32	$4,470	$ 6,395.00	$1,100
FY2022	27	$8,055	$ 3,105.00	0

Board of Appeals Division

In FY2022, the Board of Appeals met formally a total of twelve (12) times and held a total of twenty- eight (28) public hearings and six (6) informal hearings. During FY2022, the Board of Appeals collected a total of $6,700 in fees in fulfilling its regulatory function as noted below.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY2019	39	2	$9,300

Department Information DSR1	
Department	Planning and Community Development

FY2020	26	1	$9,600
FY2021	32	5	$8,000
FY2022	28	6	$6,700

Accomplishments and Activities

Planning and Community Development Division

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

Review and Approval/Disapproval of**:**

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

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

Review and Advisory Reports on**:**

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

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

Reprinting of Town Zoning By-Laws and Zoning Map

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

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

Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies)

In its capacity as a special permit granting authority, the Planning Board in FY2022 processed twenty (20) applications as "Major Projects" under the Site Plan Review By-Law. This represented an increase of 7 applications filed over the pandemic fiscal year of 2021 where filings totaled 13 applications. Permitting activity for FY2022 returned to pre-pandemic levels of 20 applications per year and is expected to remain at the historic level moving forward.

In addition, the Board reviewed and approved one (1) subdivision plan, and four (4) plans were endorsed "Approval-Not-Required (ANR)" under the Subdivision Control Law, meaning that the lots created or altered on such plan's met minimum frontage requirements.

Department Information DSR1	
Department	Planning and Community Development

The Board of Appeals referred twenty-six (26) applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals were warranted.

Planning Studies currently underway are as follows:

Affordable Housing Plan

The Town of Needham has not had an approved Housing Plan in place since 2007, although it has made considerable progress in producing affordable housing since then, adding 894 new affordable units and surpassing the state affordability goal of 10%. Despite reaching this threshold, the Town recognizes that significant unmet housing needs remain in the community, particularly in the context of unprecedented housing prices and the pandemic. Consequently, the Planning Board is revisiting its housing agenda by obtaining updated documentation on the local housing dynamic and is preparing a Housing Plan to strategically address identified priority housing needs.

The preparation of the Housing Plan is using a similar process to that established for the 2007 Affordable Housing Plan. First, a Working Group of representatives from appropriate boards and committees to work with staff from the Planning and Community Development Department in overseeing community outreach and preparing the document has been appointed. The composition of the Working Group includes 2 representatives of the Planning Board, 2 from the Select Board, 2 at-large members, as well as a representative from the Housing Authority, Board of Health, School Committee, Community Preservation Committee, Council on Aging, and Finance Committee.

Second, the planning process established incorporates an inclusive public process to engage local leaders and residents in the process of establishing local housing priorities. This process includes the following major components: (1) Interviews with housing stakeholders including representatives of the Needham Housing Authority, Council on Aging, League of Women Voters, Equal Justice Needham, etc. (2) Community workshops that include small breakout group activities that engage participants in a local visioning process on housing, allowing residents to weigh-in on key questions related to housing challenges, goals, and priority actions. (3) A community housing survey to obtain input on local needs and key approaches to address these needs. (4) A final community-wide meeting to present the Plan and obtain further input.

Key components of the Plan will include the following: (1) An Executive Summary that highlights the key takeaways from the Plan. (2) A list of community housing goals that would include the results of the visioning process as part of the first community housing workshop. (3) A Housing Needs Assessment that provides documentation on key indicators of need. (4) A Strategic Action Plan that includes the actions that the Town will pursue to promote greater housing diversity and affordability including the timeline for implementation and responsible entities. (5) A list of local and regional housing organizations and entities. (6) A glossary of housing terms. (7) A summary of housing-related regulations and resources. This planning study began in September of 2021 and is expected to conclude in December of 2022.

Fiscal Year 2022 Zoning Initiatives

Department Information DSR1	
Department	Planning and Community Development

In Fiscal Year 2022 two zoning initiatives as described below were adopted by Town Meeting. Both articles were presented at the October 2021 Special Town Meeting.

Article 4. Amend Zoning By-law – Outdoor Dining

Under current zoning rules, the Planning Board may permit seasonal temporary outdoor seating at restaurants with waiter or waitress service on private property and the Select Board may permit such use on public property. This is implemented through an expedited permitting process (minor site plan review) where the outdoor seating meets the following criteria: (1) The outdoor seating is provided during the temporary outdoor seating season defined as April 1 thru October 31; (2) The outdoor seating is not located on a designated or required landscape area, parking lot, or driveway aisle; (3) The outdoor seating is not located on a parking space within a public way; and (4) The outdoor seating does not increase the restaurants overall seating capacity by more than thirty percent. Restaurants seeking outdoor seating outside of these criteria must currently seek a formal special permit from the Planning Board for seating located on private property. No authority is currently provided to the Select Board to deviate from the above-noted rules on public property.

This article will now extend the circumstances under which the Planning Board and Select Board may authorize seasonal temporary outdoor seating. First, the article extends to all eat-in restaurants the expedited permitting process (minor site plan review) currently only afforded to restaurants with waiter or waitress service. Second, the article grants to the Select Board the discretion to approve the use of a parking space located either in a municipal parking lot or within a public way for outdoor seating where the Select Board finds, after holding a public hearing, that pedestrian and vehicular circulation and parking for patrons of restaurants, retail establishments and service establishments in the vicinity of the outdoor seating, will be adequately provided for. Third, the article grants to the Select Board the discretion to allow outdoor seating outside of the normal temporary outdoor seating season of April 1 thru October 31. The intent of these modifications is to enable the outdoor seating protocols that were put in place during the pandemic and which are now not permissible under the current regulatory scheme.

Article 5. Amend Zoning By-Law – Chestnut Street Business District Front Setback

This article is a technical correction to the zoning by-law designed to clarify historic interpretation and practice as relates the front yard setback requirement for lots located within the Chestnut Street Business District. In 1990 when the Chestnut Street Business District was created the front yard setback requirement for the District was established at ten (10) feet for all buildings except for those located along both sides of Chestnut Street where a front yard setback of twenty (20) feet was required. This was the recommendation for the Chestnut Street Business District contained in the 1989 Needham Center Planning Study. The amendment offered above now clarifies the front yard setback requirement of ten (10) feet for all lots fronting on Keith Place, Oak Street, Chestnut Place, Clyde Street, Marsh Road, and Junction Street in the Chestnut Street Business District consistent with the recommendations of the 1989 Needham Center Planning Study.

Performance Factors

During the previous fiscal year, the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the close of the public hearing and filing of the written decision

Department Information DSR1	
Department	Planning and Community Development

with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. The articulated goals were met in one of the three studied criteria in FY2022. During the affected timeline 20 new Special Permit applications and 1 Subdivision application were processed. Public hearings were held on average within 33 days of application receipt, decisions were issued within 33 days of the close of the public hearing, with written decisions filed with the Town Clerk within 6 days of permit issuance. Although the goal of issuing the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing (16 day average actual) and of recording all decisions with the Town Clerk within 5 days of permit issuance was not met (6 day average actual) this delay was due to one outlier project permit which when excluded from the review indicates decisions were issued within 10 days of the close of the public hearing, with written decisions filed with the Town Clerk within 5 days of permit issuance. Total average time required to process an application was 69 days with a minimum of 14 days and a maximum of 292 days. The Department plans to continue to track these items and will submit a similar report with its FY2023 budget request.

Conservation Division

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

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

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

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

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Department	Planning and Community Development

- Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities.

In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following:

- Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup.
- Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee.
- Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems.
- Assists the Commission in planning, acquisition, administration, and management of municipal conservation land.
- Assists in preparation of Open Space and Recreation Plans to meet criteria for approval.
- Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation, or agricultural preservation restrictions.
- Researches, pursues, and coordinates grant and other funding opportunities; writes proposals and manages grants.
- Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space.
- Educates the public about the importance of protecting wetlands and other open space.

Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2022, all Orders of Conditions were completed within the noted timeline with no requests for additional time requested.

The Conservation Division makes every effort to assist Applicants with the filing process. The Division's staff meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Division conducts well over one hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw.

The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period.

<u>FY2022 Achievements</u>

Due to the Covid-19 pandemic that overtook the country in March of 2020, Town offices remained closed to the public until July 1, 2021. Prior to the re-opening, priorities continued to gear towards communication with the public regarding everything from general wetland inquires to assisting them through the Permit process. After the uncertainty and confusion that came with the beginning of the pandemic, the Commission and staff quickly adapted and worked together to create new strategies to ensure customer service never faltered. Staff were careful to stay up to date regarding any State and/or Federal Regulation changes due to the pandemic and relay them to the Commission in a timely manner. The Commission and staff continued hosting remote meetings and have gotten all the permits issued to Applicants within the historical time frame.

Department Information DSR1	
Department	Planning and Community Development

Staff has continued to conduct site visits as necessary.

Due to Covid-19, several Conservation Commission and staff goals for the Fiscal Year 2021 were left incomplete or postponed. With conditions similar during Fiscal Year 2022, the focus of staff and Commission efforts continued to be on customer service and less on working towards long term goals.

The Committee known as the "Total Watershed Management Committee that was formed in November of 2019 and made up of staff from the Engineering, Water & Sewer, and Conservation Departments continued to meet remotely and to research and then implement practices to improve stormwater quality before it discharges into water bodies. This Committee includes public participation and education. Conservation staff have actively participated in this effort.

The Conservation Specialist worked closely with an Eagle Scout candidate on his chosen project to construct an ADA Accessible picnic table and to install it at the Needham Accessible Reservoir Trail (NART) under very strict guidelines from scout leaders. In addition, the Scout installed the base material around the picnic table, planted native, high wildlife value shrubs to enhance the location and installed a metal commemorative plaque to the picnic table.

The Conservation Commission was excited to get another step closer to realizing a long-term goal of creating a cohesive identification system for the trail signage, trail blaze design, kiosks, and mapping on Town owned properties they anticipate will encourage the public to visit and explore. This past fiscal year, CPA funding for hiring of a consulting firm to aid in preparing designs for the identification system was overwhelming approved.

Conservation staff continued to install trail cameras to capture wildlife usage of the various Conservation-owned properties. As many members of the public have discovered while out exploring nature on these beautiful properties during the pandemic, the variety of species making Needham their home is quite surprising including everything from a bobcat, to bald eagles, otter, and beavers. There are a number of amazing photographers that share the photos they take of Needham wildlife and landscape on various platforms including the Needham Wildlife page on Facebook.

Performance Factors

The following Table 5 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Over the course of Fiscal Year 2022, the Commission once again saw a steady flow of applications, similar to the numbers seen in Fiscal Year 2019. There was a noticeable decline of applications in Fiscal Year 2020 (the beginning of Covid-19 pandemic). The Conservation staff continued to issue Administrative Approvals for minor projects located within the 100-foot Buffer Zone. This flexibility allows for a shorter, more streamlined experience for the public doing minor projects while maintaining compliance with the wetland rules and regulations. Administrative Approvals stayed strong with eighteen (18) issued in Fiscal Year 2022. In the past, before the Administrative Approval mechanism was in place, many of these small projects would have gone before the Commission as Requests for Determination of Applicability and Notice of Intent filings requiring the issuance of Permits. During FY2022, the Conservation Commission met formally a total of twenty-two (22) times and held a total of twenty-seven (27) public hearings.

Table 5: Conservation Commission Application Filings & Requests/

Type of Application Filing/Request	FY2020	FY2021	FY2022
Notice of Intent[1]	11	23	18

Department Information DSR1	
Department	Planning and Community Development

Request to Amend Order of Conditions[1]	3	1	2
Request for Determination of Applicability[1]	2	8	4
Abbreviated Notice of Resource Area Delineation[1]	0	1	0
Extension Permit[1]	5	3	3
Emergency Certification	0	0	1
Certificate of Compliance	18	31	22
Minor Modification Request	6	1	5
Enforcement Order	5	1	2
Trail Maintenance Notification Form	0	1	0
DPW Generic Permit Activity Notification Form	1	0	0
Administrative Approval	19	25	18
Conservation Restriction	0	0	0
Notice of Non-significance	0	0	0

[1]Filing involved a public hearing

In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend, or close out existing permits. The Commission handled thirty (30) of these requests during this fiscal year. The Conservation Division also coordinates with the Town of Needham Department of Public Works and Public Facilities and provides professional expertise on town projects in a growing and more restrictive environmental regulatory time period. Finally, for that small percentage of projects that occur within the Commission's jurisdiction without obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2022, two (2) projects required the issuance of an Enforcement Order to restore or protect wetland resource areas.

Zoning Board of Appeals Division

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

The Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; reviews and analyzes applications for completeness and compliance to established zoning guidelines; coordinates the interdepartmental administrative review process, conducts site reviews; organizes the production of Special Permits and Board determinations post-public hearings; provides professional staffing to Board members, provides management and coordination of Comprehensive Permits projects, designs procedures for any new

Department Information DSR1	
Department	Planning and Community Development

zoning review processes, produces technical reports, conducts research, and maintains and manages all Board data bases, 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 FY2022, the Board held twenty-eight (28) public hearings and six (6) informal hearings (refer to Table 4). Per a provision of Governor Baker allowing public hearings to be held remotely, all the Board meetings were held on Zoom. The informal matters consisted of permit renewals, document reviews, project updates, plan substitutions or corrections. The Board of Appeals received twenty-one (21) applications relating to Special Permits; and one (1) Variance and one (1) Appeal of a Building Inspector's Decision (refer to Table 6). Fourteen (14) applications were for residential use; eight (8) were for commercial use; and one (1) for religious use.

The Board issued twenty-three (23) Decisions in FY2022.

The Division continues to coordinate the conditions associated with the 40B Comprehensive Permits issued by the ZBA –

- 1180 Great Plain Avenue, an existing vacant one-story building conversion to 16 rental units, consisting of eight one-bedroom units and eight two-bedroom units with 28 parking spaces. Four units (25%) will meet the definition of low- and moderate-income housing. The Decision is under appeal but advances towards an agreement appears eminent.
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Table 6: Number of Permit Application Filings FY2014 - FY2021

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2019	12	25	0	0	1	5	23
2020	9	21	1	0	1	0	23
2021	12	28	3	0	0	2	27
2022	12	21	1	1	0	0	23

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	546,757	28,500	575,257
b) Expenses	38,450		38,450
c) Capital			

Department Information DSR1			
Department	Planning and Community Development		
d)			
e) Total DSR2 & DSR4 Request (a through d)	585,207	28,500	613,707
			V2024

Department Expenditure Detail DSR2													
Department					Planning and Community Development								
Object					Description								Amount
DSR2A													
Permanent Personnel	Last Year (FY2022)				Current Year (FY2023)						Next Year (FY2024)		
	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	5.4		4	2	5.4				4	2	5.53
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?							Yes		No		FT Head Count		PT Head Count
									X				1
Union Positions:	BCTIA		Fire A		Fire C	X	ITWA		NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.													
a.	PRD1 Salary and Wages Base												498,273
b.	PRD1 Differentials (Conditions, Requirements, Shifts)												
c.	PRD1 Education												
d.	PRD1 Extra Holiday												
e.	PRD1 Longevity												600
f.	PRD1 Snow Program												
g.	PRD1 Uniform												
h.	PRD1 Other Compensation												1,919
i.	PRD1 Budget Adjustments												
												PRD1 Sub Total	
j	DSR3 Other Compensation												
												Sub Total 1	500,792
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)													
a.	Recording Secretary (Planning Board)												7,325
b.	Recording Secretary (Design Review Board)												6,500
c.	Housing Specialist												25,500
d.													
e.	DSR3 Total												
												Sub Total 2	39,325
3. Salary and Wage Overtime (Itemized Below)													
a.	Scheduled Overtime (contractually obligated)												
b.	Training and Development												
c.	Additional Hours of Part-time Staff												1,340
d.													
e.	DSR3 Total												
												Sub Total 3	1,340
4. Other Salary and Wage Expenses – (Itemized Below)													
a.	Incentive Programs												
b.	Pay In Lieu of Accrued Leave												5,300
c.	Program Stipend												
d.	Tuition Reimbursement												
e.	Working Out of Grade												
f.	DSR3 Other Compensation												
												Sub Total 4	5,300

Department Expenditure Detail DSR2		
Department	Planning and Community Development	
5. Total Salary and Wages (1+2+3+4)		546,757
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Planning ($7,000) Con Comm ($2,700) BOA ($500) Planning Studies and Complex Project Technical Assistance	10,200
Communications (534x)	Wireless Communications ($2,800) Printing and Mailing ($3,400) Legal Notices ($5,200) Postage ($4,000)	15,400
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Planning ($1,500) Con Comm ($700) BOA ($650)	2,850
Building & Equipment Supplies (543x)	Con Comm ($500) Student Conservation Core Trail Upgrade and Bridge Restoration Equipment	500
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Planning ($2,000) Con Comm ($1,200) Conservation Field Supplies and Clothing, Legal Publication Updates, Magazine Subscriptions and File Cabinet Shelving	3,200
Governmental Charges (569x)	Planning ($100) Con Comm ($100) BOA ($100) Norfolk County Registry Document Retrieval Services	300
Travel & Mileage (571x – 572x)	Conf In State ($600) Mileage ($1,000) Conf Out-State $1,300 Conferences including APA, SNEAPA, MACC and AMWS	2,900

Department Expenditure Detail DSR2					
Department	Planning and Community Development				
Dues & Subscriptions (573X)	Planning ($1,400) Con Comm ($1,400) BOA ($300) Professional Memberships including APA, AMWS, MACC, MSMP, Society of Wetland Scientists, and Massachusetts Association of Planning Directors				3,100
Other Expenses (574 X – 579x)					
6. Total Expenses					38,450
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital					
8. Total Base Request (Line 5 + Line 6 + Line 7)					585,207
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?		YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?		YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?		YES		NO	X
					V2024

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2024
Title	Community Housing Specialist	Priority	1

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage		$28,500		$28,500
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		$28,500		$28,500
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Select Board, Planning Board and Affordable Housing Trust	
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?	X	
If the request is not approved, will current Town revenues be negatively impacted?	X	
Is there an increased exposure for the Town if the request is not approved?	X	
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

Continued funding for the Community Housing Specialist position that has provided the Town's Planning and Community Development Department with the in-house capacity to coordinate a wide-range of issues related to affordable housing development and preservation is hereby requested.

In FY2013, the Department secured funding through the Community Preservation Act (CPA) for a part-time Community Housing Specialist in the amount of $70,000. Under the appropriation 50 percent of the position costs for the Community Housing Specialist were assigned to the CPA and 50 percent to the general fund through the Planning and Community Development Department budget. The initial CPA allocation for the Community Housing Specialist position was exhausted in January of 2016 and a supplemental appropriation of $17,000 was secured at the May 2015 Annual Town Meeting to fund the position for the remainder of the 2016 Fiscal Year.

In Fiscal Year 2017, the Department secured funding through CPA for the Community Housing Specialist in the amount of $60,000. Under the appropriation 50 percent of the position costs for the Community Housing Specialist were assigned to the CPA and 50 percent to the general fund through the Planning and Community Development Department budget. Said CPA funding was

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2024
Title	Community Housing Specialist	Priority	1

anticipated to cover a 6-month period in each of the 2017, 2018 and 2019 Fiscal Years with the remainder of the funding for the position coming from a general fund allocation. However, due to Departmental staffing turnovers during the Fiscal Year 2017 thru Fiscal Year 2021 period reduced CPA allocations were required for the Community Housing Specialist position leaving enough CPA funds available to fund the position through Fiscal Year 2023.

The Department of Revenue has now issued guidance as to how CPA funds may be used and based on said guidance Town Counsel has advised that CPA funds may only be directed toward making particular housing assets affordable and that "salaries, wages or benefits or other indirect costs" incurred by general government departments such as the Planning and Community Development Department are ineligible expenditures. Accordingly, the Department of Planning and Community Development is requesting through this DSR4 that the 9 hours per week of salary for the Community Housing Specialist previously funded through CPA be added to the Planning and Community Development Department budget and that total hours for the Community Housing Specialist be increased from 18 hours to 19.5 hours per week so that the additional responsibilities associated with the MBTA Communities Act can be met.

Background information on the proposed functions of the Community Housing Specialist that was part of the Department's initial proposal for Community Preservation funding as well as actual activities in 2022 and projected activities for 2023 are summarized below.

Community Housing Specialist Proposed Activities
In late 2012 the Planning and Community Development Department sought CPA funding to hire a part-time Community Housing Specialist to provide administrative and technical coordination of affordable housing issues including support for the development of affordable housing opportunities and assistance in the implementation of the Town's Community Housing Plan. Working under the Planning and Community Development Director, the main functions of the position were projected to include the following:

1. Coordinate and/or conduct planning and feasibility studies for new affordable housing development.
2. Assist Town boards and committees and private housing developers during the pre-application process for new affordable housing.
3. Provide technical support and assistance during the application process and the review and approval process under M.G.L. Chapter 40B.
4. Initiate and pursue collaborative efforts among local, state, federal, and private agencies and parties to implement the Town's housing-related plans or studies.
5. Prepare and coordinate applications for state and federal resources including housing grants, loans, other assistance and public services.
6. Promote, monitor and oversee affordable housing projects to ensure compliance with state affordability requirements.
7. Serve as staff resource to the Affordable Housing Trust.
8. Serve as liaison between the Town and the Needham Housing Authority, providing technical input into NHA activities including the coordination of refinancing and resales of its High Rock condos.

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2024
Title	Community Housing Specialist	Priority	1

9. Serve as the Town's representative to the West Metro HOME Consortium; attending all meetings and preparing all budgets, grant applications, requisitions and the Annual Action Plan.
10. Conduct research and provide technical input into housing issues as they arise.
11. Follow-up on housing inquiries.
12. Oversee the Town's Small Repair Grant Program.
13. Provide staff support into housing planning efforts.

In addition to the items identified above, funding for the position was to enable the Town to remain competitive with other West Metro HOME Consortium communities in securing HOME Program funds for affordable housing development. Beginning in FY 2014 HOME funds not spent by a member community during the year will be placed in a pool to be awarded on a competitive basis. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. It was suggested that having a Housing Specialist on staff would give Needham the required professional capacity to compete for funding with other Consortium communities that already had in-house staff support.

Additionally, the Community Housing Specialist position was to further enable the Town to effectively monitor those local housing units on the state's Subsidized Housing Inventory (SHI) to assure compliance with affordability restrictions. The monitoring function had been split among a number of entities and lacked centralized oversight and accountability. Placing the monitoring functions solely with the Housing Specialist position was to ensure that the desired centralized oversight function was met and further allow for an easier and more predictable process for those wishing to sell or rent deed restricted affordable housing units.

During Fiscal Year 2023, the Community Housing Specialist, Karen Sunnarborg, has been responsible for the following major activities:

Community Housing Specialist Actual Activities, 2023

- *Project Database*
  Maintained and updated files and materials related to affordable units through an affordable housing database that provides comprehensive information on affordable housing units/projects in Needham.

- *Monitoring/Recertification*
  Conducted annual monitoring/recertification of the affordability and/or occupancy of existing affordable units for which the Town is the identified Monitoring Agent. This monitoring was conducted in early 2022 for Junction Place, Garden Street/Browne-Whitney, High Cliff Estates, Needham Place, Hamilton Highlands, and The Residences at Wingate. Also obtained annual compliance reports for the monitoring of the other affordable housing developments in Needham for which another monitoring entity has been designated, including that for Charles River Landing.

- *HUD Consolidated Plan for 2021-2025*
  Completed the Five-Year HUD Consolidated Plan for 2021-2025.

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2024
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- *HOME Reports and Studies*
  Prepared the HOME Annual Action Plan (AAP) and CAPER that are required documents for HOME Program funding. Also, helped coordinate a Parking Study to determine the parking usage in multi-family rental developments as input into local parking requirements.

- *Resale of 33 Murphy Road*
  Coordinated the resale of an affordable condo as part of High Rock Homes. Recalculated the resale price, put forward an updated deed rider that survives foreclosure, determined eligibility, prepared necessary resale and compliance certificates, and worked with both the seller and buyer's attorneys and agents to close on the unit.

- *Marketing List*
  Responded to inquiries from those interested in potential affordable housing opportunities in Needham, most who were Needham residents, and notified them when affordable units became available.

- *Participated in the WestMetro HOME Consortium*
  Served as the Town's representative to the WestMetro HOME Consortium.

- *HOME Reporting*
  Prepared required reports for the WestMetro HOME Consortium including the revised CAPER, Annual Action Plan (AAP), and requisitions for administrative funding and budget transfers. Provided input into the preparation of the Regional Fair Housing Plan and coordinated the execution of the Subcontracting Agreement.

- *1285 South Street*
  Conducted the annual monitoring of 1285 South Street to ensure compliance with HOME Program requirements.

- *Housing Plan*
  Provided staff support for the preparation of a Housing Plan.

- *Coordination with the Needham Housing Authority*
  Maintained regular communication with the Needham Housing Authority on a variety of housing issues including serving on a selection committee to hire a development consultant to guide NHA in its Preservation and Redevelopment Initiative.

- *Technical Support*
  Provided technical input into the conceptual stages of several potential affordable housing developments and addressed ongoing questions related to housing regulations.

- *Program Support*
  Provided staff support for the Emergency Rental Assistance Program and provided oversight for the Small Repair Grant Program.

The Community Housing Specialist has accomplished a great deal since her arrival in January of 2014 and has taken a considerable burden off of a number of us who became responsible for

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development	Fiscal Year	2024
Title	Community Housing Specialist	Priority	1

various tasks related to affordable housing. I will continue to rely on her expertise as we continue to provide many of the functions listed above in 2024 and move forward in implementing the Town's Housing Plan. Those key activities that are planned for 2024 are listed below.

Community Housing Specialist Planned Activities, 2024
Those priority activities that are planned for 2024 include the following:

- *Monitoring/Recertification*
  Conduct annual monitoring/recertification of the affordability and/or occupancy of existing affordable units for which the Town is the identified Monitoring Agent. This monitoring will be conducted in early 2023 for Junction Place, Garden Street/Browne-Whitney, High Cliff Estates, Needham Place, 1285 South Street, and The Residences at Wingate as well as Hamilton Highlands. Also obtain annual compliance reports for the monitoring of the other affordable housing developments in Needham for which another Monitoring Agent has been designated.

- *Project Database*
  Continue to update the database of affordable units as necessary.

- *Participate in the WestMetro HOME Consortium*
  Continue to serve as the Town's representative in the WestMetro HOME Consortium.

- *HOME Reporting*
  Prepare required reports for the WestMetro HOME Consortium including the revised 2016 CAPER, Annual Action Plan (AAP), and requisitions for administrative funding.

- *Resale Activity*
  Coordinate the resale of 258 Linden Street and 120 Fairview Road, both condos as part of NHAs High Rock Homes, as well as other potential resales or refinancing activity that might arise for projects that the Town is charged with monitoring functions.

- *Coordination with the Needham Housing Authority*
  Continue to maintain regular communication with the Needham Housing Authority on a variety of housing issues. This will include work towards the Preservation and Redevelopment Initiative.

- *Subsidized Housing Inventory (SHI)*
  Provide required documentation and necessary oversight to get new affordable units included on the Subsidized Housing Inventory (SHI). For example, 1180 Great Plain Avenue was removed from the SHI given the lengthy period of litigation, and needs to be restored when building permits are issued.

- *Housing Website and Other Informational Materials*
  Publish and regularly update a Housing Section on the Town's website to provide comprehensive information regarding the priority housing strategies, demographic and housing data, available programs and services, existing affordable housing developments,

Performance Improvement Funding Request DSR4			
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links to other organizations and documents, etc. Work with the Public Information Officer on other outreach efforts related to housing initiatives.

- *Implement Housing Strategies*
  Provide staff coordination for the implementation of priority strategies included in the Town's Housing Plan and HUD Consolidated Plan.

- *Demographic, Economic and Housing Profiles*
  Update the profiles of demographic, economic and housing characteristics and trends based on the latest census estimates and current market information.

- *Support the Municipal Affordable Housing Trust*
  Provide staff support to the Affordable Housing Trust that serves as the Town's entity to oversee affordable housing issues and manage a dedicated fund in support of affordable housing initiatives.

- *MBTA Communities Guidelines*
  Support the Town's efforts to comply with the state's MBTA Communities Guidelines under Section 3A of the Zoning Act.

- *Technical Support*
  Provide technical input into new affordable housing development from the conceptual phase through occupancy as well as on affordable housing regulations.

- *Housing Inquiries*
  Respond to housing inquiries as they arise.

V2024

Planning & Community Development	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	500,792.00		500,792.00	23,485		477,307.00	460,008.82	503,194.49	435,190.57
Salary & Wage Temporary	39,325.00	28,500.00	67,825.00	28,794		39,031.00	24,307.33	34,149.98	32,351.45
Salary & Wage Overtime	1,340.00		1,340.00	40		1,300.00			435.57
Salary & Wage Other	5,300.00		5,300.00	50		5,250.00	8,767.56	7,069.49	8,503.94
Salary and Wage Total	546,757.00	28,500.00	575,257.00	52,369	10.0%	522,888.00	493,083.71	544,413.96	476,481.53
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	10,200.00		10,200.00	1,000		9,200.00	605.00	9,402.00	2,992.00
Communications	15,400.00		15,400.00	50		15,350.00	8,035.70	11,928.50	9,092.42
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	2,850.00		2,850.00	(150)		3,000.00	1,875.32	1,562.04	659.03
Building & Equipment Rprs/Sp	500.00		500.00			500.00			
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	3,200.00		3,200.00	700		2,500.00	3,522.59	3,756.87	619.99
Governmental Charges	300.00		300.00			300.00	60.00		
Travel & Mileage	2,900.00		2,900.00			2,900.00		3.92	183.87
Dues & Subscriptions	3,100.00		3,100.00			3,100.00	1,754.00	1,706.00	1,815.00
Other									
Expense	38,450.00		38,450.00	1,600	4.3%	36,850.00	15,852.61	28,359.33	15,362.31
TOTAL	585,207.00	28,500.00	613,707.00	53,969	9.6%	559,738.00	508,936.32	572,773.29	491,843.84

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Conservation Manager (Director of Conservation)	1.00	G	9	9	94,751.00				94,751	
Conservation Specialist	1.00	I	6	6	74,237.00				74,237	
Administrative Specialist	0.36	I	5	4				24,360	24,360	Allocation from Planning
BUDGETARY ADJUSTMENT								744	744	
Conservation	2.36				168,988.00			25,104	194,092	
Director of Planning & Community Development	1.00	G	13	Merit	137,555.00				137,555	
Assistant Town Planner	1.00	G	7	10	85,352.00	600.00			85,952	
Administrative Specialist	0.73	I	5	4	48,720.00			(24,360)	24,360	Allocation to Conservation
BUDGETARY ADJUSTMENT	(0.36)							953	953	
Planning	2.37				271,627.00	600.00		(23,407)	248,820	
Zoning Specialist	0.80	GT	6	5	57,657.60				57,658	
BUDGETARY ADJUSTMENT								222	222	
Appeals	0.80				57,657.60			222	57,880	
Department Totals	5.53				498,272.60	600.00		1,919	500,792	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Conservation Manager (Director of Conservation)	1.00	1.00	1.00	7	8	9	87,185	90,344	94,751	4.9%
Conservation Specialist	1.00	1.00	1.00	10	5	6	67,392	70,317	74,237	5.6%
Administrative Specialist	0.36	0.36	0.36	11	3	4	21,042	22,251	24,360	9.5%
BUDGETARY ADJUSTMENT							675	700	744	6.3%
Conservation	2.36	2.36	2.36				176,294	183,612	194,092	5.7%
Director of Planning & Community Development	1.00	1.00	1.00	Merit	Merit	Merit	129,038	134,200	137,555	2.5%
Assistant Town Planner	1.00	1.00	1.00	8	9	10	79,570	82,227	85,952	4.5%
Administrative Specialist	0.73	0.73	0.73	11	3	4	21,858	22,251	24,360	9.5%
BUDGETARY ADJUSTMENT	(0.36)	(0.36)	(0.36)				886	895	953	6.5%
Planning	2.37	2.37	2.37				231,352	239,573	248,820	3.9%
Zoning Specialist	0.67	0.80	0.80	3	4	5	42,783	53,949	57,658	6.9%
BUDGETARY ADJUSTMENT							165	173	222	28.3%
Appeals	0.67	0.80	0.80				42,948	54,122	57,880	6.9%
Department Totals	5.40	5.53	5.53				450,594	477,307	500,792	4.9%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Salary and Wage Base								498,273	
	Longevity								600	
	Differential									
	Extra Holiday									
	Other Pay									
	Stipends									
	Budget Adjustment								1,919	
	Total								500,792	

Department Information DSR1	
Department	POLICE DEPARTMENT

Department Mission

The Needham Police Department is committed to excellence in everything we do. We pledge to maintain a close working relationship with the community to protect life and property and maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity, and community values.

On the Horizon

We continue toward compliance with POST regulations and Police Certifications. We anticipate that will require additional training for certification resulting in an increase to our training budget. We are working with an outside consultant to assist the department in navigating POST and working towards certification and state accreditation.

It is still very difficult to recruit and retain qualified officers. Hopefully as we depart civil service this will allow us to recruit from a much broader population and will enhance our ability to recruit qualified officers.

As we continue to see the need for mental health outreach, we will evaluate adding additional clinician support to assist our community outreach team.

Budget Statement

The FY 2024 Budget request is $8,704,162 which is $378,667.00 above the FY 2023 Budget.

The salary and wage amount requested is $8,003,770.00. Which is $443,986.00 above FY 2023 Budget. The increase is a result of step increases for members of the bargaining unit under the current collective bargaining agreement. Cola increases for civilian and administrative staff and salary step increase for public safety dispatchers. As part of the reclassification process, all five dispatchers were reclassified and are receiving yearly step increases.

The operating capital request is $134,894 which is down $122,990 from the FY 2023 request. This is a result of replacing two vehicles in accordance with the vehicle replacement schedule compared to four vehicles last year.

The expense request is $565,498 which is up $57,671 from the FY 2023 budget. This is a result of gasoline price ($8,571) $4.38 a gallon. There is a new $10,000 request for (PRIG) Police Reform Insight Group which assists with the accreditation process and assists with navigating police reform. There is a new $20,000 request for technology replacement of IT equipment in the public safety complex as well as the fleet vehicles. There is an increase of $7,000 maintenance for Motorola which covers all the police radios, cruiser radios, dispatch. The increase in cost covers the microwave site components located at the radio towers which are now out of warranty.

Description	Change From FY2023	Comments
POLICE DISPATCH REPAIRS &	$7,000.00	Motorola Maint
POLICE B G & M R&M VEHICLES	$1,500.00	Vehicle Parts MUZI out of business
POLICE TRAIN & DEV RENTAL &	-$1,500.00	Station now has indoor range
POLICE DISPATCH RENTALS &	$1,750.00	Tower (3.5% increase)

Department Information DSR1	
Department	POLICE DEPARTMENT

POLICE ADMIN SOFTWARE LIC &	-$500.00	Form Approvals & PMAM
POLICE ADMIN P&T SEM & TRAIN	$1,000.00	Administrative training
POLICE ADMIN PROFESSIONAL	$10,000.00	PRIG
POLICE TRAIN & DEV P&T SEM &	$2,500.00	Entire Dept
POLICE ADMIN PRINTING &	-$2,000.00	Letter Head, Business Cards, etc.
POLICE B G & M GRNDSKPG	-$700.00	N/A with new station
POLICE B G & M VEHICLE	$1,000.00	Muzi is no longer avail
POLICE B G & M	$8,571.00	$4.38/gallon 21,335 gals per year average
POLICE TRAIN & DEV OTHR	$2,300.00	AMMO, Range Equip, etc.
POLICE PP & E OTHER SUP & EQUIP	$20,300.00	Department Supplies & New Tech Replacement
POLICE P P & E UNIFORMS	$1,000.00	Recruit, Transfers, and emergency
POLICE ADMIN GOVERNMENTAL	$150.00	Police ID's
POLICE ADMIN DUES &	$3,000.00	GBPC Increase & MetroLec Increase
POLICE COURT P/P MILEAGE	$2,300.00	Travel to from court

Grants

Municipal Road Safety Grant awarded **$18,476**.

We utilized that money to purchase two solar powered speed signs that can moved to different location within town. We were able to train numerous patrol officers to utilize lidars and officers participated in the campaign mobilizations- Drive Sober or get Pulled Over, Distracted Driving, and Click it or Ticket.

We were awarded **$42,216.72** through the State 911 for the Training and EMD Grant. This grant is utilized to pay for the mandatory 16 continuing education hours for officers/dispatchers to maintain their 911 certification.

We were awarded **$98,451** through the State 911 Support and Incentive Grant. This grant assists public safety answering points in providing enhances 9-1-1 service.

The Bulletproof Vest Partnership (BVP) Grant assists our agency with purchasing new (or replacement) bulletproof vests for officers. Every vest is on a 5-year cycle and this year we received **$6,165** in assistance.

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Accomplishments and Activities

We were able to hold our junior police academy and our citizen police academy in-person. Officer Frongillo received the Metro-Lec SWAT officer of the year. We conducted ASHER (Active Shooter Hostile Event) training with the Needham Fire Department this year.
We finally were able to transition to the new public safety building after almost two years working in a temporary station. We contracted with Massachusetts Police Accreditation Commission and Massachusetts Police Reform Insight Group to assist with move toward certification and POST Compliance.

Department Information DSR1			
Department	POLICE DEPARTMENT		
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	8,003,770		8,003,770
b) Expenses	565,498		565,498
c) Capital	134,894		134,894
d)			
e) Total DSR2 & DSR4 Request (a through d)	8,704,162		8,704,162
			V2024

Department Expenditure Detail DSR2																				
Department				POLICE DEPARTMENT																
Object				Description														Amount		
DSR2A																				
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)													
	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)											
	63	0	63	63	0	63	63	0	63											
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?							Yes	No	FT Head Count	PT Head Count										
								x												
Union Positions:	BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police	48	Police Superior	3	NA	9				

1. Salary and Wage Permanent Positions.		
a.	PRD1 Salary and Wages Base	5,270,884
b.	PRD1 Differentials (Conditions, Requirements, Shifts)	423,246
c.	PRD1 Education	735,208
d.	PRD1 Extra Holiday	17,594
e.	PRD1 Longevity	58,287
f.	PRD1 Snow Program	
g.	PRD1 Uniform	
h.	PRD1 Other Compensation	31,070
i.	PRD1 Budget Adjustments	25,256
	PRD1 Sub Total	6,592,045
j	DSR3 Other Compensation	
	Sub Total 1	6,592,045
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)		
a.	Matrons	1,600
b.	Parking Enforcement	58,884
c.	Traffic Supervisor	217,703
d.	Evidence/ Records Support	31,616
e.	DSR3 Total	309,803
	Sub Total 2	309,803
3. Salary and Wage Overtime (Itemized Below)		
a.	Scheduled Overtime (contractually obligated)	596,143
b.	Training and Development	196,154
c.	Vacation and NOSL Backfilling	272,825
d.	Elections	8,800
e.	DSR3 Total	1,073,922
	Sub Total 3	1,073,922
4. Other Salary and Wage Expenses – (Itemized Below)		
a.	Incentive Programs	15,000
b.	Pay In Lieu of Accrued Leave	13,000
c.	Program Stipend	
d.	Tuition Reimbursement	
e.	Working Out of Grade	
f.	DSR3 Other Compensation	
	Sub Total 4	28,000

Department Expenditure Detail DSR2		
Department	POLICE DEPARTMENT	
5. Total Salary and Wages (1+2+3+4)		8,003,770
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier 2400 Motorola Maint 41000 CJIS 3000 Radar/Lidar & Bikes 6000 Lift Maint/Inspection 1500 Vehicle Repair/Services 10000	63,900
Rental & Leases (527X)	QLT Phone Pitney Bowes 2000 Outdoor Range 1500 Motorcycle 5500 American Tower 51250 Form Approvals/ PMAM 2500	62,750
Other Property Related Services (529x)	Hazmat	2,500
Professional & Technical Services (530x – 531x)	Clinician Position 45000 Admin Training 3000 Blue Team/ SHI International 16,100 PPE Training 30,000 Animal Control Training 300	94,400
Communications (534x)	Postage 5000 Verizon, AT& T 8500 Wireless 16,500 Letterhead, Business Cards Slips 7000	37,000
Recreational & Cultural Services (535x)	Junior Police Academy 3500	3,500
Other Purchased Services (538x)	Towing & Services 3300 Landscaping for events 900 Animal Hospital Bills 800	5,000
Office Supplies (542x)	All Department Office Supplies 9000	9,000
Building & Equipment Supplies (543x)	Home Depot 1000	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Cruiser Supplies & Parts 20000	20,000
Gasoline and Diesel Fuel (5481)	4.38/gl Fuel 93448	93,448
Food and Service Supplies (549x)	Meetings/Incidents 700	700
Medical Supplies (550x)	Narcan, Med Supply, Defib Battery 6000	6000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Vest Replacement 15000 Ammo, Range Equip 16500 Departmental Supplies 25000 Recruit, Transfers & Emergency 30000 Detectives 1900 Dispatch Uniforms 2000 B&G Uniforms 500 Animal Control 500 Traffic Supervisors 6000 Tech Replacement 20000	117,400
Governmental Charges (569x)	Police ID 500	2,500

Department Expenditure Detail DSR2				
Department	POLICE DEPARTMENT			
	State Charges 2000			
Travel & Mileage (571x – 572x)	Admin 500 Training 1000 PPE 900 Court 3500			5,900
Dues & Subscriptions (573X)	GBPC, Metro, IACP, SSPI FBI, Mass Chiefs Assn 18000 MPAC 2500			20,500
Other Expenses (574 X – 579x)	Detail Contingency			20,000
6. Total Expenses				565,498
DSR2C				
Capital Equipment Replacement (587X)				134,894
7. Total Operating Budget Capital				134,894
8. Total Base Request (Line 5 + Line 6 + Line 7)				8,704,162
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	x
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	x
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	x
				V2024

Police Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	6,537,321.00		6,537,321.00	377,185		6,160,136.00	5,360,392.22	5,402,667.82	5,207,297.71
Salary & Wage Temporary	309,803.00		309,803.00			309,803.00	182,043.38	146,287.16	203,825.18
Salary & Wage Overtime	1,073,922.00		1,073,922.00	21,057		1,052,865.00	1,033,328.92	642,663.08	833,383.95
Salary & Wage Other	82,724.00		82,724.00	45,744		36,980.00	60,435.74	153,660.23	68,159.56
Salary and Wage Total	8,003,770.00		8,003,770.00	443,986	5.9%	7,559,784.00	6,636,200.26	6,345,278.29	6,312,666.40
Energy									
Non Energy Utilities									
Repairs and Maintenance	63,900.00		63,900.00	8,500		55,400.00	18,483.07	11,608.69	19,920.37
Rental and Leases	62,750.00		62,750.00	(250)		63,000.00	52,317.02	47,985.51	22,218.53
Other Property Related	2,500.00		2,500.00			2,500.00			
Professional & Technical	94,400.00		94,400.00	13,500		80,900.00	91,307.59	79,541.58	20,810.02
Communications	37,000.00		37,000.00	(2,000)		39,000.00	21,041.21	23,893.32	24,172.33
Recreation	3,500.00		3,500.00			3,500.00		309.27	837.55
Other Purchased Services	5,000.00		5,000.00			5,000.00	12,117.01	5,301.50	4,140.00
Energy Supplies									
Office Supplies	9,000.00		9,000.00			9,000.00	7,453.15	6,773.39	8,360.00
Building & Equipment Rprs/Sp	1,000.00		1,000.00			1,000.00	1,357.98	1,106.19	810.17
Custodial Supplies									
Grounds Keeping Supplies				(700)		700.00			
Vehicular Supplies	113,448.00		113,448.00	9,571		103,877.00	61,578.79	45,606.66	59,070.50
Food & Service Supplies	700.00		700.00			700.00	880.03	1,316.80	751.01
Medical Supplies	6,000.00		6,000.00			6,000.00	680.00	1,033.04	8,184.67
Educational Supplies									3,347.20
Public Works Supplies									
Other Supplies & Equipment	117,400.00		117,400.00	23,600		93,800.00	71,969.23	77,759.74	52,860.08
Governmental Charges	2,500.00		2,500.00	150		2,350.00	1,734.35	2,151.85	798.60
Travel & Mileage	5,900.00		5,900.00	2,300		3,600.00	8,884.66	1,457.53	5,589.13
Dues & Subscriptions	20,500.00		20,500.00	3,000		17,500.00	12,791.00	13,249.00	11,599.00
Other	20,000.00		20,000.00			20,000.00	11,005.96	15,126.98	13,068.66
Expense	565,498.00		565,498.00	57,671	11.4%	507,827.00	373,601.05	334,221.05	256,537.82
Capital Equipment	134,894.00		134,894.00	(122,990)		257,884.00	101,856.81	263,388.36	129,299.62
Budget Capital	134,894.00		134,894.00	(122,990)	-47.7%	257,884.00	101,856.81	263,388.36	129,299.62
TOTAL	8,704,162.00		8,704,162.00	378,667	4.5%	8,325,495.00	7,111,658.12	6,942,887.70	6,698,503.84

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Police Chief	1.00	EC	EC		185,181.00	0.00	49,998.87		235,180	
Deputy Police Chief	1.00	G	14	OOR	158,344.00	0.00	44,336.00		202,680	POST Cert/Education
Police Lieutenant	1.00	P	3	6	148,853.00	0.00	42,678.84		191,532	POST Cert/Education
Police Lieutenant	1.00	P	3	6	148,853.00	0.00	42,678.84		191,532	POST Cert/Education
Police Lieutenant	1.00	P	3	6	148,853.00	0.00	42,678.84		191,532	POST Cert/Education
Police Administrative Specialist	1.00	I	6	7	76,226.00	0.00	0.00		76,226	
Administrative Assistant	1.00	I	3	11	67,665.00	0.00	0.00		67,665	
Administrative Analyst	1.00	G	6	7	69,615.00	0.00	0.00		69,615	
Other Elective Compensation	0.00	P	X	X	0.00	0.00	6,110.00		6,110	Evening Shift Assignment
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		4,739	4,739	
Administration	8.00				1,003,590.00	0.00	228,481.39	4,739	1,236,810	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.80		92,454	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.80		92,454	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.80		92,454	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.80		92,454	
Police Officer	1.00	P	1	9	78,874.00	0.00	22,604.72		101,479	
Police Officer	1.00	P	1	9	78,874.00	3,154.96	18,294.80		100,324	
Police Officer	1.00	P	1	9	78,874.00	788.74	32,715.23		112,378	

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Police Officer	1.00	P	1	9	78,874.00	0.00	25,365.31		104,239	
Police Officer	1.00	P	1	5	67,578.80	0.00	5,588.41		73,167	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.76		92,454	
Police Sergeant	1.00	P	2	9	96,949.00	3,878.00	35,747.80		136,575	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.76		92,454	
Police Sergeant	1.00	P	2	9	96,949.00	1,454.00	32,543.25		130,946	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	28,905.90		108,963	
Police Sergeant	1.00	P	2	7	91,374.00	1,371.00	38,392.50		131,138	
Police Sergeant	1.00	P	2	9	96,949.00	1,454.00	22,363.90		120,767	
Police Officer	1.00	P	1	9	78,874.00	2,366.22	9,341.18		90,581	Community Officer
Police Officer	1.00	P	1	9	78,874.00	788.74	29,309.01		108,972	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	27,182.20		107,239	Detective
Police Officer	1.00	P	1	9	78,874.00	788.74	6,041.18		85,704	
Police Sergeant	1.00	P	2	9	96,949.00	4,847.00	18,485.90		120,282	
Police Officer	1.00	P	1	9	78,874.00	0.00	25,365.31		104,239	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	28,771.53		108,829	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	26,182.20		106,239	Car Seat Installer/Traffic
Police Sergeant	1.00	P	2	7	91,374.00	914.00	11,437.00		103,725	

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Police Officer	1.00	P	1	6	70,866.00	354.33	8,646.60		79,867	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	25,365.31		105,422	
Police Officer	1.00	P	1	9	78,873.64	3,154.95	15,428.52		97,457	Student Attendance Officer
Police Officer	1.00	P	1	6	70,866.00	354.33	3,645.98		74,866	School Resource Officer
Police Officer	1.00	P	1	9	78,874.00	788.74	9,447.40		89,110	
Police Sergeant	1.00	P	2	9	96,949.00	3,878.00	30,180.80		131,008	Detective
Police Officer	1.00	P	1	9	78,874.00	3,154.96	10,590.51		92,619	Animal Control Sub
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.76		92,454	
Police Officer	1.00	P	1	9	78,874.00	788.74	20,884.13		100,547	
Police Officer	1.00	P	1	9	78,874.00	394.37	21,661.02		100,929	Detective
Police Officer	1.00	P	1	9	78,874.00	1,183.11	2,886.22		82,943	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	6,041.18		86,098	
Police Officer	1.00	P	1	9	78,874.00	2,366.22	32,309.01		113,549	
Police Officer	1.00	P	1	9	78,874.00	1,183.11	19,661.02		99,718	Community Officer
Police Officer	1.00	P	1	9	78,874.00	3,943.70	10,407.40		93,225	Armorer; Admin Officer
Police Officer	1.00	P	1	9	78,874.00	394.37	24,962.20		104,231	
Police Officer	1.00	P	1	5	67,579.00	0.00	24,874.76		92,454	
Police Officer	1.00	P	1	8	75,816.40	379.08	23,644.00		99,839	

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Police Officer	1.00	P	1	5	67,579.60	337.90	19,104.39		87,022	
Police Officer	1.00	P	1	9	78,874.00	788.74	12,745.47		92,408	
Police Officer	1.00	P	1	9	78,874.00	394.37	13,736.73		93,005	Fire Arms Instructor
Police Officer	1.00	P	1	5	67,578.80	0.00	11,098.93		78,678	
BUDGETARY ADJUSTMENT	0.00				0.00			18,069	18,069	
PP&E	47.00				3,679,134.24	52,743.07	966,082.33	18,069	4,716,029	
Police Officer	1.00	P	1	9	78,874.00	3,943.70	25,460.75		108,278	Principal Prosecuting Officer
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		416	416	
Court	1.00				78,874.00	3,943.70	25,460.75	416	108,694	
Public Safety Dispatcher	1.00	GF	7	3	70,699.00	0.00	3,399.00		74,098	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	3	70,699.00	0.00	3,399.00		74,098	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	3	70,699.00	0.00	3,399.00		74,098	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	6	83,158.00	800.00	3,998.00		87,956	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	3	70,699.00	0.00	3,399.00		74,098	Holiday Pay/Holiday Worked
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		1,478	1,478	
Dispatch	5.00				365,954.00	800.00	17,594.00	1,478	385,826	
Police Maintenance Assistant	1.00	GF	3	11	67,662.00	800.00	0.00		68,462	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		263	263	

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Maintenance	1.00				67,662.00	800.00	0.00	263	68,725	
Animal Control Officer	1.00	GF	7	5	75,670.00	0.00	0.00		75,670	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		291	291	
Animal Control	1.00				75,670.00	0.00	0.00	291	75,961	
Department Totals	63.00				5,270,884.24	58,286.77	1,237,618.47	25,256	6,592,045	
	Salary and Wage Base								5,270,884	
	Longevity								58,287	
	Differential								423,246	
	Education								735,208	
	Extra Holiday								17,594	
	Other Pay								31,070	
	Stipends								30,500	
	Budget Adjustment								25,256	
	Total								6,592,045	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Police Chief	1.00	1.00	1.00	0	0	0	205,781	222,573	235,180	5.7%
Deputy Police Chief	1.00	1.00	1.00		OOR	OOR	175,500	186,440	202,680	8.7%
Police Lieutenant	1.00	1.00	1.00	Max	Max	6	167,751	184,536	191,532	3.8%
Police Lieutenant	1.00	1.00	1.00	Max	Max	6	167,751	184,536	191,532	3.8%
Police Lieutenant	1.00	1.00	1.00	3	4	6	158,893	179,190	191,532	6.9%
Police Administrative Specialist	1.00	1.00	1.00	5	6	7	69,615	72,423	76,226	5.3%
Administrative Assistant	1.00	1.00	1.00	10	6	11	56,745	59,085	67,665	14.5%
Administrative Analyst	1.00	1.00	1.00	0	5	7	53,703	69,615	69,615	0.0%
Other Elective Compensation	0.00	0.00	0.00	X	X	X	6,110	6,110	6,110	0.0%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	4,084	4,361	4,739	8.7%
Administration	8.00	8.00	8.00				1,065,933	1,168,869	1,236,810	5.8%
Police Officer	1.00	1.00	1.00	4	5	5	78,160	86,752	92,454	6.6%
Police Officer	1.00	1.00	1.00	4	5	5	77,260	85,747	92,454	7.8%
Police Officer	1.00	1.00	1.00	4	5	5	74,606	73,488	92,454	25.8%
Police Officer	1.00	1.00	1.00	8	9	5	87,198	74,113	92,454	24.7%
Police Officer	1.00	1.00	1.00	9	5	9	79,106	85,747	101,479	18.3%
Police Officer	1.00	1.00	1.00	9	9	9	88,150	95,230	100,324	5.3%
Police Officer	1.00	1.00	1.00	9	9	9	92,748	104,031	112,378	8.0%

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Police Officer	1.00	1.00	1.00	7	8	9	88,863	85,257	104,239	22.3%
Police Officer	1.00	1.00	1.00	4	3	5	77,260	64,359	73,167	13.7%
Police Officer	1.00	1.00	1.00	4	5	5	77,260	85,747	92,454	7.8%
Police Sergeant	1.00	1.00	1.00	9	9	9	117,601	127,490	136,575	7.1%
Police Officer	1.00	1.00	1.00	7	8	5	86,337	93,385	92,454	-1.0%
Police Sergeant	1.00	1.00	1.00	9	9	9	115,733	129,210	130,946	1.3%
Police Officer	1.00	1.00	1.00	7	8	9	86,187	97,461	108,963	11.8%
Police Sergeant	1.00	1.00	1.00	5	6	7	112,810	124,617	131,138	5.2%
Police Sergeant	1.00	1.00	1.00	9	9	9	107,450	123,744	120,767	-2.4%
Police Officer	1.00	1.00	1.00	9	9	9	77,521	83,673	90,581	8.3%
Police Officer	1.00	1.00	1.00	9	9	9	87,041	100,700	108,972	8.2%
Police Officer	1.00	1.00	1.00	9	9	9	96,862	102,953	107,239	4.2%
Police Officer	1.00	1.00	1.00	9	9	9	78,487	82,036	85,704	4.5%
Police Sergeant	1.00	1.00	1.00	9	9	9	113,086	132,020	120,282	-8.9%
Police Officer	1.00	1.00	1.00	7	8	9	85,497	92,569	104,239	12.6%
Police Officer	1.00	1.00	1.00	9	9	9	94,902	104,412	108,829	4.2%
Police Officer	1.00	1.00	1.00	9	9	9	93,862	100,943	106,239	5.2%
Police Sergeant	1.00	1.00	1.00	9	6	7	110,540	98,409	103,725	5.4%

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Police Officer	1.00	1.00	1.00	4	5	6	65,630	70,614	79,867	13.1%
Police Officer	1.00	1.00	1.00	9	9	9	92,426	100,700	105,422	4.7%
Police Officer	1.00	1.00	1.00	9	9	9	84,951	91,542	97,457	6.5%
Police Officer	1.00	1.00	1.00	4	5	6	65,591	65,844	74,866	13.7%
Police Officer	1.00	1.00	1.00	9	9	9	79,106	82,036	89,110	8.6%
Police Sergeant	1.00	1.00	1.00	9	9	9	112,098	121,539	131,008	7.8%
Police Officer	1.00	1.00	1.00	9	9	9	82,129	91,065	92,619	1.7%
Police Officer	1.00	1.00	1.00	9	5	5	95,839	86,752	92,454	6.6%
Police Officer	1.00	1.00	1.00	9	9	9	83,451	93,082	100,547	8.0%
Police Officer	1.00	1.00	1.00	9	9	9	93,648	94,468	100,929	6.8%
Police Officer	1.00	1.00	1.00	9	9	9	77,162	80,626	82,943	2.9%
Police Officer	1.00	1.00	1.00	9	9	9	77,521	83,673	86,098	2.9%
Police Officer	1.00	1.00	1.00	9	9	9	100,453	107,905	113,549	5.2%
Police Officer	1.00	1.00	1.00	9	9	9	93,466	95,611	99,718	4.3%
Police Officer	1.00	1.00	1.00	9	9	9	83,988	90,685	93,225	2.8%
Police Officer	1.00	1.00	1.00	9	9	9	92,488	99,580	104,231	4.7%
Police Officer	1.00	1.00	1.00	9	5	5	81,802	85,747	92,454	7.8%
Police Officer	1.00	1.00	1.00	7	8	8	85,842	88,956	99,839	12.2%

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Police Officer	1.00	1.00	1.00	4	5	5	77,260	80,288	87,022	8.4%
Police Officer	1.00	1.00	1.00	9	9	9	78,425	88,511	92,408	4.4%
Police Officer	1.00	1.00	1.00	9	9	9	82,109	89,419	93,005	4.0%
Police Officer	1.00	1.00	1.00	4	3	5	77,260	64,359	78,678	22.2%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	15,951	16,234	18,069	11.3%
PP&E	47.00	47.00	47.00				4,163,123	4,403,329	4,716,029	7.1%
Police Officer	1.00	1.00	1.00	9	9	9	98,918	105,585	108,278	2.6%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	372	389	416	6.9%
Court	1.00	1.00	1.00				99,290	105,974	108,694	2.6%
Public Safety Dispatcher	1.00	1.00	1.00	1	2	3	65,029	69,477	74,098	6.7%
Public Safety Dispatcher	1.00	1.00	1.00	1	2	3	65,029	69,477	74,098	6.7%
Public Safety Dispatcher	1.00	1.00	1.00	1	2	3	65,029	69,477	74,098	6.7%
Public Safety Dispatcher	1.00	1.00	1.00	2	3	6	69,127	73,111	87,956	20.3%
Public Safety Dispatcher	1.00	1.00	1.00	1	2	3	65,029	69,477	74,098	6.7%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	1,266	1,332	1,478	11.0%
Dispatch	5.00	5.00	5.00				330,509	352,351	385,826	9.5%
Police Maintenance Assistant	1.00	1.00	1.00	10	11	11	64,664	66,598	68,462	2.8%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	249	254	263	3.5%

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Maintenance	1.00	1.00	1.00				64,913	66,852	68,725	2.8%
Animal Control Officer	1.00	1.00	1.00	3	4	5	68,307	71,469	75,670	5.9%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	263	272	291	7.0%
Animal Control	1.00	1.00	1.00				68,570	71,741	75,961	5.9%
Department Totals	63.00	63.00	63.00				5,792,338	6,169,116	6,592,045	6.9%

Department Information DSR1	
Department	FIRE

Department Mission

To provide the Town of Needham with an effective well-trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, fire inspections, and fire safety education in the most cost-effective manner possible.

On the Horizon

Now that we have settled into the new buildings, we are focusing on a new era of technology and firefighter safety through fire education and prevention. We will be implementing a back-to-basics program encouraging our members to attend the many fire course offerings at the Mass Fire Academy for continuing education.

In addition to Firefighter education, educating the citizens of Needham will be a top priority. We are planning to re-vamp and implement the Student/Senior Awareness of Fire Education program for school aged children and the elderly in our community. These worthwhile programs have been proven to save lives.

With new information of the known presence of PFAS chemicals and carcinogens in firefighting gear, we will be rotating through 2 sets of turn-out gear at a higher rate than prior years to try to prevent prolonged exposure to such contaminants.

We are looking at purchasing a tower ladder for safer working conditions for our firefighters and the safety of the citizens we serve and protect.

We, like everyone else, are struggling with supply chain issues and we will continue to try to overcome this and provide the high level of service that we are known for.

In the future, we would like to work towards having fire engines equipped with ALS capacity. As we see more demand on our ambulances, responses can be delayed with equipment being held over at hospitals due to patients waiting for beds. Having this life saving equipment on our engines would provide a higher level of service.

Budget Statement

The Fire Department has three main sources of revenue for the Town: ambulance services, fire inspection permits and fire alarm master box fees. In FY22 we collected $1,241,756 in revenue from ambulance services (up by $195,192), $51,492 for inspection permits (down by $893) and $14,880 for fire alarm master box fees (up by $3,392).

DSR2: Salary and Wages

- The Salary and Wage Permanent Positions are based on FY22 salaries, as Local 1706 is currently without a contract. It does, however, include step and longevity raises.
- This budget is the first budget that does not include funds from the SAFER grant, thus the budget includes full salaries for those 8 firefighters hired under the grant.
- Temporary Part-time support for Fire Alarm decreased by $2,880 since we have gone wireless and have a fire protection engineer contracted with the Building Department.
- The Scheduled Overtime line item on the DSR2 includes overtime necessary to cover all vacations and 3/4 of the personals, as well as $626,918 to cover the cost of sick coverage, military tour coverage, mutual aid callbacks, holdovers, storm coverage, 111F, mechanics and meeting/court coverage for members of Unit A & C.
- Training and Development increased by $21,472 due to an increase in salaries realized for

Department Information DSR1	
Department	FIRE

FY23, as well as a substantial number of EMT's and Paramedics needing to recertify.

- Working-Out-of-Grade increased by $3,500 based on what has been spent to date in FY23.

DSR2: Services and Supplies

Department	Fire Department			
	Description	Change from FY23	Comments	Net Change
Repair and Maintenance Services	Repair/Maintain FF equipment	$10,571	Some repair costs remained the same, while others increased due to service maintenance increases	$29,108
	Outside Vehicle Repairs	($3,059)	Decreased based on 3 year average	
	Radio Maintenance Contract	$19,350	Warranty coverage has lapsed from the original system purchase. Prices for this service agreement are from Mass PSE-01 Contract	
	Defibrillator maintenance contract	($2,047)	Service contract decreased based on quote	
	Vehicle Inspections	$4,073	Increase due to higher services prices for Ladder Inspections, ground ladders and bucket truck hydraulic test	
	Copier	$220	Increase based on FY22 overages for B&W and color printing	
Rental and Lease	Medical Oxygen Tank Rentals	$623	Increase based on number of tanks used	$623

Department Information DSR1				
Department	FIRE			
Professional and Technical Services	New hire psychological, FFI, FFII & Haz Mat	($750)	Decrease due to no longer required to pay for PAT	$2,512
	Attendance at various conferences	$1,784	Increase due to higher pricing for Fire Department Instructors Conference and professional development for officers and firefighters	
	PharmLogs (Drug software)	$37	Increase based on quote provided	
	Medical Oxygen	$262	Increase based on quote provided	
	EMT/Paramedic refresher course ACLS/CPR	$1,950	Increase based on higher pricing	
	EMS continuing program	($2,000)	Decrease based on quote provided	
	EMD software maintenance for Dispatch center	$60	As per quote to Dispatch Supervisor	
	Civilian Dispatch continuing education	$710	Increase due to higher price per person ($240)	
	RAVE	$340	Increase based on quote provided	
	ESO EMS	$236	Increase based on 3% increase	
	Police Details	$28	Based on current detail rate	
	MMA Conf	($145)	Not attending this year	
Communications	Cable/Internet	$136	Based on current yearly cost	$136
Other Purchased Services	Medical Waste Pick-up	$100	Based on expected increase	$100
Vehicular Supplies	Vehicle Supplies	$13,985	Based on 3 year average	$13,985

Department Information DSR1	
Department	FIRE

Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	$19,482	Based on FY 22 consumption of unleaded & diesel fuel with provided cost amounts	$19,482
Medical Supplies	General Firefighting Supplies	$2,200	Based on expected 5% increase in supplies	$2,200
Other FF Supplies	General Firefighting supplies	($4,018)	Based on quotes items being purchased	($3,953)
	Uniforms	$400	Based 2% increase of contract and reduction in other prices based on quotes	
	NFPA Codes	($85)	Based on current rates	
	Fire Alarm Supplies and Tools	($250)	Based on FY22 and potential need	
Travel	Various Professional Conferences/ Seminars, Parking/Tolls	(1,524)	Based on estimates	($1,524)
Dues and Memberships	Various Professional membership dues	($654)	Decrease due to different level of membership	($654)
Custodial Supplies	Laundry and bathroom necessities no longer covered by Public Facilities	$2,220	Based on estimate for the year based on quote for one delivery	$2,200
Capital Expenses	Complete Hitch Gear	$4,693	Based on quote	$4,693

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Accomplishments and Activities

As we have struggled with COVID 19 since 2020, we are trying to push forward with new technology. We have installed computer tablets in every piece of our apparatus. This helps us to identify areas geographically and to identify hazardous conditions. This can help cut down on lengthy response times. The tablets also provide pertinent information for buildings giving us quicker access to hydrants, fire alarm panel locations and fire department connections.

We hired two new medics to enhance our ALS program, thus filling open positions and bringing staff to a higher complement.

Department Information DSR1	
Department	FIRE

We have implemented a "Master List" for vacation coverage to ensure equity in opportunities for overtime.

We were fortunate to procure a brush truck quickly despite the issues with the supply chain. This will help to enhance services that we can provide in Town.

Finally, after 3 years, we successfully carried out Active Shooter/Hostile Event response (ASHER) training with the Police Department. This training was pertinent since active shooting incidents have increased over the last several years. Our level of preparedness for such an incident is now elevated.

The Massachusetts Department of Transportation came to the Fire Department and gave four days of highway safety training to our members.

We were able to bring Keolis Commuter Service, who are responsible for running the MBTA, on-site for classroom training. Once that was completed, all members attended EMS and Fire practical training on the train tracks. Since Needham is on the service line, this hands-on training was very valuable. In the event of an emergency, any number of hazardous conditions could be present, and this training will help us to address the hazards quickly.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	10,145,850		10,145,850
b) Expenses	509,681		509,681
c) Capital	40,027		40,027
d)			
e) Total DSR2 & DSR4 Request (a through d)	10,695,558		10,695,558

V2024

| Department Expenditure Detail DSR2 | | |

Department Expenditure Detail DSR2		
Department	FIRE	
5. Total Salary and Wages (1+2+3+4)		10,145,850
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (685) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow, fit and hydrostatic testing; air compressor maintenance contract; service for Amkus tools; annual calibration of CO monitors; recharging fire extinguishers; and, small equipment repair (21,940) Hose testing (4,551) Vehicle inspections (11,338) Outside vehicle repairs including, but not limited to: towing/service calls; motor, chassis, brakes, exhaust, body, pump and aerial repairs, as well as scheduled maintenance (13,010) Municipal fire alarm outside repairs (4,000) Radio maintenance contract (29,867) Radio and box repairs (3,000) Defibrillator and Lucas maintenance contract (5,333)	93,724
Rental & Leases (527X)	Acetylene tank rental (169) Medical oxygen tank rental (1300)	1,469
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Regional shared resource (1,200) New hire psychological, Firefighter I and II certification, and Haz-Mat certification (2,325) Enhanced Fire Records Management Software (20,000) Monthly meetings for Fire Chiefs' Association of MA and Fire Prevention Association (960) Annual conferences including International Association of Fire Chiefs, FDIC International, Fire Prevention Association, and International Association of Emergency Managers, as well as various professional development training for officers and firefighters (12,574) Emergency Medical Billing Services (ESO) billing software license and user fee (8,110)	110,495

Department Expenditure Detail DSR2		
Department	FIRE	
	PharmLogs – drug log software (767) Medical oxygen (1,152) EMT/Paramedic Refresher Course/ACLS/CPR (8,536) Monthly EMS continuing education program (5,200) Police details (440) Instructor fees (4,500) Emergency Medical Dispatcher (EMD) software and maintenance (220) Civilian Dispatch continuing education (required) (2,400) Emergency Management training for schools and Town personnel (2,000) Emergency Management full scale exercise (16,000) RAVE – emergency notification system (9,000) EOP – Emergency Management software (3,500) Vector Solutions – computer generated callback system (4,611) Wellness training (7,000)	
Communications (534x)	All wireless communications (11,190) Cable/Internet (900) Postage (500) Printing/Mailing (1,300)	13,890
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Uniform tailoring and embroidery (1,670) Medical waste pick-up (1,100)	2,770
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, file folders, paper clips, tape, staples, notebooks, etc. (1,650)	1,650
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)	Laundry and bathroom necessities (2,200)	2,200
Grounds Keeping Supplies (546x)	Plantings (500)	500
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (55,817)	55,817
Gasoline and Diesel Fuel (5481)	Unleaded Fuel (30,565) Diesel Fuel (35,794)	66,359
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical supplies to stock rescues at both stations including but not limited to: gloves, gowns, saline, sharps, syringes,	46,200

Department Expenditure Detail DSR2		
Department	FIRE	
	electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, EPI-pens, Narcan, defib pads, EX-IO needles, bandages, etc. (46,200)	
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Firefighting supplies including, but not limited to: SCBA facepieces and accessories, foam, saws, gas meters, batteries, etc. (30,169) All work and dress uniforms including, but not limited to: dress pants and coats, dress shirts, work pants and shirts, sweatshirts, jackets, hats, gloves, ties, etc. (50,009) NFPA codes (400) Fire Prevention supplies (400) Public education supplies (1,600) Fire Alarm supplies (800) EMS room supplies (2,000) Emergency Management supplies (1,100)	86,478
Governmental Charges (569x)	Licenses for rescues (1,400) Food and Drug license (600) EMT/Paramedic State/National recertification (5,160)	7,160
Travel & Mileage (571x – 572x)	Hotels, airfare, mileage, parking and tolls for conferences and meetings (9,368) Mileage for Emergency Management seminars and conferences (500) Hotels, air fare and parking for Emergency Management Administrator for out of state travel (2,000)	11,868
Dues & Subscriptions (573X)	Fire Chiefs' Association of MA (500) Norfolk County Fire Chiefs' Association (500) International Association of Fire Chiefs (1,576) National Fire Protection Association (525) Fire Prevention Association (100) MetroFire (5,000) International Association of Emergency Managers (200)	8,401
Other Expenses (574 X – 579x)	Meeting and special events refreshments (700)	700
6. Total Expenses		509,681
DSR2C		

Department Expenditure Detail DSR2					
Department	FIRE				
Capital Equipment Replacement (587X)	Personal Protective Structural FF Gear for Promotions and New Hires (40,027)				40,027
7. Total Operating Budget Capital					40,027
8. Total Base Request (Line 5 + Line 6 + Line 7)					10,695,558
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?		YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?		YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?		YES		NO	X
					V2024

Department Personnel Supplement DSR3						
Department	FIRE					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Certified Paramedic Instructors	4,000	X			
2	Civilian Dispatch Overtime	87,514			X	
3	Civilian Dispatch Holiday Worked	8,215	X			
4	Training and Development	344,582				X
5	Civilian Dispatch Training	9,858			X	
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	454,169				
Sections						
	Amount Reported Under DSR2A Section 1	12,215				
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3	97,372				
	Amount Reported Under DSR2A Section 4	344,582				
II	Total	454,169				
						V2024

Fire Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	8,163,418		8,163,418	77,494		8,085,924.00	7,480,478.69	6,566,882.89	6,799,683.05
Salary & Wage Temporary	21,807		21,807	(4,759)		26,566.00	51,294.58	7,713.40	27,315.93
Salary & Wage Overtime	1,595,043		1,595,043	230,042		1,365,001.00	1,664,998.44	1,523,154.95	1,024,338.65
Salary & Wage Other	365,582		365,582	37,972		327,610.00	418,082.87	371,926.71	519,615.06
Salary and Wage Total	10,145,850		10,145,850	340,749	3.5%	9,805,101.00	9,614,854.58	8,469,677.95	8,370,952.69
Energy									
Non Energy Utilities									
Repairs and Maintenance	93,724		93,724	29,108		64,616.00	36,680.88	40,692.38	43,832.75
Rental and Leases	1,469		1,469	623		846.00	1,429.00	772.07	894.00
Other Property Related									
Professional & Technical	110,495		110,495	2,512		107,983.00	57,076.90	55,602.99	65,781.20
Communications	13,890		13,890	135		13,755.00	10,609.13	15,189.38	15,564.20
Recreation									
Other Purchased Services	2,770		2,770	100		2,670.00	3,655.00	3,940.00	1,598.00
Energy Supplies									
Office Supplies	1,650		1,650			1,650.00	2,698.65	2,574.99	2,204.66
Building & Equipment Rprs/Sp									
Custodial Supplies	2,200		2,200	2,200					
Grounds Keeping Supplies	500		500			500.00	300.00	66.53	
Vehicular Supplies	122,176		122,176	33,467		88,709.00	115,026.47	86,578.19	91,715.36
Food & Service Supplies							317.33	150.00	421.10
Medical Supplies	46,200		46,200	2,200		44,000.00	42,891.98	49,497.13	35,367.54
Educational Supplies									129.65
Public Works Supplies									
Other Supplies & Equipment	86,478		86,478	(3,953)		90,431.00	67,837.45	71,137.74	96,036.13
Governmental Charges	7,160		7,160			7,160.00	8,774.00	6,255.00	6,865.00
Travel & Mileage	11,868		11,868	(1,524)		13,392.00	5,430.74	1,055.11	3,554.03
Dues & Subscriptions	8,401		8,401	(654)		9,055.00	4,520.00	4,925.00	5,355.00
Other	700		700			700.00			1,561.00
Expense	509,681		509,681	64,214	14.4%	445,467.00	357,247.53	338,436.51	370,879.62
Capital Equipment	40,027		40,027	4,693		35,334.00	25,508.00	18,000.00	
Budget Capital	40,027		40,027	4,693	13.3%	35,334.00	25,508.00	18,000.00	
TOTAL	10,695,558		10,695,558	409,656	4.0%	10,285,902.00	9,997,610.11	8,826,114.46	8,741,832.31

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Fire Chief	1.00	EC	EC		0.00	0.00		206,000	
Fire Business Manager	1.00	G	9	8	0.00	0.00		92,606	
Administrative Assistant	1.00	I	3	10	0.00	0.00		66,320	
Deputy Fire Chief - Operations	1.00	F	F5	8	8,579.00	24,332.49		155,465	Holiday/Education/Boot/Dispatch/EMT
Deputy Fire Chief	1.00		F4	8	1,672.00	40,197.35		153,362	Holiday/Education/Boot/Dispatch/Off Rotation
Deputy Fire Chief	1.00		F4	8	4,460.00	40,448.67		156,402	Holiday/Education/Boot/Dispatch/Off Rotation
Deputy Fire Chief	1.00		F4	7	3,214.00	38,783.83		149,145	Holiday/Education/Boot/Dispatch/EMT
Deputy Fire Chief	1.00		F4	8	5,575.00	35,079.72		152,148	Holiday/Education/Boot/Dispatch/EMT
BUDGETARY ADJUSTMENT	0.00						4,351	4,351	
Administration	8.00				23,500.00	178,842.05	4,351	1,135,799	
Fire Lieutenant	1.00		F2	9	4,485.00	32,664.75		126,847	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	3	0.00	22,908.05		82,771	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	6	0.00	15,152.50		84,450	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	22,774.38		98,916	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	758.00	22,808.55		99,330	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	28,968.83		105,111	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	1,136.00	17,474.10		94,373	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	9	4,546.00	14,094.38		94,403	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	9	379.00	28,968.83		105,111	Holiday/Education/Boot/Dispatch/Paramedic

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Fire Chief	1.00	1.00	1.00	0	0	0	213,130	213,130	206,000	-3.3%
Fire Business Manager	1.00	1.00	1.00	OOR	11	8	102,444	95,219	92,606	-2.7%
Administrative Assistant	1.00	1.00	1.00	11	7	10	58,500	60,684	66,320	9.3%
Deputy Fire Chief - Operations	1.00	1.00	1.00	8	8	8	155,080	155,165	155,465	0.2%
Deputy Fire Chief	1.00	1.00	1.00	8	8	8	151,666	153,364	153,362	0.0%
Deputy Fire Chief	1.00	1.00	1.00	8	8	8	155,287	156,402	156,402	0.0%
Deputy Fire Chief	1.00	1.00	1.00	8	8	7	142,013	143,032	149,145	4.3%
Deputy Fire Chief	1.00	1.00	1.00	8	8	8	151,062	152,148	152,148	0.0%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00				4,205	4,355	4,351	-0.1%
Administration	8.00	8.00	8.00				1,133,387	1,133,499	1,135,799	0.2%
Fire Lieutenant	1.00	1.00	1.00	9	9	9	111,333	111,922	126,847	13.3%
Firefighter	1.00	1.00	1.00	9	5	3	92,644	91,265	82,771	-9.3%
Firefighter	1.00	1.00	1.00	4	5	6	77,306	80,469	84,450	4.9%
Firefighter	1.00	1.00	1.00	7	8	9	94,421	96,981	98,916	2.0%
Firefighter	1.00	1.00	1.00	9	9	9	98,220	99,329	99,330	0.0%
Firefighter	1.00	1.00	1.00	7	8	9	99,938	102,649	105,111	2.4%
Firefighter	1.00	1.00	1.00	9	9	9	93,300	94,374	94,373	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	93,578	94,403	0.9%
Firefighter	1.00	1.00	1.00	7	8	9	100,333	103,054	105,111	2.0%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Fire Lieutenant	1.00		F2	9	1,345.00	32,381.69		123,424	Holiday/Education/Boot/Dispatch/Off Rotation
Fire Lieutenant	1.00		F2	9	3,588.00	25,250.19		118,535	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	9	379.00	22,774.38		98,916	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	4,546.00	14,094.38		94,403	Holiday/Education/Boot/Dispatch/EMT
Fire Lieutenant	1.00		F2	9	1,345.00	32,381.69		123,424	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	9	379.00	28,968.83		105,111	Holiday/Education/Boot/Dispatch/Paramedic
Fire Lieutenant	1.00		F2	9	3,588.00	32,583.89		125,869	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	7	364.00	15,947.79		89,148	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	22,774.38		98,916	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	758.00	11,245.59		87,767	Holiday/Boot/Dispatch/EMT
Firefighter	1.00		F1	9	1,136.00	23,668.55		100,568	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	7	364.00	15,947.79		89,148	Holiday/Education/Boot/Dispatch/Paramedic
Fire Captain	1.00		F3	8	4,780.00	18,619.28		118,993	Holiday/Education/Boot/Dispatch/Fire Alarm Stipend
Firefighter	1.00		F1	7	364.00	15,947.79		89,148	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	32,239.26		108,381	Holiday/Education/Boot/Dispatch/Paramedic/Equipment Mechanic
Firefighter	1.00		F1	4	0.00	13,764.18		76,620	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	1,136.00	17,474.10		94,373	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	9	4,546.00	14,094.38		94,403	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	6	0.00	20,818.36		90,116	Holiday/Education/Boot/Dispatch/Paramedic

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Fire Lieutenant	1.00	1.00	1.00	7	8	9	117,321	120,994	123,424	2.0%
Fire Lieutenant	1.00	1.00	1.00	9	9	9	117,689	118,535	118,535	0.0%
Firefighter	1.00	1.00	1.00	7	8	9	94,421	96,981	98,916	2.0%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	94,403	94,403	0.0%
Fire Lieutenant	1.00	1.00	1.00	9	9	9	122,543	123,425	123,424	0.0%
Firefighter	1.00	1.00	1.00	7	8	9	94,421	103,054	105,111	2.0%
Fire Lieutenant	1.00	1.00	1.00	7	8	9	120,118	123,391	125,869	2.0%
Firefighter	1.00	1.00	1.00	5	6	7	81,191	84,451	89,148	5.6%
Firefighter	1.00	1.00	1.00	7	8	9	94,421	96,981	98,916	2.0%
Firefighter	1.00	1.00	1.00	9	9	9	86,739	87,354	87,767	0.5%
Firefighter	1.00	1.00	1.00	9	9	9	99,859	100,568	100,568	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	81,191	84,451	89,148	5.6%
Fire Captain	1.00	1.00	1.00	9	9	8	133,244	134,194	118,993	-11.3%
Firefighter	1.00	1.00	1.00	5	6	7	81,191	84,451	89,148	5.6%
Firefighter	1.00	1.00	1.00	8	9	9	99,701	108,381	108,381	0.0%
Firefighter	1.00	1.00	1.00	9	9	4	94,323	96,232	76,620	-20.4%
Firefighter	1.00	1.00	1.00	9	9	9	93,710	94,374	94,373	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	94,403	94,403	0.0%
Firefighter	1.00	1.00	1.00	4	5	6	81,171	85,867	90,116	4.9%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Firefighter	1.00		F1	9	3,788.00	17,742.72		97,294	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	9	3,031.00	27,556.04		106,350	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	1,136.00	14,277.56		91,177	Holiday/Education/Boot/Dispatch/EMT/Fire Alarm Stipend
Firefighter	1.00		F1	6	0.00	20,818.36		90,116	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	6	364.00	21,902.92		95,103	Holiday/Education/Boot/Dispatch/Paramedic
Fire Lieutenant	1.00		F2	9	6,279.00	32,826.46		128,802	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	9	379.00	22,774.38		98,916	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	4,546.00	14,094.38		94,403	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	4	0.00	18,903.33		81,759	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	28,968.83		105,111	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	3,031.00	21,361.59		100,156	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	7	364.00	10,786.67		83,987	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	7	364.00	27,858.05		101,058	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	7	364.00	21,902.92		95,103	Holiday/Education/Boot/Dispatch/Paramedic
Fire Captain	1.00		F3	9	975.00	35,149.02		133,661	Holiday/Education/Boot/Dispatch/Off Rotation
Firefighter	1.00		F1	9	3,031.00	23,013.45		101,807	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	5,303.00	14,162.62		95,229	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	6	0.00	15,152.50		84,450	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	3,788.00	17,713.17		97,264	Holiday/Education/Boot/Dispatch/EMT

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Firefighter	1.00	1.00	1.00	9	9	9	95,916	96,468	97,294	0.9%
Firefighter	1.00	1.00	1.00	9	9	9	107,239	108,002	106,350	-1.5%
Firefighter	1.00	1.00	1.00	9	9	9	90,687	91,177	91,177	0.0%
Firefighter	1.00	1.00	1.00	4	5	6	82,164	80,469	90,116	12.0%
Firefighter	1.00	1.00	1.00	5	6	6	85,251	90,117	95,103	5.5%
Fire Lieutenant	1.00	1.00	1.00	9	9	9	126,911	127,825	128,802	0.8%
Firefighter	1.00	1.00	1.00	6	7	9	89,476	94,706	98,916	4.4%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	93,578	94,403	0.9%
Firefighter	1.00	1.00	1.00	4	5	4	86,272	91,265	81,759	-10.4%
Firefighter	1.00	1.00	1.00	8	9	9	102,318	105,111	105,111	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	96,276	100,155	100,156	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	76,768	79,541	83,987	5.6%
Firefighter	1.00	1.00	1.00	5	6	7	85,251	95,783	101,058	5.5%
Firefighter	1.00	1.00	1.00	5	6	7	85,251	90,117	95,103	5.5%
Fire Captain	1.00	1.00	1.00	9	9	9	132,715	133,662	133,661	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	99,039	99,742	101,807	2.1%
Firefighter	1.00	1.00	1.00	9	9	9	93,865	94,403	95,229	0.9%
Firefighter	1.00	1.00	1.00	4	5	6	77,306	80,469	84,450	4.9%
Firefighter	1.00	1.00	1.00	9	9	9	95,760	96,439	97,264	0.9%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Firefighter	1.00		F1	7	364.00	15,947.79		89,148	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	3,788.00	14,026.05		93,577	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	7	364.00	27,858.05		101,058	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	5	0.00	14,446.48		80,468	Holiday/Education/Boot/Dispatch/Paramedic
EMS Administrator	1.00		F1x	9	757.00	27,762.00		104,231	Holiday/Boot/Dispatch/Off Rotation/EMS Administrator
Firefighter	1.00		F1	9	758.00	17,440.03		93,961	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	4	0.00	13,764.18		76,620	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	758.00	22,808.55		99,330	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	4	0.00	13,764.18		76,620	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	758.00	22,808.55		99,330	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	7	364.00	27,858.05		101,058	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	16,579.94		92,722	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	26,044.82		102,187	Holiday/Education/Boot/Dispatch/Paramedic/Mechanic
Firefighter	1.00		F1	7	364.00	15,947.79		89,148	Holiday/Education/Boot/Dispatch/Paramedic
Firefighter	1.00		F1	9	379.00	17,405.87		93,548	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	9	4,546.00	14,094.38		94,403	Holiday/Education/Boot/Dispatch/EMT
Firefighter	1.00		F1	7	364.00	27,858.05		101,058	Holiday/Education/Boot/Dispatch/Paramedic
BUDGETARY ADJUSTMENT					0.00		24,188	24,188	
Protection	64.00				92,881.91	1,360,170.59	24,188	6,312,978	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Firefighter	1.00	1.00	1.00	5	6	7	81,191	84,451	89,148	5.6%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	93,578	93,577	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	85,251	95,783	101,058	5.5%
Firefighter	1.00	1.00	1.00	4	4	5	82,164	76,620	80,468	5.0%
EMS Administrator	1.00	1.00	1.00	9	9	9	103,472	104,231	104,231	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	92,890	93,548	93,961	0.4%
Firefighter	1.00	1.00	1.00	5	5	4	80,606	91,265	76,620	-16.0%
Firefighter	1.00	1.00	1.00	9	9	9	92,479	99,330	99,330	0.0%
Firefighter	1.00	1.00	1.00	4	5	4	86,272	91,265	76,620	-16.0%
Firefighter	1.00	1.00	1.00	9	9	9	98,220	99,330	99,330	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	85,251	95,783	101,058	5.5%
Firefighter	1.00	1.00	1.00	8	9	9	90,260	92,722	92,722	0.0%
Firefighter	1.00	1.00	1.00	8	9	9	96,289	102,187	102,187	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	81,191	84,451	89,148	5.6%
Firefighter	1.00	1.00	1.00	8	9	9	91,064	93,548	93,548	0.0%
Firefighter	1.00	1.00	1.00	9	9	9	93,045	94,403	94,403	0.0%
Firefighter	1.00	1.00	1.00	5	6	7	85,251	90,117	101,058	12.1%
BUDGETARY ADJUSTMENT	(2.00)	0.00	0.00	0	0	0	(149,482)	23,981	24,188	0.9%
Protection	62.00	64.00	64.00				5,909,853	6,261,733	6,312,978	0.8%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Fire Inspector	1.00	F40	F1x	9	3,786.00	27,872.86		107,371	Holiday/Education/Boot/Dispatch/EMT/Fire Inspector/On Call Pay
Fire Inspector	1.00	F40	F1x	9	4,543.00	29,602.07		109,857	Holiday/Education/Boot/Dispatch/EMT/Fire Inspector/On Call Pay
BUDGETARY ADJUSTMENT	0.00				0.00		835	835	
Prevention	2.00				8,329.00	57,474.93	835	218,063	
Public Safety Dispatcher - Supervisor	1.00	GF	10	5	1,000.00	4,290.00		94,522	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	4	1,000.00	3,522.00		77,780	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	3	400.00	3,399.00		74,498	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	4	600.00	3,522.00		77,380	Holiday Pay/Holiday Worked
Public Safety Dispatcher	1.00	GF	7	4	800.00	3,522.00		77,580	Holiday Pay/Holiday Worked
BUDGETARY ADJUSTMENT	0.00				0.00		1,545	1,545	
Dispatch	5.00				3,800.00	18,255.00	1,545	403,305	
Emergency Management Administrator	1.00	G	11	5	0.00	0.00		93,698	
BUDGETARY ADJUSTMENT	0.00				0.00		360	360	
Emergency Management	1.00				0.00	0.00	360	94,058	
Department Totals	80.00				128,510.91	1,614,742.58	31,279	8,164,202	
	Salary and Wage Base							6,389,670	
	Longevity							128,511	
	Differential							540,632	
	Education							434,116	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Fire Inspector	1.00	1.00	1.00	9	9	9	109,714	109,028	107,371	-1.5%
Fire Inspector	1.00	1.00	1.00	9	9	9	106,714	109,857	109,857	0.0%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	833	842	835	-0.8%
Prevention	2.00	2.00	2.00				217,261	219,727	218,063	-0.8%
Public Safety Dispatcher - Supervisor	1.00	1.00	1.00	3	4	5	84,357	88,959	94,522	6.3%
Public Safety Dispatcher	1.00	1.00	1.00	2	3	4	69,327	73,111	77,780	6.4%
Public Safety Dispatcher	1.00	1.00	1.00	2	2	3	65,229	69,677	74,498	6.9%
Public Safety Dispatcher	1.00	1.00	1.00	2	3	4	69,127	72,911	77,380	6.1%
Public Safety Dispatcher	1.00	1.00	1.00	2	3	4	69,327	73,111	77,580	6.1%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	1,374	1,433	1,545	7.8%
Dispatch	5.00	5.00	5.00				358,741	379,202	403,305	6.4%
Emergency Management Administrator	1.00	1.00	1.00	4	5	5	88,199	91,416	93,698	2.5%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	339	348	360	3.4%
Emergency Management	1.00	1.00	1.00				88,538	91,764	94,058	2.5%
Department Totals	78.00	80.00	80.00				7,707,780	8,085,925	8,164,202	1.0%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Extra Holiday							616,795	
	Other Pay							14,200	
	Stipends							9,000	
	Budget Adjustment							31,279	
	Total							8,164,202	

Department Information DSR1	
Department	Building Department

Department Mission

The Building Department oversees several functions of public safety, and enforcement of their applicable codes:

Massachusetts State Building Code 780 CMR
National Electric Code
Commonwealth of Massachusetts Fuel gas and Plumbing Code

The purpose of these codes and enforcement are to establish minimum requirements to safeguard the public safety, health and general welfare of residents, businesses, and public buildings in our jurisdiction.

Department staff reviews all applications, when approved, issues all the required permits and performs all the requested inspections of structures undergoing construction and re-construction. Certificates of completion and occupancy are issued for all building permits when the work is complete, and the work is compliant with the approved plans and the applicable codes and Zoning By-Laws. In addition, the Department performs inspections on places of assembly used for the gathering of persons such as civic, social or religious functions, recreation, food and drink consumption, education, adult and children's day care and camps.

Additional Department activities include the interpretation and enforcement of the Zoning and General By-Laws, which include dimensional and use requirements for all structures and parcels of land in the community. Enforcement of Storm water and signs, also fall under the Departments functions including the violations of the Town By-Laws.

On the Horizon

The Building Department is once again expecting a very busy year, larger projects have been delayed during the past year because of rising material costs and manufacturing issues but these issues have stabilized, and we have reviewed plans for many projects planned to start in 2024. Some of the delayed projects are redevelopment of the Carter building for assisted Living, development of the Highland Innovation Center located on the former 9.27 ac. Muzi Property, two buildings and parking garage are proposed, including office, retail, and laboratory uses. Demolition of the old Acapulco's restaurant located at I First Avenue, this will be replaced with a new commercial retail building. Demolition of buildings located at 661,629, and 635 Highland Avenue, these buildings will be replaced with one three story office building. Redevelopment of 1180 Great Plain Avenue this former nursing home facility will be converted into 16 residential units. On the Town side, demolition of The Ridge Hill Manor house and garage will take place next year as well as the start of the renovation of the Emery Grover School Administration Building. The residential building and remodeling projects remain very strong, and it is anticipated to continue with material costs dropping and supply chain issues improving.

Budget Statement

The Building Department is funded by its fiscal operating budget.

The FY21 Budget was	$812,278
The FY22 Budget was	$839,582
The FY23 Budget was	$848,757
The FY24 Budget submittal is	$894,312

Department Information DSR1	
Department	Building Department

The FY24 Budget increase of $40,169 is Union Contract and Step Increases, The Department has been fortunate to have steady staffing levels but many of the employees at, or near the top steps for their positions.

Under expenses, The State has not renewed its contract with the town for Sealer of Weights and Measures services. Under Governmental Charges (569X) $12,000 was carried for this service, we are requesting to move it under Professional & Technical Services (530x) The Town is trying to enter into a Tri Town agreement for this service, the $12,000 will be used for that purpose.

Accomplishments and Activities

Monies Generated by the Department are by means of permit fees and misc. fees.

Total Fees Collected in FY20 - $2,426.241
Total Fees Collected in FY21 - $1,885.757
Total Fees Collected in FY22 - $2,531.894

Building Activity – New Construction:

FY20 Residential Single-Family Dwellings – 78
FY20 Residential Two-Family Dwellings – 13
FY20 Commercial Buildings – 2
FY21 Residential Single-Family Dwellings – 72
FY21 Residential Two-Family Dwellings – 10
FY21 Commercial Buildings – 0
FY22 Residential Single-Family Dwellings – 93
FY22 Residential Two-Family Dwellings – 2
FY22 Residential Multiple Family – 1- 8 units
FY22 Commercial Buildings – 0

Demolition:

FY20 Residential – 66
FY20 Commercial – 2
FY21 Residential – 74
FY21 Commercial – 0
FY22 Residential – 89
FY22 Commercial – 3

Number of Permits issued:

FY20 – 4,789 This does not include 61 Certificates of Inspection, 46 Signs, 15 Swimming Pool Permits.
FY21 – 4,265 This does not include 76 Certificates of Inspection, 59 Signs, 39 Swimming Pool Permits.
FY22 - 4,524 This does not include 88 Certificates of Inspection, 47 Signs, 29 Swimming Pool Permits.

Department Information DSR1	
Department	Building Department

Number of Inspections performed FY22:

Electrical – 2249

Plumbing & Gas – 3426

Building - 3379

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	$843,272		$843,272
b) Expenses	$51,040		$51,040
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	$894,312		$894,312

V2024

Department Expenditure Detail DSR2										
Department				Building Department						
Object				Description						Amount
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	8	3	9.8	8	3	9.8	8	3	9.8	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							x			
Union Positions:	BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									$808,165
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									$600
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments									$3,111
									PRD1 Sub Total	$811,876
j	DSR3 Other Compensation									
									Sub Total 1	$811,876
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Temporary Department Coverage. Coverage for vacation and sick leave for Building, Wiring, Plumbing & Gas Inspectors. Coverage to assist during high volume inspection periods.									$20,842
b.										
c.										
d.										
e.	DSR3 Total									
									Sub Total 2	$20,842
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.	Staff overtime during absenteeism; off hour inspections for facility shutdowns; off hours emergency calls from Police, Fire and Health Departments.									$10,554
d.										
e.	DSR3 Total									
									Sub Total 3	$10,554
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									

Department Expenditure Detail DSR2		
Department	Building Department	
f. DSR3 Other Compensation		
Sub Total 4		
5. Total Salary and Wages (1+2+3+4)		$843,272
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Registration fees for monthly continuing education seminars & meetings. ($3,231) Annual Conferences ($2000) Fire protection Consultant ($20,000) Sealer of Weights and Measures Services ($12,000)	$37,231
Communications (534x)	Cell Phones ($2,200) postage and constable service ($685) Printing services for State permit applications, and business cards. ($3,284)	$6,169
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies ($3,149)	$3,149
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Jackets, vests, shirts, safety glasses, flashlights, first aid supplies. ($1,500)	$1,500
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Mileage, Lodging, Meals, tolls, parking and transportation for conferences and educational seminars, ($2,111)	$2,111
Dues & Subscriptions (573X)	Annual Membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAEI Updated code books and amendments. ($880)	$880
Other Expenses (574 X – 579x)		
6. Total Expenses		$51,040
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		$894,312

Department Expenditure Detail DSR2				
Department	Building Department			
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	x
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	x
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	x
				V2024

Building Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	811,876.00		811,876.00	40,169		771,707.00	730,048.88	642,357.77	634,339.40
Salary & Wage Temporary	20,842.00		20,842.00			20,842.00	923.00	3,107.00	6,370.00
Salary & Wage Overtime	10,554.00		10,554.00			10,554.00	2,794.13	1,953.51	10,465.74
Salary & Wage Other									177.50
Salary and Wage Total	843,272.00		843,272.00	40,169	5.0%	803,103.00	733,766.01	647,418.28	651,352.64
Energy									
Non Energy Utilities									
Repairs and Maintenance							2,000.00		3,399.06
Rental and Leases									
Other Property Related									
Professional & Technical	37,231.00		37,231.00	12,000		25,231.00	1,985.00	4,935.00	11,757.00
Communications	6,169.00		6,169.00			6,169.00	5,002.71	5,715.17	7,037.57
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,149.00		3,149.00			3,149.00	247.83	596.53	2,600.00
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies							58.50		
Public Works Supplies									
Other Supplies & Equipment	1,500.00		1,500.00			1,500.00	2,849.95	610.34	2,039.90
Governmental Charges				(12,000)		12,000.00	12,000.00		12,000.00
Travel & Mileage	2,111.00		2,111.00			2,111.00	412.18		561.78
Dues & Subscriptions	880.00		880.00			880.00	520.00	421.70	1,400.00
Other									
Expense	51,040.00		51,040.00			51,040.00	25,076.17	12,278.74	40,795.31
Capital Equipment									
Budget Capital									
TOTAL	894,312.00		894,312.00	40,169	4.7%	854,143.00	758,842.18	659,697.02	692,147.95

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Building Commissioner	1.00	G	12	Merit	125,369.00				125,369	
Assistant Building Commissioner	1.00	G	10	10	103,487.00				103,487	
Local Building Inspector	0.60	GT	6	11	49,760.00				49,760	
Local Building Inspector	1.00	GT	6	10	81,296.00				81,296	
Inspector of Plumbing & Gas	1.00	GT	7	10	85,352.00				85,352	
Inspector of Wires	1.00	GT	7	10	85,352.00	600.00			85,952	
Inspector of Wires	0.60	GT	7	8	49,187.00				49,187	
Inspector of Plumbing & Gas	0.60	GT	7	6	46,777.00				46,777	
Administrative Specialist	1.00	I	5	5	68,640.00				68,640	
Office Assistant	1.00	I	2	6	55,049.00				55,049	
Office Assistant	1.00	I	2	8	57,896.00				57,896	
BUDGETARY ADJUSTMENT								3,111	3,111	
Division Totals	9.80				808,165.00	600.00		3,111	811,876	
Department Totals	9.80				808,165.00	600.00		3,111	811,876	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Building Commissioner	1.00	1.00	1.00	Merit	Merit	Merit	121,573	122,310	125,369	2.5%
Assistant Building Commissioner	1.00	1.00	1.00	8	9	10	93,893	97,013	103,487	6.7%
Local Building Inspector	0.60	0.60	0.60	11	11	11	48,064	48,543	49,760	2.5%
Local Building Inspector	1.00	1.00	1.00	9	9	10	75,407	77,747	81,296	4.6%
Inspector of Plumbing & Gas	1.00	1.00	1.00	8	9	10	79,170	81,627	85,352	4.6%
Inspector of Wires	1.00	1.00	1.00	8	9	10	79,770	82,227	85,952	4.5%
Inspector of Wires	0.60	0.60	0.60	3	4	8	45,630	42,881	49,187	14.7%
Inspector of Plumbing & Gas	0.60	0.60	0.60	3	5	6	45,630	44,296	46,777	5.6%
Administrative Specialist	1.00	1.00	1.00	9	4	5	61,952	64,818	68,640	5.9%
Office Assistant	1.00	1.00	1.00	8	5	6	49,979	52,143	55,049	5.6%
Office Assistant	1.00	1.00	1.00	10	7	8	53,177	55,166	57,896	4.9%
BUDGETARY ADJUSTMENT							2,901	2,936	3,111	6.0%
Division Totals	9.80	9.80	9.80				757,146	771,707	811,876	5.2%
Department Totals	9.80	9.80	9.80				757,146	771,707	811,876	5.2%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Salary and Wage Base								808,165	
	Longevity								600	
	Differential									
	Extra Holiday									
	Other Pay									
	Stipends									
	Budget Adjustment								3,111	
	Total								811,876	

Department Information DSR1	
Department	Building Design & Construction Department

Department Mission

The Building Design and Construction Department mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of $500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible. The Construction Division works to provide comprehensive project management and oversight on all the municipal renovation/construction projects it is charged to complete.

On the Horizon

The Department will be focused on the construction / renovation of the Emery Grover Building for the School Administration at 1330 Highland Ave. There will be some seasonal commissioning of the new HVAC systems installed in the Hillside School building for temporary use by the School Administration during the EG construction.

The department will be supporting the early MSBA Statement of Interest (SOI) or feasibility design phases of School projects that result from the School Masterplan. This may include renovations/ additions to the Pollard Middle School, and the demolition and rebuild of the Mitchell Elementary School depending upon the option selected.

The department will be overseeing the completion of the Dept. of Public Works Complex Feasibility Study and working on the projects/designs that result from the other four studies started in 2022 including:

- Rooftop Unit Replacement study – Broadmeadow and Eliot Schools
- Center at the Heights Space Utilization Study
- Theater Sound & Lighting Study at Select School Buildings
- Library Space Utilization Study

Members of the department will continue to provide staff support to the Climate Action Plan Committee, in the priority projects that are defined by the Climate Action Plan and/or affect the above studies.

Reimbursement of COVID expenses to the Town from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funds in the amount of $269,068.64 was received and was applied to the Public Safety Complex & Fire Station 2 STM 10/18 A10 in August 2022.
Permanent changes to the department's operations due to the COVID 19 pandemic are not anticipated. It will modify the design criteria for future HVAC building systems.

Budget Statement

The Department budget has decreased from FY2023 to FY2024 by 1.8% due to retirement of highest salaried employee. The department is requesting an additional project manager (See DSR4 & DSR4S) to satisfy the workload demands of the four studies noted above and anticipation that should the School Master Plan be advanced, additional support will be necessary.

In FY2022 26% of Salary & Wages was allocated to capital projects.

Department Information DSR1	
Department	Building Design & Construction Department

Accomplishments and Activities

The recent completion of the phased public safety projects included the Needham Fire Department Headquarters, Needham Police Department, Fire Station 2, with temporary facilities at the Hillside school and the public safety communication towers. The Town received an Eversource Energy Efficiency rebate in the amount of $21,551 for the projects. The Ridge Hill Demolition Project designed in 2021-2 is anticipated to be completed by June 2023. Warranty issues (if any) would be addressed during FY2024.

Other accomplishments included Sunita L. Williams Elementary School, the Needham High School expansion, the Memorial Park Field House, the Jack Cogswell Storage Facility, the addition of Mitchell Elementary School Modular Classrooms, the Rosemary Recreation Complex, the School Master Plan Study, the Emery Grover Building Study the renovations to the Hillside School for use by the School Administration while the Emery Grover Building is being renovated, and the solar array investigation efforts for the Jack Cogswell Storage Facility. These illustrate the Departments accomplishments over the last four years.

The department assisted the Building Maintenance Department with retro commissioning of all Needham Public Schools enabling them to reopen during the COVID 19 pandemic.

The department has managed design efforts for the School Master Plan which will include renovations to the Pollard Middle School and rebuild of the Mitchell Elementary School. The Emery Grover Building renovation study for the school administration/operations started in 2019 and will continue through construction and re-occupancy in June 2024.

The department has assisted the DPW and Town Manager by managing the installation of eight public EV charging stations at three public parking lots in town. This includes grant funding from the DOER's "make-ready" and "MassEVIP" programs. The Department also supported the Climate Action Plan Committee in the development of Needham's Climate Action Plan.

The BD&CD has also worked on several solar energy projects in town that continue to produce income for the Town of Needham including:
Needham Solar 1 (Mound Solar X) at the Recycle Transfer Station-
2021 net metering benefit = $759,133
Annual Lease Approximately= $50,000
Annual Tax on Asset (approx.) = $100,000
Total annual benefit 2021 = $909,113 (year 6)
Total benefits after first six years of operations = $5,007,041
Average carbon offset per year = 2,900 tons CO^2/year

Sunita Williams Elementary School- Solar Array
SMART payments = FY2021 $14,603.86 (9 months) and FY2022 $21,351.69 (12 months). The solar array also saves on electrical bills by providing about one-third of the electrical power demand to the building each year. The solar array has generated 455MWh since Sept. 2019.

The department personnel working as the Town's OPM has realized over $3M in savings to the Town over the last four years based on over $105M in construction spending. The $3M is based on the customary fee of 3.5 - 5% being paid to third party project management consultants acting for the Town as the obligatory OPM on construction projects over $1.5M pursuant to state law, and the offsetting Department payroll contributions being spent on Department personnel.

Department Information DSR1			
Department	Building Design & Construction Department		
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	$336,301	$106,487	$442,788
b) Expenses	$15,175	$5,120	$20,295
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	$351,476	$111,607	$463,083
			V2024

Department Expenditure Detail DSR2										
Department				Building Design & Construction Department						
Object				Description						Amount
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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)	
	3.25	0	3.25	3	0	3	3	0	3	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Union Positions:	BCTIA		Fire A		Fire C		ITWA	1	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									$328,412
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									$600
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									$6,000
i.	PRD1 Budget Adjustments									$1,289
									PRD1 Sub Total	$336,301
j	DSR3 Other Compensation									
									Sub Total 1	$336,301
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.	DSR3 Total									
									Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
									Sub Total 3	
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
									Sub Total 4	

Department Expenditure Detail DSR2		
Department	Building Design & Construction Department	
5. Total Salary and Wages (1+2+3+4)		$336,301
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	P&T Seminars & Training ($3,420) Advertising ($500)	$3,920
Communications (534x)	Postage ($400) Wireless Communication ($3,060)	$3,460
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Other Purchase of Services ($1,600)	$1,600
Office Supplies (542x)	Office Supplies ($1,000)	$1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Other Supplies & Equipment ($300)	$300
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conferences In-State ($2,000) Mileage Reimbursement for use of personal vehicle ($1,000)	$3,000
Dues & Subscriptions (573X)	Dues & Subscriptions ($1,895)	$1,895
Other Expenses (574 X – 579x)		
6. Total Expenses		$15,175
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		$351,476

Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES	X	NO	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES	X	NO	
				V2024

Performance Improvement Funding Request DSR4			
Department	Building Design and Construction Department	Fiscal Year	FY2024
Title	Project Manager	Priority	1

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	106,487		106,487
2. Expense		2,170	2,950	5,120
3. Operating Capital				
4. Department Total (1+2+3)	1	108,657	2,950	111,607
5. Other Costs		37,505		37,505

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?		X
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?	X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?	X	
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?	X	
Is specialized training or licensing required (beyond the initial purchase)?	X	
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

- A Project Manager is needed by the BD&CD to manage the departmental workload for current and planned feasibility study, design, and construction work in progress for the following Boards & Committees:
  1) PPBC – BD&CD supports and manages all PPBC projects.
  2) School Committee - (Emery Grover Renovation, School Master Plan, RTU replacement at Broadmeadow & Eliot, & Theater Sound & Light for Selected Schools)
  3) Select Board- (Public Works Facilities Improvements Study,)
  4) Library Trustees- (Library Space Utilization Study)
  5) SB / Health Department (CATH Space Utilization Study)
  6) SB/ Climate Action Plan Committee- develop Needham's CAP & Sustainability Goals
- Assistance- from the IT Department will be needed to set up the computer and provide a cell phone service for this position. The PM will coordinate with the following departments: TM, Planning, NPS, DPW, BMD, Library, and Health on Working Groups, or as "user representatives" on the PPBC for the respective project.
- Revenues - Potential future revenues from solar installations and grant funding from the Inflation Reduction Act, ARPA, CARES, MSBA and other grants could be affected.
- Exposure - Town would be required to hire an independent OPM for each major project at more than twice the cost of an employee Project Manager.

Performance Improvement Funding Request DSR4			
Department	Building Design and Construction Department	Fiscal Year	FY2024
Title	Project Manager	Priority	1

- Training - MCPPO training or continuing education (CE), and CE to maintain any licenses (for Const. Supervisor, P.E or Arch.) may be required depending upon PM's qualifications.

Project Manager – Town Employee vs. 3rd party "on-call" PM services

Financial Benefit

Using On-call Project Management Services from current vendor would typically cost two times (2X) the annual cost or more.

Operational Benefit

Greater control, reporting and administrative flexibility to cover multiple projects particularly in overlap with the BMD projects identified as CIP in the 2020 School Master Plan. Current staff is stretched too thin to cover all ongoing studies & projects.

Sustainability

Emery Grover (FY2023-2024),
School Master Plan (FY 2024-FY2034 or FY2024-FY2053 depending upon Option selected
RTU replacement FY2024 design, FY2025-2026 Const.
Schedule, sequence, and funding for other projects TBD based upon final report for each study.

BD&CD Budget Considerations

The goal of the department is to have proper level of personnel to manage the multiple current and upcoming town design and construction projects for public buildings. The Department has been reduced by two Project Manager positions since FY2020.

Yearly Benefits for the new position are estimated at $37,505. A yearly auto allowance for a new project manager is $3,000. Other recurring annual costs include: town cell phone service $560 Software $930, Uniforms $200 & Training (TBD depending upon qualifications and licensing of PM).

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Project Manager							Priority	1	
Classification	X	FT	0	PT	0	Seasonal				
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year				
Compensation Detail										
Base Rate	Grade 10- Step11								103,487	
Other	Auto Stipend								3,000	
Other										
Other										
Other										
Other										
Other										
Other	Subtotal – Salary & Wage								106,487	
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation		x	Docking station & 2-monitors				750			
Vehicle	x									
Computer		x	Laptop & iPad				2,200			
Software		x	Microsoft office suite & Adobe Pro.				930		930	
Mobile Communication Device		x	Town Cell phone & iPad				1,040		1,040	
Uniform		x	Shirts & Jackets				200		200	
Tools	x									
Equipment	x									
Other										
Other										
Other										
Totals							5,120		2,170	
Estimated Annual Benefit Cost							37,505		37,505	

Description and Explanation

- Why- A Project Manager is needed by the BD&CD to supplement existing BD&CD staff for current and upcoming projects for PPBC studies, design, and construction projects.
- Need - The BD&CD workload is increasing pending six ongoing studies in progress or starting in FY2023. School Masterplan will have the largest impact. Additional staff are needed to meet the workload following recent BD&CD staff reductions in FY2020.
- Other service delivery methods – the BD&CD could rely upon "On-call Project Manager" support from Hill International under the existing contract which is available until Dec. 2024. Then a new RFQ is required for On-Call OPM services. Current contract with Hill International has hourly rates ranging from $120/hr. (for Asst PM) to $180/hr. (for PM). Negotiated one-year rates would be lower but this option is likely to be about double the FTE costs for a Town Employee. Also, there is no assurance that staff from Hill would be available for the duration of these long-term projects.

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Project Manager	Priority	1

- Benefits- Ability of BD&CD staff to oversee a project from feasibility study to occupancy and through the warranty. Eliminates the need for the PPBC to hire a new outside OPM for each new major building project study. BD&CD staff's knowledge of other departments, user groups, operations and systems facilitate communication and successful completion of small & large-scale town projects.
- Intended results- Find a Project Manager that can learn the Town's Employee Owner Project Manager process for designer selection, feasibility studies, detailed design, bidding, permitting, construction oversight and closeout systems. Enable the staff to grow within the department to sustain a high level of service provided to the PPBC, and consistent with the Town By-law (Section 2.6) on town construction projects exceeding $500K and Massachusetts OPM (MGL chapters 7C, 149, 149A & 30B) requirements for major projects exceeding $1.5M.

V2024

Building Design & Construction Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	330,301.00	103,487.00	433,788.00	97,999		335,789.00	250,281.09	435,483.28	273,119.96
Salary & Wage Temporary									
Salary & Wage Overtime							263.28		623.51
Salary & Wage Other	6,000.00	3,000.00	9,000.00	2,400		6,600.00	38,656.91	26,441.80	29,710.26
Salary and Wage Total	336,301.00	106,487.00	442,788.00	100,399	29.3%	342,389.00	289,201.28	461,925.08	303,453.73
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	3,920.00	930.00	4,850.00	930		3,920.00	118.00	1,399.00	1,190.64
Communications	3,460.00	1,040.00	4,500.00	1,040		3,460.00	2,857.87	6,438.83	7,151.61
Recreation									
Other Purchased Services	1,600.00		1,600.00			1,600.00			233.00
Energy Supplies									
Office Supplies	1,000.00		1,000.00			1,000.00	1,000.00	1,000.00	448.86
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies							380.19		
Medical Supplies									
Educational Supplies									
Public Works Supplies							10.97		
Other Supplies & Equipment	300.00		300.00			300.00		2,148.21	671.86
Governmental Charges							1,356.00	75.00	628.00
Travel & Mileage	3,000.00		3,000.00			3,000.00			44.13
Dues & Subscriptions	1,895.00		1,895.00			1,895.00			
Other		3,150.00	3,150.00	3,150					
Expense	15,175.00	5,120.00	20,295.00	5,120	33.7%	15,175.00	5,723.03	11,061.04	10,368.10
Capital Equipment									
Budget Capital									
TOTAL	351,476.00	111,607.00	463,083.00	105,519	29.5%	357,564.00	294,924.31	472,986.12	313,821.83

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Design & Construction	1.00	G	13	Merit	137,906.45		3,000.00		140,906	Vehicle Allowance
Senior Project Manager	1.00	G	12	Merit	119,818.00		3,000.00		122,818	Vehicle Allowance
Project Manager										
Administrative Specialist	1.00	I	5	6	70,688.00	600.00			71,288	
BUDGETARY ADJUSTMENT								1,289	1,289	
Department Totals	3.00				328,412.45	600.00	6,000.00	1,289	336,301	
	Salary and Wage Base								328,412	
	Longevity								600	
	Differential									
	Extra Holiday									
	Other Pay								6,000	
	Stipends									
	Budget Adjustment								1,289	
	Total								336,301	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Director of Design & Construction	1.00	1.00	1.00	Merit	Merit	Merit	147,025	147,025	140,906	-4.2%
Senior Project Manager	1.00	1.00	1.00	Merit	Merit	Merit	126,489	126,489	122,818	-2.9%
Project Manager	0.25			11			36,756			
Administrative Specialist	1.00	1.00	1.00	11	5	6	64,775	67,563	71,288	5.5%
BUDGETARY ADJUSTMENT							2,067	1,312	1,289	-1.8%
Department Totals	3.25	3.00	3.00				377,112	342,389	336,301	-1.8%

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Department Mission

The Department of Public Works consists of nine different divisions, seven of which are budgeted under the general fund and two of which are independent enterprise funds (Water and Sewer). Within the general fund, there are three support divisions (Administration, Engineering, and Fleet) which provide support services to all of the operating divisions, regardless of their funding source, and four operations divisions (Building Maintenance, Highway, Parks & Forestry, and Recycling & Solid Waste). Overall missions and references to DPW refer to all nine divisions, regardless of funding.

Needham DPW strives to maintain and improve the built environment so that Needham continues to be a healthy, safe, and enjoyable place to live. The built environment refers to the roads, bridges, sidewalks, sewer systems, water systems, stormwater infrastructure, trash disposal, recycling, parks, trees, fields, and all School and Town buildings. DPW is preparing to thrive by 2025, creating institutional systems to provide continuity and innovation.

On the Horizon

This budget reflects the challenges and opportunities that the Department of Public Works is currently facing, and we anticipate will continue to face in the near future. The transition in all key leadership positions within the Department will certainly change the direction of the organization. Richard Merson, Anthony DelGaizo, and Robert Lewis spent over 20 years collectively leading the Department in Needham and served as excellent stewards of public infrastructure. With their loss, the Town has lost almost 100 years of institutional knowledge. With any transition though, there is a positive. The Department of Public Works has rebuilt its leadership team and will be tackling the new challenges facing the Department.

The entire workforce is experiencing an unprecedented shift and there is no surprise that this has impacted public works as well. The Department has been preparing for these transitions, but the larger employee shortage has increased the difficulty for filling vacancies. Additional requirements for Commercial Driving License testing are making it harder than ever to recruit staff that meets all of our qualifications and has elongated our typical onboarding process for new employees. The Department is taking a renewed focus in accelerating our hiring practices, collaborating with regional communities for training opportunities, rebuilding our summer work force which had traditionally served as a strong resource for full time hires, and conducting internal succession planning to grow our own candidates. It is anticipated that further incentives and improvements to the work environment may be needed to increase our competitiveness in the future. In addition, the Public Works Department has increased its scope of work significantly in the past 20 years while minimizing the increase in full-time employees by providing overtime opportunities for existing staff. As staff changes over, it is likely that newer employees will be less interested in overtime to pursue greater work life balance and that additional full-time positions will need to be added to continue to provide these services to the community.

The traditional approach to outsourcing work to account for staffing shortages will not work in this current economic environment. We are experiencing an unprecedented increase in cost for materials and labor for outside services. In addition to staffing and supply chain challenges, the resources being poured into infrastructure investments through several various necessary programs are putting pressure on existing construction and engineering firms that are not presently set up for the large influx of work. This has resulted in increased prices and project delays. We have continued to develop strong professional relationships and with well drafted contracts, we will continue to ensure services, although costs and timelines will be a factor.

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To manage these challenges the Department is continuing to implement prioritization metrics to ensure that the most critical needs are met. Our metrics for prioritization will help to ensure that residents continue to receive necessary services while we work diligently to continue to meet the high expectations of residents for the built environment in our community. Our priorities are as follows: 1) Safety, 2) Infrastructure Preservation, and 3) Enhancements to the Built Environment. The Department will continue to improve our communications to residents, addressing concerns and articulating our prioritization as well as limitations when necessary.

The budget we are presenting for FY2024 represents DPW's best attempt at trying to navigate these challenges. Our budget request in our DSR2 is for all DPW divisions to perform the daily maintenance tasks, both proactive and reactive. Our service enhancement requests as presented in our DSR4s are really to address shortcomings in meeting the needs of the community and to prepare for the future. The Public Works leadership believes that the residents of Needham continue to expect a high-quality infrastructure that enables a high quality of life through well engineered and constructed roads, sidewalks, and bridges; safe drinking water and sewer systems; improved stormwater quality; beautiful and well-maintained parks, fields, and trees; access to sustainable waste removal and recycling options; and well operated, sustainable Town and School buildings.

The items below detail additional and specific work that the individual divisions will be undertaking in the upcoming fiscal year.

Administration

The Administration Division aims to provide clear and consistent administrative support to the operations divisions of DPW. The Division will continue to look for ways to assist DPW administratively in more efficient ways. There has been significant turnover in the recent year and allowing for the opportunity to restructure and redistribute responsibilities in response to new positions, new technologies, and an increasing workload. The Division is processing more contracts and bids than historically seen in direct response to the rising cost of materials, supply chain challenges, and volatility in the markets. The Division will oversee the administration of more grants, including the American Recovery Program Act (ARPA), Shared Streets, Complete Streets, Chapter 90, Green Communities, and other Infrastructure and Energy related programs. In response to the challenges in hiring and retaining talent, the Division will focus on recruiting and advertising vacant positions, providing guidance on the succession planning program, and expanding opportunities for temporary help, including co-op programs, internships, and summer positions. During FY2024, the Town will be implementing a new billing and collections software, which will provide the opportunity for improvements in our water and sewer billing process.

Building Maintenance

The Building Maintenance Division aims to provide reliable, consistent, effective operations of the buildings, ensuring comfort for all occupants. The Division recently hired a consultant to collect and organize data on existing assets. With this data, the Division will develop a long-term preventative maintenance plan for all facilities throughout the Town, focusing on preserving the existing assets and proactively preparing for necessary replacements and upgrades. This analysis will support future informed decisions combined with consistent projection of costs. Building Maintenance will continue to execute projects that promote building sustainability and resiliency, taking into considerations future recommendations from the Climate Action Plan Committee as well as focusing on replacing inefficient equipment with more energy efficient options. As the

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future of the Pollard and Mitchell is determined through the School Facilities Master Plan, Building Maintenance will have to continue to re-evaluate the maintenance and repair needs of these facilities in order to ensure occupant comfort. As the Emery Grover building is renovated, the Division will support Building Design and Construction in the temporary housing of the Emery Grover operations at the Hillside School, addressing custodial and maintenance needs for the changing purpose of the facility. Additionally, the Division with continue to partner with Building Design and Construction and the Permanent Public Building Committee to improve building transitions and coordination.

There has been a significant amount of turnover within the Division, including the retirement of many senior custodians. This has caused the Division to continuously recruit and train new staff while offering internal promotional opportunities to existing staff. The Division is seeing a deficit of skilled trades candidates and will continue to look at creative solutions to recruit, maintain, and build up these staff. The Division will assess their existing staffing plan and the needs of the Town to ensure needs are being met.

Engineering

The Engineering Division aims to continue to make Needham a welcoming environment. The Division has seen a transition in management as previously managed. This opportunity means the Division will be evaluating its structure to adjust to changing goals, priorities, and staffing. This includes incorporating an additional Civil Engineer into the staffing to provide support for the influx of projects that Engineering is involved in. Engineering will also continue to support external projects, including the Muzi Ford redevelopment as well as providing coordination on multiple Eversource gas and electric projects. The Division will partner with other Town Departments on analyzing and implementing the recommendations from the Parking Study funded at the May 2022 Annual Town Meeting. There are many upcoming major projects that will involve coordination with other communities, being led by Engineering, including the Needham/Newton Community Way Feasibility and the Central Avenue/Centre Street Bridge Replacement. The Division will be overseeing much of the work funded through ARPA funds, including the removal of sediment from the Town Reservoir, the Route 128 Sewer Interceptor Project, and the Walker Pond Project. Work on complying with the National Pollutant Discharge Elimination System (NPDES) permit, including filing the annual report and planning the analysis of upcoming sub watershed areas will continue. Engineering will continue working on Phase 2 of the Downtown Improvement Project.

Fleet

The Fleet Division aims to provide green, elite, vehicle servicing. The Division has seen a drastic increase in challenges due to the vehicle market, including instability in market conditions, the unavailability or long lead times in both vehicles and parts, and an increase in the costs of vehicles, costs, and repairs. The Fleet Refurbishment program that was implemented four years ago has enabled Fleet to keep aging vehicles safe and usable while DPW waits for new vehicles delayed by market conditions to arrive. These delays have been a challenge for the past two years. The Division will continue to react to these challenges in order to provide resources to the rest of DPW. Fleet will also continue to utilize Municibid to dispose of vehicles no longer in rotation and provide a revenue to the Town. Fleet will look at innovative ways to revamp their pool vehicle program. With changing technologies, the Division will continue to incorporate hybrid and electric vehicle options when feasible as well as support the installation and maintenance of electric vehicle charging stations.

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Highway

The Highway Division aims to construct surface infrastructure in an all-inclusive, multimodal manner. The Division will continue to pursue Federal funding opportunities through the Transportation Improvement Program (TIP) for the reconstruction of Highland Avenue from Great Plain Avenue to Webster Street. In accordance with Shared Streets and Complete Streets standards, the Division will continue to make improvements to improve bicycle and pedestrian safety, including refurbishing traffic markings, implementing traffic calming measures, and increasing the frequency of street sweepings. Highway has seen an increased difficulty in scheduling and coordinating street and sidewalk improvement work due to supply chain issues. This had led to the need to make quick adjustments in schedules to complete their prioritized projects, which will continue in the upcoming year. The Highway Division oversees the snow and ice operations for the Town. Recently, there has been a decrease in the number of contractors participating in the snow program across New England, causing the Division to continuously have to rethink and adapt how their approach their snow operations.

Parks and Forestry

The Parks and Forestry Division aims to maintain the "front yard of Needham" as welcoming, safe, accessible, and aesthetically pleasing. The Division will continue to maintain the trees, parks, fields, and forest of the Town, ensuring safe and enjoyable options for outdoor activities. In FY2023 there was an addition of a Park Ranger to the Division, in conjunction with the Parks and Recreation Department, that will help to coordinate the usage of the parks and fields, and they will continue to incorporate this position into the outdoor activities and programs. Parks and Forestry will evaluate and formalize their trail maintenance program. With the new Climate Action Plan Committee, Parks and Forestry anticipates working closely with them to coordinate new sustainable initiatives. Additionally, the Division is looking to continue with their new forestry college internship program, promoting public works career opportunities.

Recycling and Solid Waste

The Recycling and Solid Waste Division aims to keep Needham clean and green by providing efficient, safe, sustainable, progressive, and practical solid waste disposal and recycling. The Division has recently seen a transition in management. In the upcoming year, the Division will be looking at adjusting to this change. The Town is working on a study of the service delivery model of the RTS facility. Once the results of the study are complete, the Division will need to evaluate the future of the facility and incorporate possible recommendations. The recycling market has been extremely volatile, and the Division will continue to address these market challenges. Additionally, the Division is looking to continue to make improvements to the facility, including evaluating the drop off area to improve space utilization, executing repairs to the transfer station building, and updating the employee trailer to provide a more appropriate space.

Budget Statement

Salaries & Wages increasing $435,061, 4.15%
Expenses & Services increasing $536,981, 6.57%
Operating Capital increasing $78,232, 67.73%
Total Budget Submission* increasing $1,050,274, 5.6%
*not including snow & ice

Salaries

The Town signed two new collective bargaining agreements, one with BCTIA and one with NIPEA. The increases in Salaries and Wages is largely due to the increases in base salaries that came from

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these new agreements, with employees who were previously at the top end of the pay scale having room to grow. The total increase for Regular Salaries is $349,939, 3.74%.

The increase in the Overtime Budget is in part due to the increase in base salaries and in part due to a small increase in existing overtime programs in order to accommodate for additional work that is needed, based on previous year's spending. The Overtime Budget has increased by $80,118, 9.19%.

The base salary for temporary help has increased while the program has remained the same. The total increase for Temporary Salaries has increased by $2,004, 0.96%.

The Other Salary and Wages includes a new stipend and has increased by $3,000, 7.28%.

Expenses and Services

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	22,019	$5.22	$114,939	$15,699

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Admin	Gasoline	940	$4.38	$4,119	$1,300
BMD	Gasoline	6,912	$4.38	$30,273	$4,121
Engineering	Gasoline	1,024	$4.38	$4,884	$175
Fleet	Diesel	1,223	$5.48	$6,702	$2,148
Fleet	Gasoline	4,040	$4.38	$17,694	$1,087
Highway	Diesel	12,315	$5.48	$67,486	$22,022
Highway	Gasoline	3,078	$4.38	$13,483	$5,710
Parks & Forestry	Diesel	4,118	$5.48	$22,568	$4,676
Parks & Forestry	Gasoline	8,071	$4.38	$35,353	$5,362
RSW	Diesel	12,479	$5.48	$68,386	$15,214
RSW	Gasoline	759	$4.38	$3,323	$251

Administration

There were incremental increases in the Administration budget, primarily from consolidating postage (2,750) and conferences (9,350) under Administration. There was a decrease in Office Supplies (-7,600) from a one-time use increase in FY2023 to account for new staffing. Other increases were to match current costs in licensing fees and gasoline.

Net Increase $18,389

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Building Maintenance
The Building Maintenance budget is presented with a slight adjustment this year. Repairs and Maintenance budgets have been consolidated under a few categories, including Repairs, Building Repairs, Mechanical/Electrical/Plumbing Repairs, HVAC Repairs, Hardware Maintenance Agreement Repairs, and Preventative Maintenance Services. Overall, the Repairs and Maintenance budget has increased due to contractual pricing increases, inflationary increases, and increased need (225,649). There was a decrease in the software licensing (-9,000) as that was consolidated under Administration.

Net Increase $221,341

Engineering
There were incremental increases in the Engineering budget including an increase in Professional Association Memberships (2,659) and gasoline (175). The most substantial change was a decrease in Drafting, Engineering, & Surveying Supplies (-49,100) that came from a one-time increase in FY2023 to account for an additional FTE.

Net Decrease -$46,175

Fleet
Many of the increases seen in Fleet are from the increases in pricing seen in the vehicle market as well as the instability of the market. There are increases in Vehicle Repair Parts & Batteries (10,000) and Vehicle Tires (5,000) due to needing to make additional repairs as DPW waits for vehicles to be delivered and the increase in cost for the parts for these repairs. Additionally, the cost of vehicle washing has increased (15,000) which is part of the NPDES program.

Net Increase $36,185

Highway
The increases seen in the Highway budget are due to an increase in contract pricing and the instability of the construction market. There are significant increases seen in Roadway Paving (15,578), Sidewalk/Curb/HP Improvements (9,393), and Roadway Markings (11,612). There were also incremental increases in materials such as Traffic Marking Paint (236), Traffic Signal Equipment & Supplies (202), and Traffic signs (800).

Net Increase $80,919

Parks & Forestry
Many of the increases seen in Parks and Forestry are from an increase in contract pricing, including Crane Work – Trees (10,000), Fertilizer & Grub Control (7,376), Fence Repairs (5,000), and Field Work (3,409). Additionally, the maintenance of the trails has been expanded, causing an increase in the budget (8,000). There is also an increased need for consulting and design services (3,500).

Net Increase $67,361

Recycling & Solid Waste
The largest increase seen in the Recycling and Solid Waste budget is from the disposal (67,054) and hauling (14,735) of municipal solid waste. This is from an increase in historical tonnage as well as an increase in the costs to haul and dispose. There are also changes in the budget for the

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disposal of E-Waste (10,000), Household Hazardous Waste (10,000) and the Log and Brush Grinding Program (9,800) that are all seen from an increase in the current market prices for these services.

MSW Disposal

Average Tons	FY24 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,904*	$76.60 **	$758,660	$67,054

*The RTS has seen a significant increase in trash disposal over the last two years. For budgetary purposes, an average of the increased tonnage seen in FY2021 and FY2022 is used here.
**Increase from prior year tipping fee of $71.15.

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
$520 *	431**	$224,120	$14,735

*Increase from prior year's budgetary cost of $495 per load.
**Estimated figure of 23 tons per load.

Recycling

Material	3 Year Average Tons	Estimated Cost per Ton*
Corrugated Cardboard	436	-$47.15
Mixed Paper	982	$7.30
Commingle Containers	665	$40.84
Single Stream Recycling	226	$32.55
Rigid Plastics	0	$85.00

*This year, the estimated costs per ton are held from the budgetary amounts in FY2023. The instability seen over the last 15 months in the recycling market, with the cost of or revenue from each type of material fluctuating drastically, particularly in the last three months have led DPW to level fund the recycling disposal budget. The budget for recycling disposal has seen a significant decrease in the years leading up to FY2024.

Cost per Load	Est. Number of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
$520 *	235**	$122,200	$2,410

*Increase from prior year's budgetary cost of $495 per load.
**Estimated figure of 23 tons per load.

Net Increase $158,961

Line Item	Division	Description	Change from FY23	Comments	Net Change
Energy	BMD	Oil	$15,291	Based on 3 yr. consumption average	$15,291

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Line Item	Division	Description	Change from FY23	Comments	Net Change
Repairs & Maintenance Services	BMD	Alarm & Sprinkler Servicing	($93,985)	Consolidated under MEP Repairs	$252,961
	BMD	Building Repairs	$25,687	Consolidated under Bldg Repairs	
	BMD	Door Access Systems	($39,956)	Consolidated under Hardware Maint. Agree.	
	BMD	Door Repairs	($18,760)	Consolidated under Bldg Repairs	
	BMD	Electrical Repair	($59,024)	Consolidated under MEP Repairs	
	BMD	Elevator Maintenance	($104,970)	Consolidated under Bldg Repairs	
	BMD	Equipment Repair	$3,800	Based on previous spending	
	BMD	Extinguisher Service	($14,210)	Consolidated under General Repair	
	BMD	Fence Repairs	($12,400)	Consolidated under General Repair	
	BMD	General Repair	$500	Consolidated under General Repair	
	BMD	Generator Repair	($17,581)	Consolidated under MEP Repairs	
	BMD	Hardware Maint. Agree	$3,960	Consolidated under Hardware Maint. Agree.	
	BMD	HVAC Maintenance	$327,919	Based on increased contract pricing and increased need	
	BMD	Masonry Repair	($70,735)	Consolidated under Bldg Repairs	
	BMD	Mech. Electric. Plumb.	$368,423	Consolidated under MEP Repairs	
	BMD	Plumbing Repairs	($41,242)	Consolidated under MEP Repairs	
	BMD	Roof Repairs	($17,995)	Consolidated under Bldg Repairs	
	BMD	Welding Repairs	($13,782)	Consolidated under Bldg Repairs	
	Fleet	Fuel Tank Maintenance	$2,000	Based on previous spending	
	Highway	Fence/Guardrail	$4,000	4.5% increase based on contract pricing	
	Highway	Roadway Markings	$11,612	7.6% increase based on contract pricing	
	P&F	Equipment Repair	$4,000	Based on previous spending	
	P&F	Fence Repair	$5,000	4.5% increase based on contract pricing	
	P&F	Irrigation Repair	$700	Based on current contract pricing & 3.5% inflation	

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Line Item	Division	Description	Change from FY23	Comments	Net Change
Rentals & Leases	Highway	Rentals of Spec. Equip.	$1,000	Based on previous spending	$1,000
Other Property Related Services	BMD	Energy Upgrades	($32,000)	Consolidated under Other Prop. Serv.	$165,802
	BMD	General Services	($25,200)	Consolidated under Other Prop. Serv.	
	BMD	Hazardous Waste Disposal	($5,500)	Consolidated under Other Prop. Serv.	
	BMD	Irrigation Systems	($12,975)	Consolidated under Other Prop. Serv.	
	BMD	Other Property Related Services	$81,841	Consolidated under Other Prop. Serv.	
	BMD	Parking Lot Maintenance	$10,000	Based on increased need	
	BMD	Pest Control Services	$879	Based on current contract pricing & 3.5% inflation	
	BMD	Window Washing	($10,200)	Consolidated under Other Prop. Serv.	
	Highway	Crack Seal	$3,217	4.1% increase based on contract pricing	
	Highway	Disposal of Street Sweepings	$1,105	Based on current contract pricing & 3.5% inflation	
	Highway	Road Surface Treatments	$4,175	Based on current contract pricing & 3.5% inflation	
	Highway	Roadway Paving	$15,578	4.1% increase based on contract pricing	
	Highway	Sidewalk, Curb, & HP Improvements	$9,393	10% increase based on market conditions	
	Highway	Street Sweeping	$1,493	4.7% increase based on contract pricing	
	P&F	Crane Work - Trees	$10,000	Based on increase in pricing	
	P&F	Diamond Maintenance	$10,000	Increased to cover two renovations per year	
	P&F	Fertilizer & Grub Control	$7,376	5% increase based on contract pricing	
	P&F	Field Work	$3,409	6.3% increase based on contract pricing	

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Line Item	Division	Description	Change from FY23	Comments	Net Change
(Other Property Related Services cont. from above)	P&F	Top Dressing	$1,582	6.3% increase based on contract pricing	
	P&F	Trail Maintenance	$8,000	Increased to cover more trails	
	P&F	Wetting Agent	$630	5% increase based on contract pricing	
	P&F	Winter Moth Spray	($1,200)	No longer doing this service	
	RSW	MSW Disposal	$67,054	Based on updated pricing & increased tonnage	
	RSW	MSW Hauling	$14,735	Based on updated pricing & increased tonnage	
	RSW	Recycling Hauling	$2,410	Based on updated hauling costs	
Professional & Technical Services	Admin	Monday.com	$2,880	Based on increased membership	($19,005)
	Admin	Seminars & Training	$7,600	Based on increased need	
	BMD	Engineering Consulting	($31,000)	Consolidated under Other Consulting Services	
	BMD	HVAC Programming	$894	Based on previous spending	
	BMD	Licensed Prof. Ser.	($45,000)	Consolidated under Other Consulting Services	
	BMD	Other Consulting Services	$87,255	Consolidated under Other Consulting Services	
	BMD	Professional & Technical	($34,534)	Consolidated under Other Consulting Services	
	BMD	Software Licenses	($9,000)	Consolidated under Admin	
	Eng.	Seminars & Training	$2,000	Based on increased need	
	Fleet	Annual Licensing for Electronic Diagnostic Tool	($4,500)	Called out the purchase of tools	
	P&F	Consulting	$3,500	Based on increased need	
	RSW	Landfill Groundwater Monitoring	$800	Based on increase in pricing	
	RSW	PC Scale Annual Contract	$100	Based on increase in pricing	

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Line Item	Division	Description	Change from FY23	Comments	Net Change
Communica-tions	Admin	Postage	$2,750	Consolidated postage under Admin	$0
	BMD	Postage	($1,600)	Consolidated postage under Admin	
	Eng.	Postage	($300)	Consolidated postage under Admin	
	Fleet	Postage	($50)	Consolidated postage under Admin	
	Highway	Postage	($500)	Consolidated postage under Admin	
	P&F	Postage	($150)	Consolidated postage under Admin	
	RSW	Postage	($150)	Consolidated postage under Admin	
Other Purchased Services	Fleet	Vehicle Washing	$15,000	Based on updated pricing	$59,047
	RSW	Crack Sealing Pavement	$6,000	Based on previous spending	
	RSW	E-Waste	$10,000	Based on increased need and costs	
	RSW	Granite Curbing Maintenance	($6,000)	Combined with Crack Sealing	
	RSW	Household Hazardous Waste	$10,000	Based on increase in pricing	
	RSW	Log & Brush Grinding	$9,800	Based on increased contract pricing	
	RSW	Mattress Recycling Program	$2,500	Based on increase in pricing	
	RSW	Medical Waste Disposal	$1,900	Based on increased need	
	RSW	Refrigerant Disposal	$2,500	Based on increase in pricing	
	RSW	Tailings Disposal	$1,347	6.5% increase based on contract pricing	
	RSW	Tire Disposal	$1,000	Based on increase in pricing	
	RSW	Universal Waste Disposal	$1,500	Based on increased need and costs	
	RSW	Waste Oil Burner Maintenance	$3,500	Based on increased need	

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Line Item	Division	Description	Change from FY23	Comments	Net Change
Office Supplies	Admin	Office Supplies	($7,600)	Decrease due to one-time costs in FY23	($7,600)
Building & Equipment Supplies	BMD	Building & Equipment Supplies	$486,793	Consolidated supply budget	$0
	BMD	Carpentry Supplies	($87,000)	Consolidated supply budget	
	BMD	Electrical Supplies	($94,500)	Consolidated supply budget	
	BMD	Flooring & Carpet Supplies	($10,000)	Consolidated supply budget	
	BMD	Glass & Glazier Supplies	($10,700)	Consolidated supply budget	
	BMD	HVAC Supplies	($137,500)	Consolidated supply budget	
	BMD	Misc. Supplies	($83,093)	Consolidated supply budget	
	BMD	Plumbing Supplies	($64,000)	Consolidated supply budget	
Grounds Keeping Supplies	P&F	Seed	$2,576	5% increase based on contract pricing	$2,576
Vehicular Supplies	Fleet	Vehicle Repair Parts & Batteries	$10,000	Based on increase in pricing	$30,521
	Fleet	Vehicle Tires	$5,000	Based on increase in pricing	
	Highway	Cutting Edges and Related Accessories	$387	Based on increase in pricing	
	Highway	Sweeper Brooms & Wear Parts	$234	Based on increase in pricing	
	P&F	Parts & Supplies, Fuel Additives	$1,900	Based on increase in pricing	
	RSW	Equipment Parts	$13,000	Based on increase in pricing	

Department Information DSR1	
Department	Department of Public Works – General Fund

Line Item	Division	Description	Change from FY23	Comments	Net Change
Gasoline and Diesel Fuel	Admin	Gasoline	$1,300	Based on 3 yr. consumption average	$62,066
	BMD	Gasoline	$4,121	Based on 3 yr. consumption average	
	Eng.	Gasoline	$175	Based on 3 yr. consumption average	
	Fleet	Diesel	$2,148	Based on 3 yr. consumption average	
	Fleet	Gasoline	$1,087	Based on 3 yr. consumption average	
	Highway	Diesel	$22,022	Based on 3 yr. consumption average	
	Highway	Gasoline	$5,710	Based on 3 yr. consumption average	
	P&F	Diesel	$4,676	Based on 3 yr. consumption average	
	P&F	Gasoline	$5,362	Based on 3 yr. consumption average	
	RSW	Diesel Fuel	$15,214	Based on 3 yr. consumption average	
	RSW	Gasoline	$251	Based on 3 yr. consumption average	
Public Works Supplies	Eng.	Drafting, Engineering, & Surveying Supplies	($49,100)	Decrease due to one-time costs in FY23	($43,607)
	Highway	Granite Curbing	$255	3.6% increase based on contract pricing	
	Highway	Traffic Marking Paint	$236	6.5% increase based on contract pricing	
	Highway	Traffic Signal Equipment & Supplies	$202	Based on current contract pricing & 3.5% inflation	
	Highway	Traffic Signs	$800	Based on current contract pricing & 3.5% inflation	
	RSW	Calcium Chloride, Speedy Dry, etc.	$700	Based on previous spending	
	RSW	Landfill Flare Parts	$1,300	Based on previous spending	
	RSW	Tarps & Bungee Cords	$2,000	Based on previous spending	

Department Information DSR1	
Department	Department of Public Works – General Fund

Line Item	Division	Description	Change from FY23	Comments	Net Change
Other Supplies & Equipment	BMD	Flags	$2,220	Based on increased need	$7,720
	Fleet	2-Way Radio Supplies	$1,000	Based on increase in pricing	
	Fleet	Electronic Diagnostic Tools	$4,500	Called out from the annual licensing fee	
Governmental Charges	BMD	Boiler Inspection	$200	Based on previous spending	$200
Travel & Mileage	Admin	Conference - In State	$9,350	Consolidated under Admin	$6,850
	RSW	Conference - Out of State	($2,500)	Consolidated under Admin	
Dues & Subscription	Admin	Professional Association Memberships	$1,609	Increased membership	$2,659
	Eng.	Professional Association Memberships	$1,050	Increased membership	

Operating Capital

Building Maintenance – Utility Tractor
This request is for a utility tractor that would be used in snow removal at the schools.

Building Maintenance – Lift
This request is for a lift that would allow for Building Maintenance staff to execute repairs and cleaning in high, hard to reach places.

Highway – Trailers
This is a request for two trailers, one to transport a small pavement roller and a second to transport traffic control equipment and supplies, including paint materials. These trailers would replace existing trailers that are past their useful life.

Parks & Forestry – Batting Cages
This request is to repair/replace existing batting cages throughout Town on a rotating schedule.

Parks & Forestry – Grapple Bucket
This request is for a grapple bucket, which is a piece of equipment compatible with our existing vehicles to assist the division in collecting material and debris.

Recycling & Solid Waste – Ride On Snow-Plow
This request is to purchase a ride on snow-plow to assist in snow removal operations at the RTS when the rest of the fleet is dedicated to the public way.

Department Information DSR1	
Department	Department of Public Works – General Fund

Recycling & Solid Waste – Roll Off Containers
This request is to purchase two 40-yard roll-off containers as part of the long-term effort to replace and maintain its inventory of trash and recycling containers.

DSR4s
Administration – Sustainability and Resiliency Coordinator
This request is for a Sustainability and Resiliency Coordinator to help implement the action items in the forthcoming Climate Action Plan and assist in coordinating any and all projects related to sustainability and resiliency.

Building Maintenance – Custodian
This request is for an additional float Custodian that would backfill absences and provide additional cleaning in all buildings.

Fleet – Assistant Fleet Supervisor
This request is for an Assistant Fleet Supervisor that would provide oversight and coordination of purchasing parts, tracking the pool vehicles, processing invoices, and other tasks in support of the Fleet Supervisor.

Highway – Heavy Motor Equipment Operator (HMEO)
This request is for an additional HMEO position to provide the ability to run two full crews during the construction season and to provide additional and necessary staffing with experience in heavy pieces of equipment. This request will also provide much needed additional snow support.

Recycling and Solid Waste – Employee Trailer
This request is for the rental of a temporary employer trailer at the RTS and associated site work. The employee trailer is the only respite staff have from weather to take their breaks.

Accomplishments and Activities

Administration
The Administration Division saw the retirement of two key personnel, leading to a reorganization of responsibilities within the Division. Due to the market instability, the pricing of many services and supplies have increased, leading to the need to go out to bid more frequently. In FY2022, the Administration Division put out 63 bids and executed 138 contracts. The Division pursued many grant opportunities and received funding through the Shared Streets and Spaces Program for a ride on tractor. Additionally, the Division oversaw outside funding for the American Recovery Program Act (ARPA), the Winter Recovery Assistance Program (WRAP), Chapter 90 Funds, and Green Communities Grant Funding. In FY2022, the Division coordinated the hiring and promotion of nineteen employees, including external and internal hirings.

Building Maintenance
The Building Maintenance Division completed many significant repair projects, including roof repairs to the Broadmeadow and High School, elevator repairs to the Library and Williams School, fire alarm panel repairs at the Town Hall and Mitchell School, and overhead door repairs at the salt shed. The Division reconfigured the cafeteria entrance and replaced the ceiling in the lecture hall at the Pollard. A variety of windows were repaired or replaced at the Eliot, Newman, and High School. Building Maintenance replaced a temporary classroom wall at the Mitchell School. Throughout the year, ongoing repairs were made to the various HVAC systems in every building to maintain the high level of service and degrees of comfort building occupants have come to

Department Information DSR1	
Department	Department of Public Works – General Fund

expect. The Division worked to replace and improve their snow equipment to support the snow and ice program. At the Pollard and High School, Building Maintenance began installing menstrual product dispensers as part of a larger, Town-wide initiative.

Engineering
The Engineering Division completed multiple projects including the stormwater improvements at the RTS in areas 1 and 3, the LED upgrades of decorative streetlights, the building structural renovations at the RTS, the extension of the Walker Lane sewer, and the inflow/infiltration removal. The Division completed design work for the 16" water main replacement at Marked Tree Road and Central Avenue, the Lake Drive Pump Station replacement, the Walker Pond drainage improvements, and the stormwater improvements at the RTS in area 2. Additionally, the Division inspected 443 street/sidewalk occupancy and excavation permits, completed 473 building permit reviews, 33 project reviews for the Planning Board, 10 project reviews for the Zoning Board of Appeals, completed five traffic count studies, and prepared four traffic regulations.

Fleet
The Fleet Division had to combat many challenges this year caused by the long delays in vehicle deliveries, leading to additional repairs needed on existing vehicles, and the supply chain issues affecting the availability and delivery times of repair parts. The Division was able to successfully adapt and keep vehicles in service to allow for the other divisions to continue their daily operations. Fleet had difficulty finding qualified vendors to conduct the refurbishment of the heavy duty four post vehicle lift, so the staff took the repair on themselves and was able to successfully complete the refurbishment, prolonging the lifecycle of this necessary piece of equipment. Staff in the Fleet Division participated in training to become certified by the Fisher snowplow company in support of the snow and ice program. They also participated in Meritor heavy duty air-brake training. The Division maintained the Town's fuel depot, supplying 68,3394 gallons of unleaded gasoline and 42,784 gallons of diesel. Fleet was also able to integrate the use of B20 biofuel for the Town's diesel-powered vehicles, which is produced from renewable resources, emits fewer greenhouse gases, and is biodegradable.

Highway
The Highway Division rehabilitated 6.4 lane miles of roadway, including Cranberry Lane, Cutler Road, Gatewood Drive, White Pine Road, Homestead Park, Wellesley Avenue, Central Avenue (from Booth Street to Cedar Street) and Jenifer Circle. The Division also surface treated 13.87 lane miles of roadway including Hillside Avenue, Central Avenue (from the Town of Dedham line to Pine Street) and eight residential streets. Highway also worked to complete the design for the MassDOT funded Complete Street project and started the construction phase. This project includes the geometric reconfiguration and reconstruction of Harris Avenue at Warren Street and Dedham Avenue as well as the installation of a rectangular rapid-flashing beacon (RRFB) to assist pedestrians crossing Dedham Avenue at Harris Avenue.

Parks and Forestry
The Parks and Forestry Division worked hard over the last year, completing hundreds of SeeClickFix work orders, hosting Project Van at Memorial Park to assist youth in working off diversion hours, partnered with Needham Soccer Club for a cleanup, and partnered with the Needham Exchange Club for their Day of Service at Mills Field. The Division worked with the Building Design and Construction Department to close out landscaping improvements at the Public Safety and Fire Station #2 and incorporate the improvements into the long-term maintenance of those facilities. The Town's Fourth of July celebration returned after a hiatus due to COVID, so the Division returned

Department Information DSR1	
Department	Department of Public Works – General Fund

to their preparation work for the program. The Town of Needham was recognized as a Tree City USA for the 27th year in a row thanks to the hard work by the Parks and Forestry Division. FY2022 saw the first year with a forestry college internship program. Parks and Forestry coordinated many events, including the Liberty Elm Tree Planting at Fire Station #2, Arbor Day celebrations at the Broadmeadow with Representative Denise Garlick, and a Seedling Handout Day with Park and Recreation.

Recycling and Solid Waste

The Recycling and Solid Waste Division held many community disposal activities throughout the year, including Household Hazardous Waste Day, multiple leaf collections, paint collection days, and a paper shredding event. The Division oversaw the launch of a new module within PC Scale, the software used to track, bill, and receive payment for disposal items. The Swap Shop reopened in September 2021 after a hiatus due to COVID. Surface upgrades were completed in the southern half of the yard waste area in order to improve operations and the flow of traffic. A new food waste recycling program started in November 2021.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	10,915,518	333,192	11,248,710
b) Expenses	8,704,620	101,900	8,806,520
c) Capital	193,731	0	193,731
d) Snow & Ice	437,470	0	437,470
e) Total DSR2 & DSR4 Request (a through d)	20,251,339	435,092	20,686,431

V2024

Department Expenditure Detail DSR2												
Department				Department of Public Works – General Fund								
Object				Description								Amount
DSR2A												
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)					
	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)			
	121		121	125		125	125		125			
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?							Yes	No	FT Head Count	PT Head Count		
								X				
Union Positions:	BCTIA	X	Fire A		Fire C		ITWA	X	NIPEA	X	Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.												
a.	PRD1 Salary and Wages Base											9,359,721
b.	PRD1 Differentials (Conditions, Requirements, Shifts)											
c.	PRD1 Education											
d.	PRD1 Extra Holiday											21,647
e.	PRD1 Longevity											99,326
f.	PRD1 Snow Program											177,500
g.	PRD1 Uniform											
h.	PRD1 Other Compensation											12,900
i.	PRD1 Budget Adjustments											37,197
											PRD1 Sub Total	9,708,291
j	DSR3 Other Compensation											
											Sub Total 1	9,708,291
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.												
b.												
c.												
d.												
e.	DSR3 Total											210,781
											Sub Total 2	210,781
3. Salary and Wage Overtime (Itemized Below)												
a.	Scheduled Overtime (contractually obligated)											86,980
b.	Training and Development											
c.												
d.												
e.	DSR3 Total											865,266
											Sub Total 3	952,246
4. Other Salary and Wage Expenses – (Itemized Below)												
a.	Incentive Programs											44,200
b.	Pay In Lieu of Accrued Leave											
c.	Program Stipend											
d.	Tuition Reimbursement											
e.	Working Out of Grade											
f.	DSR3 Other Compensation											
											Sub Total 4	44,200

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
5. Total Salary and Wages (1+2+3+4)		10,915,518
DSR2B		
Object	Description	Amount
Energy (521x)	Building Maintenance • Oil (114,939)	114,939
Repairs & Maintenance Services (524x – 525x)	Administration • Copier & Printer Repair (6,000) Building Maintenance • Alarm & Sprinkler Servicing (20,663) • Building Repairs (132,596) • Door Repairs (37,917) • Elevator Maintenance (40,283) • Equipment Repair (20,000) • General Repair (15,000) • Generator Repair (14,244) • Hardware Maintenance Agreement (61,337) • HVAC Maintenance (870,292) • Mechanical, Electrical, Plumbing Repairs (399,816) • Roof Repairs (61,168) Engineering • Large Document Copiers & Survey Equipment Repair (930) Fleet • Equipment Refurbishment (20,000) • Equipment Repair (10,000) • Fuel Tank Maintenance (5,000) • Vehicle & Equipment Inspections (15,000) • Vehicle Repair (50,000) Highway • Fence/Guardrail (24,000) • Message Board Repairs (2,000) • Repairs & Maintenance to Traffic Signals (18,629) • Roadway Markings (164,404) Parks & Forestry • Electrical Repair (4,000) • Equipment Repair (18,800) • Fence Repair (25,000) • Irrigation Repair (20,700) Recycling & Solid Waste • Loader Repair (8,000) • Other Equipment Repair (3,000) • Other Vehicle Repair (7,000) • Packer Repair (2,000)	2,126,279

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Power Washer Repair (1,000) • Scale Calibration (3,000) • Scale Repair (1,000) • Tire Repair & Install (27,000) • Trailer Inspections (1,500) • Trailer Tarp Repair (5,000) • Trommel Repair (10,000)	
Rental & Leases (527X)	Building Maintenance • Rentals of Specialty Equipment (5,100) Fleet • Shop Supplies, Gas, & Welding Supplies (1,500) Highway • Rentals of Specialty Equipment (5,000) Recycling & Solid Waste • Misc. Equipment Rentals (9,000) • Oxygen & Acetylene Tank Rental (600) • Water Cooler Rental (500)	21,700
Other Property Related Services (529x)	Building Maintenance • Contract Cleaning (783,250) • Irrigation Systems (5,680) • Other Property Related Service (111,100) • Parking Lot Maintenance (40,000) • Pest Control Services (25,627) Highway • Crack Seal (81,666) • Disposal of Street Sweepings (32,649) • Road Surface Treatments (123,452) • Roadway Paving (395,524) • Sidewalk, Curb, & HP Improvements (103,327) • Street Sweeping (33,241) Parks & Forestry • Contracted Mowing/Mulching (271,308) • Crane Work – Trees (30,000) • Diamond Maintenance (20,000) • Fertilizer & Grub Control (154,883) • Field Work (57,511) • Invasive Weed Control – Carol Brewster (4,900) • Sod Installation (4,000)	3,591,763

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Soil Sampling (1,773) • Top Dressing (26,678) • Trail Maintenance (20,000) • Tree Spade (6,000) • Wetting Agent (13,246) • Xeriscape Plantings (4,000) Recycling & Solid Waste • Landfill Mowing (10,000) • MSW Disposal (758,660) • MSW Hauling (224,120) • Organics Recycling Program (94,000) • Paper Shredding (2,000) • Recycling Disposal (30,968) • Recycling Hauling (122,200)	
Professional & Technical Services (530x – 531x)	Administration • Consolidated Work Order System (48,000) • Monday.com (2,880) • PeopleGIS – People Form Licenses (5,000) • Seminars & Training (15,600) Building Maintenance • HVAC Programming (112,757) • Other Consulting Services (87,255) • Seminars & Training (9,000) Engineering • Inspectional Services – Street Permits (45,000) • Right-of-Way & Property Surveys (30,000) • Seminars & Training (3,000) • Software Licenses (2,000) Fleet • Annual Licenses for Electronic Diagnostic Tool (2,000) • Fuel Management Software (10,850) • GPS Monitoring Services (16,000) • Seminars & Training (4,000) • Vehicle Maintenance Software (10,275) Highway • Seminars & Training (2,500) Parks & Forestry • Consulting (7,500) • Seminars & Training (2,600) Recycling & Solid Waste	459,217

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Landfill Groundwater Monitoring & Testing (37,800) • PC Scale Annual Contract (1,000) • Seminars & Training (3,200) • Soil & Compost Testing (1,000)	
Communications (534x)	Administration • Legal Ads (4,135) • Postage (3,250) • Printing (350) • Wireless Communication (3,200) Building Maintenance • Cable/Internet (20,000) • Landline Telephone (135,400) • Printing & Mailing (400) • Wireless Communication (18,140) Engineering • Printing (200) • Wireless Communication (4,650) Fleet • Wireless Communication (3,100) Highway • Landline Telephone (600) • Printing – Payroll Books (250) • Wireless Communication (4,500) Parks & Forestry • Landline Telephone (505) • Wireless Communication (3,575) Recycling & Solid Waste • Business Cards (100) • Disposal Stickers (1,000) • Fax Line (2,500) • Other Printed Material (1,000) • Wireless Communication (3,900)	210,755
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Building Maintenance • Other Purchase of Services (8,000) • Water Filtration (4,600) Fleet • Towing Services (6,100) • Vehicle Washing (45,000) Highway • Police Details (25,212) Parks & Forestry • Goose Management Program (20,000) • Police Details (6,876) Recycling & Solid Waste • Crack Sealing Pavement (7,000)	338,345

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• E-Waste (30,000) • Household Hazardous Waste (30,000) • Line Painting (4,000) • Log & Brush Grinding (40,000) • Mattress Recycling Program (17,000) • Medical Waste Disposal (4,000) • Paint Disposal – Oil (7,000) • Police Detail (1,490) • Refrigerant Disposal (12,000) • Rock Crushing/Material Processing (25,000) • Septic Tank Pumping (9,000) • Tailings Disposal (22,067) • Tire Disposal (4,000) • Universal Waste Disposal (5,000) • Waste Oil Burner Maintenance (5,000)	
Office Supplies (542x)	Administration • Office Supplies (20,000)	20,000
Building & Equipment Supplies (543x)	Building Maintenance • Building & Equipment Supplies (486,793) Parks & Forestry • Light Bulbs, Paint, & Hardware (700) Recycling & Solid Waste • Gates & Signs (7,500) • Misc. Supplies (5,000)	499,993
Custodial Supplies (545x)	Building Maintenance • Custodial Supplies (275,137)	275,137
Grounds Keeping Supplies (546x)	Building Maintenance • Grounds Keeping Supplies (9,100) Highway • Seed & Fertilizer (1,000) Parks & Forestry • Infield Mix (8,000) • Irrigation Supplies (5,000) • Loam, Sod, & Soil Additives (5,000) • Marking Lime (400) • Mulch (2,900) • Quick Dry Clay (1,500) • Rubber Crumb Top Dressing (4,500) • Sand (350) • Seed (54,075)	101,825

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Trees & Shrubs (10,000)	
Vehicular Supplies (548x)	Fleet • Fuel Additives & DEF Fluids (10,000) • GPS Equipment (2,000) • Vehicle Repair Parts & Batteries (105,000) • Vehicle Tires (35,000) Highway • Cutting Edges & Related Accessories (11,423) • Sweeper Brooms & Wear Parts (6,904) Parks & Forestry • Parts & Supplies, Fuel Additives (4,000) Recycling & Solid Waste • Additives & Fluids (6,000) • Cutting & Rubber Edges (7,500) • Equipment Parts (13,000) • Trommel Parts (4,000) • Waste Handling Dozer Parts (5,000)	209,827
Gasoline and Diesel Fuel (5481)	Administration • Gasoline (4,119) Building Maintenance • Gasoline (30,273) Engineering • Gasoline (4,484) Fleet • Diesel (6,702) • Gasoline (17,694) Highway • Diesel (67,486) • Gasoline (13,483) Parks & Forestry • Diesel (22,568) • Gasoline (35,353) Recycling & Solid Waste • Diesel (68,386) • Gasoline (3,323)	273,871
Food and Service Supplies (549x)	Administration • Food & Service Supplies (1,000) Building Maintenance • Food & Service Supplies (500) Recycling & Solid Waste • Water (500)	2,000
Medical Supplies (550x)	Fleet • Vehicle First Aid Kits (2,000)	3,350

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	Highway • Over the Counter Medical Supplies (100) Parks & Forestry • First Aid Supplies (750) Recycling & Solid Waste • Medical Supplies (500)	
Public Works Supplies (553x)	Engineering • Drafting, Engineering, & Surveying Supplies (2,500) Fleet • Hardware Supplies (1,500) • Shop Supplies (7,000) • Welding Supplies (1,500) Highway • Asphalt (174,825) • Concrete & Masonry Supplies (2,100) • Dead Animal Supplies (106) • Granite Curbing (7,336) • Lumber & Hardware (950) • Personal Safety Equipment (700) • Tools (2,250) • Traffic Control Supplies (5,000) • Traffic Marking Paint (3,853) • Traffic Signal Equipment & Supplies (5,946) • Traffic Signs (23,643) Parks & Forestry • Lumber, Paint, Tools, Parts, & Accessories (17,800) Recycling & Solid Waste • Calcium Chloride, Speedy Dry, Etc (1,700) • Carpentry Supplies (2,000) • Gaylord Boxes for Paint (1,000) • Landfill Flare Parts (2,300) • Paint (250) • Pay-per-Throw Supplies (84,000) • Public Space Recycling Containers (1,000) • Replacement Dumpsters & Lids (5,000) • Replacement Flares (8,200) • Tarps & Bungee Cords (7,000)	369,459
Other Supplies & Equipment (558x)	Administration • Other Supplies & Equipment (2,300) Building Maintenance	47,195

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Flags (3,000) • Uniforms (10,250) Engineering • Plan Size Copy Paper, Large Toner Bar, Books, & Manuals (1,000) Fleet • 2-Way Radio Supplies (2,000) • Clothing Supplies (1,030) • Electronic Diagnostic Tools (4,500) • Shop Equipment (3,000) Highway • Clothing Supplies (2,495) Parks & Forestry • Clothing, Work & Safety Gear, Supplies & Equipment (9,270) • Dog Park & Other Recreation Area Supplies (5,000) Recycling & Solid Waste • Employee PPE Gear & Clothing (3,350)	
Governmental Charges (569x)	Building Maintenance • Boiler Inspections (2,700) Engineering • Registry of Deeds Fees (1,000) Fleet • Licenses & Certifications (250) Highway • Licenses & Certifications (505) Parks & Forestry • Licenses & Certifications (1,800) Recycling & Solid Waste • Hoisting & CDL Licensing (600)	6,855
Travel & Mileage (571x – 572x)	Administration • Conference – In State (9,350) • Conference – Out of State (5,000) • Mileage (1,500) Building Maintenance • Conference – In State (500) • Conference – Out of State (1,500) • Mileage (1,250) Engineering • Travel & Mileage (500) Fleet • Travel & Mileage (50) Parks & Forestry • Travel & Mileage (250)	19,900
Dues & Subscriptions (573X)	Administration	12,210

Department Expenditure Detail DSR2		
Department	Department of Public Works – General Fund	
	• Professional Association Memberships (2,809) Building Maintenance • Professional Association Memberships (2,250) Engineering • Professional Association Memberships (2,250) Fleet • Professional Association Memberships (900) Highway • Professional Association Memberships (1,000) Parks & Forestry • Professional Association Memberships (2,000) Recycling & Solid Waste • Professional Association Memberships (1,001)	
Other Expenses (574 X – 579x)		
6. Total Expenses		8,704,620
DSR2C		
Capital Equipment Replacement (587X)	Building Maintenance • Utility Tractor (28,000) • Lift (15,000) Highway • Trailer (12,640) • Trailer (8,891) Parks & Forestry • Batting Cages (30,000) • Grapple Bucket (10,200) Recycling & Solid Waste • Ride On Snow-Plow (61,000) • Roll Off Containers (28,000)	193,731
7. Total Operating Budget Capital		193,731
8. Total Base Request (Line 5 + Line 6 + Line 7)		19,813,869

Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES	X	NO	

Department Expenditure Detail DSR2	
Department	Department of Public Works – General Fund
	V2024

Department Personnel Supplement DSR3							
Department	Department of Public Works – General Fund						
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Administration – Complete Overflow Work	10,265			X		
2	Building Maintenance – Absence Coverage	106,632			X		
3	Building Maintenance – Additional Trades Work	84,370			X		
4	Building Maintenance – Boiler Watch	34,065			X		
5	Building Maintenance – CATH Coverage	13,915			X		
6	Building Maintenance – Memorial Park Coverage	11,374			X		
7	Building Maintenance – Non-Billable Permit Coverage	42,653			X		
8	Building Maintenance – Preschool Coverage	14,218			X		
9	Building Maintenance – Public Safety Weekend Coverage	18,554			X		
10	Building Maintenance – Remove Pool Equipment	4,265			X		
11	Building Maintenance – Saturday Program	141,704			X		
12	Building Maintenance – Sunday Coverage at Library	15,075			X		
13	Engineering – Complete Overflow Work	1,851			X		
14	Engineering – Contractor Oversight	10,578			X		
15	Fleet – PM Service	7,221			X		
16	Fleet – RMV Pre-Inspection	3,610			X		
17	Fleet – Seasonal Equipment Services	10,832			X		
18	Highway – Animal Pick-Up	5,215			X		
19	Highway – Construction Inspection	7,020			X		
20	Highway – Construction Inspection – Capital & Ch. 90 Projects	13,541			X		
21	Highway – DPW Markings	22,465			X		
22	Highway – Emergency OT	10,430			X		
23	Highway – Maintenance of Public Ways	7,020			X		
24	Highway – Overtime Downtown Sweeping	10,430			X		
25	Highway – Special Events	8,023			X		
I	Total						
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	210,781					
	Amount Reported Under DSR2A Section 3	865,266					
	Amount Reported Under DSR2A Section 4						
II	Total	1,076,047					
							V2024

Department Personnel Supplement DSR3							
Department	Department of Public Works – General Fund						
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Highway – Street Sweeping	18,453			X	
2	Highway – Street Sign Program	4,012			X	
3	Highway – Traffic Signal Repair	3,610			X	
4	Parks & Forestry – Carol Brewster Maintenance	9,472			X	
5	Parks & Forestry – Dog Park	6,315			X	
6	Parks & Forestry – July 4 Celebration	5,262			X	
7	Parks & Forestry – Leaf Clean Up at Jack Cogswell	3,157			X	
8	Parks & Forestry – Mowing, Leaves, Watering, & Diamond Work	26,839			X	
9	Parks & Forestry – Problems Relating to Irrigation, Buildings, & Vandalism	2,500			X	
10	Parks & Forestry – Pruning, Removals, Planting, & Watering	7,104			X	
11	Parks & Forestry – Storm Damage Clean-Up	9,472			X	
12	Parks & Forestry – Special Events	1,579			X	
13	Recycling & Solid Waste – Add Saturday Staff	40,603			X	
14	Recycling & Solid Waste – Household Hazardous Waste Day	875			X	
15	Recycling & Solid Waste – Landfill Flare Inspections & Maintenance	2,334			X	
16	Recycling & Solid Waste – Leaf Collection (Sunday Only)	9,334			X	
17	Recycling & Solid Waste – Monday Custodial Staff	10,151			X	
18	Recycling & Solid Waste – Monday Equipment Maintenance	40,603			X	
19	Recycling & Solid Waste – Other Absence Backfill (Saturday Only)	5,834			X	
20	Recycling & Solid Waste – Paint Collection	8,167			X	
21	Recycling & Solid Waste – Sunday Supplemental Trash Service	9,334			X	
22	Recycling & Solid Waste – Town Fairs Container Assistance	389			X	
23	Recycling & Solid Waste – Unscheduled OT	3,111			X	
24	Recycling & Solid Waste – Vacation Backfill (Saturday Only)	11,279			X	
25	Recycling & Solid Waste – Weekly Sweeping	10,151			X	
I	Total	1,079,047				
	Sections					
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2	210,781				
	Amount Reported Under DSR2A Section 3	865,266				
	Amount Reported Under DSR2A Section 4					
II	Total	1,076,047				
						V2024

Department Personnel Supplement DSR3						
Department	Department of Public Works – General Fund					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Administration – Vacation Fill-In (1 person for 8 weeks)	4,309		X		
2	Building Maintenance – Building Monitor CATH	6,436		X		
3	Building Maintenance – Building Monitor Memorial Park	21,312		X		
4	Building Maintenance – Building Monitor PSAB	5,604		X		
5	Building Maintenance – Building Monitor Rosemary	17,308		X		
6	Building Maintenance – Building Monitor Town Hall	11,545		X		
7	Building Maintenance – Co-Op	11,290		X		
8	Building Maintenance – Summer Help (4 people for 8 weeks)	20,070		X		
9	Engineering – Summer & Winter Help (2 people for 12 weeks)	15,054		X		
10	Fleet – Co-Op	11,290		X		
11	Fleet – Summer Help (1 person for 12 weeks)	7,526		X		
12	Highway – Summer Help (2 people for 12 weeks)	15,054		X		
13	Parks & Forestry – Co-Op	11,290		X		
14	Parks & Forestry – Summer Help (6 people for 12 weeks)	45,164		X		
15	Recycling & Solid Waste – Summer Help (1 person for 12 weeks)	7,527		X		
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total					
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2	210,781				
	Amount Reported Under DSR2A Section 3	865,266				
	Amount Reported Under DSR2A Section 4					
II	Total	1,076,047				
V2024						

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Building Maintenance Division	Fiscal Year	2024
Title	Custodian	Priority	1

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	65,506		65,506
2. Expense		800		800
3. Operating Capital				
4. Department Total (1+2+3)		66,306		66,306
5. Other Costs	1	31,908		31,908

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

This request is for an additional Custodian position. This Custodian position would be a Float Custodian, which would fill in throughout every building in Town as necessary. If a custodian is out on sick, personal, vacation, FMLA, or workers compensation, a Float Custodian would allow for Building Maintenance to have a custodian who can fill in when needed. On average, Building Maintenance experiences between 5 and 6 custodial absences every day. This position would aid in relieving the workload of existing custodians and decrease the amount of overtime needed to properly upkeep the town and school buildings. Additionally, this will increase efficiency and allow for management to focus on other areas as opposed to spending significant time coordinating staffing. Lastly, we believe that this position will improve morale among custodial staff. As the square footage and number of buildings increases in Town, there becomes a need for additional custodial staff at any given time, on any given day, at any building. Building Maintenance is responsible for cleaning approximately 1,383,764 square feet of building space throughout Town, and currently, with a total of 41 custodians, that means each custodian is responsible for cleaning approximately 33,750 square feet of building a day. A Float Custodian would allow for the Division to have a custodian who can fill in when needed, backup buildings with custodial staff out, respond to emergency situations, and provide additional support to any building. This request includes the salary (65,506), and recurring cell phone and uniform costs (800).

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Building Maintenance Division	Fiscal Year	2024
Title	Custodian	Priority	1
This position would address Goal #1 of the Select Board. This position will allow us to maintain buildings and infrastructure more effectively and efficiently.			
V2024			

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Custodian							Priority	1	
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year						
Compensation Detail										
Base Rate	B2S Step 10							64,106		
Other	Snow Incentive							1,000		
Other	Sick Incentive							400		
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total								65,506		
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain			Start Up Cost $		Annual Recurring Cost $		
Workstation	X									
Vehicle	X									
Computer	X									
Software	X									
Mobile Communication Device		X	Cell Phone					650		
Uniform		X	Shirts and Jackets					150		
Tools										
Equipment										
Other										
Other										
Other										
Totals								800		
Estimated Annual Benefit Cost								31,908		
Description and Explanation										
This request would require a cell phone and uniform.										
V2024										

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Heavy Motor Equipment Operator	Priority	2

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	77,697		77,697
2. Expense		800		800
3. Operating Capital				
4. Department Total (1+2+3)	1	78,497		78,497
5. Other Costs		33,377		33,377

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?		X
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

This request is for an additional Heavy Motor Equipment Operator (HMEO) within the Highway Division. The Division presently operates with 11 unionized staff. With that staff, it maintains 260 lane miles of roadway, 140 linear miles of sidewalk and 246 miles of grass, curbing and parking lots. This expansive scope of work is accomplished by a combination of Town staff and contractors, but in recent years the Division has been unable to recruit and retain as many contractors as before, while also being unable to offset these losses with additional in-house staff.

This additional position would better allow the Highway Division to deploy two full crews during the summer and tackle even more in-house work. Additional HMEOs would enable the Division to take on simultaneous construction projects during the summer.

As an important added benefit, these additional staff members would support the Snow and Ice Program as well. During major events, the Town depends on all DPW staff, not just union employees, for snow removal operations. Even though union staff is limited in the amount of vacation they can take during the winter months, there is inevitably some absenteeism due to vacation or sick time. The new HMEOs would be additional CDL drivers, which are vital during snow events.

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Heavy Motor Equipment Operator	Priority	2

This request is in support of the Select Board goal 2.3 "Evaluate Expansion of Snow Removal Efforts, including sidewalk plowing strategies." The ability of the Snow & Ice Program to devote additional resources to keep the downtown sidewalks clear has been explored but has so far been hamstrung by a lack of staff and a large area of coverage that must be maintained for public safety. The additional HMEOs would expand the capacity of the Division to clear snow from these central areas with high levels of pedestrian traffic.

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Heavy Motor Equipment Operator							Priority	2	
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year				
Compensation Detail										
Base Rate	N4 Step 10								74,797	
Other	Snow Incentive								2,500	
Other	Sick Incentive								400	
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total									77,697	
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation	X									
Vehicle	X									
Computer	X									
Software	X									
Mobile Communication Device	X		Cell Phone						650	
Uniform		X	Shirts and Jackets						150	
Tools	X									
Equipment	X									
Other										
Other										
Other										
Totals									800	
Estimated Annual Benefit Cost									33,377	
Description and Explanation										
This position would require a cell phone and uniforms.										
V2024										

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Assistant Fleet Supervisor	Priority	3

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	91,416	0	91,416
2. Expense		650	5,000	5,650
3. Operating Capital				
4. Department Total (1+2+3)	1	92,066	5,000	97,066
5. Other Costs		35,241		35,241

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?	X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

This request is for a new Assistant Fleet Supervisor position within the Fleet Division. Currently, there are four mechanics and one master mechanic servicing over 200 vehicles. The costs of this position include salary (91,416), cell phone service (650), and a onetime cost to set up office space (5,000).

The responsibilities and level of service from the Fleet Division have increased over time, including assistance with all fleet related issues within the DPW as well as other Town Departments. The vehicles serviced by the Fleet Division have become more sophisticated and require higher level of technical expertise. The Town's vehicle inventory has also become more diverse with multiple fuel types including gas, diesel, hybrids, and plug in electric vehicles, along with heavy construction and specialty equipment. As the responsibilities of the Division expand and the technological capabilities increase, an additional management position is necessary to keep up with the workload necessary to maintain fleet operations.

All mechanics are presently responsible for parts management. Often, mechanics are taken away from performing mechanical tasks to place orders and receive parts. There has been increasing difficult in coordinating procurement of these parts with the market disruptions. Fleet projects are being delayed in order to accommodate for all of this. Therefore, parts

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Assistant Fleet Supervisor	Priority	3

inventory management would be centralized under this new position, thus reducing lag time in placing orders. Centralizing these tasks will lead to better managed inventory controls and more opportunity to conduct research on best sourcing of products and supplies. In addition to coordinating the supply orders, this position would be responsible for overseeing scheduling coordination for all repairs, both internal and external.

General Summary

The Assistant Fleet Supervisor position is responsible for tracking and updating the Division's maintenance, parts, and fuel software systems to ensure efficiency, proper record keeping, and repair tracking for all Fleet assets and accessories. This position will monitor the Town's fuel depot product levels and coordinate delivers to meet standard and seasonal demands. The Assistant Fleet Supervisor will order necessary parts and service supplies to ensure schedules are maintained, will track all parts and service orders, process invoices, track Division spending, research cost efficient and appropriate parts, and track inventory. This position will coordinate annual State/DOT inspections to ensure compliance and safe operating condition as well as coordinate and schedule vehicle/fleet preventative maintenance throughout the Town. Perform other duties as required.

Responsibilities

- Maintains vehicle, maintenance, repairs, parts, and fuel records utilizing the appropriate software to ensure accurate and required documentation.
- Facilitates the purchasing and maintenance of repair parts and shop supply inventories to meet scheduling demands.
- Utilizes the Town's purchase order software to procure necessary material and services while working within approved budget funding.
- Processes vendor parts and services invoices in a timely manner.
- Manages the Town's fuel depot inventory levels and inspects fuel deliveries to verify accuracy and DEP protocols.
- Assists in managing the Department of Public Works pool vehicles.
- Maintains the Division's Safety Data Sheet (SDS) files.
- Does research on cost effective and appropriate purchasing options for the Division.

This request is in support of the Select Board goal that Needham "Models stewardship and sustainability of the Town's financial, human, information and physical assets."

Yes, this request has been previously submitted as a "Fleet Services and Parts Manager".

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Assistant Fleet Supervisor							Priority	3	
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week					Number of Weeks Per Year				
Compensation Detail										
Base Rate	8 Step 11								91,416	
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total									91,416	
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation		X	Workstation				2,500			
Vehicle		X								
Computer		X	Computer				2,500			
Software		X								
Mobile Communication Device		X	Cell phone						650	
Uniform	X									
Tools	X									
Equipment										
Other										
Other										
Other										
Totals							5,000		650	
Estimated Annual Benefit Cost									35,241	
Description and Explanation										
This request would require a workstation, a computer, and a cell phone										
V2024										

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	RTS Employee Trailer	Priority	4

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	0			
2. Expense		65,000	24,000	89,000
3. Operating Capital				
4. Department Total (1+2+3)	0	65,000	24,000	89,000
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?		X
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

DPW is looking to replace the existing employee trailer at the RTS by renting a temporary trailer for the facility. The existing trailer has water damage, is leaking, and there are holes in the siding. The bathroom is not suitable for the number of staff or the operations at that facility. The existing facility is also not weatherproof. Due to the location of the employee trailer and its exposure to the elements, it is worn down. This is the only indoor facility the staff at the RTS have to get relief from the elements. The employee trailer is used by the staff on their breaks and lunch during the regular workday, as the rest of the facility is open to the public during those hours. The trailer is also utilized during snow events as a place of respite.

The funding request would cover the costs of annually renting a temporary trailer as well as some one time incidental work to prepare the site.

V2024

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Sustainability and Resiliency Coordinator	Priority	0

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	1	98,573		98,573
2. Expense		650	5,000	5,650
3. Operating Capital				
4. Department Total (1+2+3)	1	92,066	5,000	97,066
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?		
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?	X	
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

This request is for a Sustainability and Resiliency Coordinator. The Town is seeking to fund this position in response to the Select Board's decision to develop a Climate Action Plan. The Sustainability and Resiliency Coordinator would help implement the action items from the forthcoming Climate Action Plan and would assist in coordinating any and all projects related to sustainability.

The Sustainability and Resiliency Coordinator would be responsible for implementing programs and policies that focus on greenhouse gas reduction goals and climate resiliency planning with regards to the following areas:

- Energy, including reduction, source, and generation
- Built environment including permitting, zoning, siting and code for new construction and renovations for municipal, school, commercial, industrial, and residential structures
- Transportation systems
- Land use
- Water, sewer, & stormwater
- Waste management
- Infrastructure
- Open space, agriculture, and forestry

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund	Fiscal Year	2024
Title	Sustainability and Resiliency Coordinator	Priority	0

In partnership with the Climate Action Plan Committee (CAPC), this position would oversee the development, prioritization, and implementation of the programs, plans, and policies necessary to work towards the Town's sustainability objectives. This would include the coordination of projects and policies focusing on energy efficiency, waste reduction, water conservation, greenhouse gas reduction, climate adaptation, and resiliency projects across all Town and School departments, as well as in residential and commercial sectors.

As part of their responsibilities, the Sustainability and Resiliency Coordinator would also oversee data analysis, including the collection of data related to sustainability throughout all sectors (Town, School, residential, and commercial), establishing goals, and measuring progress against key performance indicators. They would identify opportunities for sustainability-related funding (local, state, or private), and coordinate application processes and grant administration. This position would partner with other departments, committees, and boards to advance sustainability goals on any and all Town projects. Any analysis and progress updates would be reported on by the Sustainability and Resilience Coordinator to the Town, the CAPC, any other boards and committees, and the public on a regular basis.

This position may ultimately end up in another Department but is being submitted under DPW for now.

Yes, this request is in response to Select Board goal 7.1 – Develop a Climate Action Plan.
Yes, as the community is focusing on sustainability efforts in a more public setting, not funding this position will put a delay on implementing recommendations from the Climate Action Plan.

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Sustainability and Resilience Coordinator							Priority	0	
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year						
Compensation Detail										
Base Rate	9 Step 11								98,573	
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total									98,573	
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation		X	Workstation				2,500			
Vehicle	X									
Computer		X	Computer				2,500			
Software	X									
Mobile Communication Device		X	Cell Phone						650	
Uniform	X									
Tools	X									
Equipment	X									
Other	X									
Other	X									
Other	X									
Totals							5,000		650	
Estimated Annual Benefit Cost									34,185	
Description and Explanation										
This position will require a workstation and a computer, as there is not already an existing space. This position will also require a cell phone.										
V2024										

DPW General Fund	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	9,708,291	332,392	10,040,683	682,331		9,358,352	7,998,901	7,659,217	7,249,706
Salary & Wage Temporary	210,781		210,781	2,004		208,777	67,864	41,858	90,440
Salary & Wage Overtime	952,246		952,246	80,118		872,128	1,121,930	1,036,277	929,313
Salary & Wage Other	44,200	800	45,000	3,800		41,200	230,504	276,156	126,289
Salary and Wage Total	10,915,518	333,192	11,248,710	768,253	7.3%	10,480,457	9,419,199	9,013,508	8,395,747
Energy	114,939		114,939	15,291		99,648	33,152	54,500	91,096
Non Energy Utilities									
Repairs and Maintenance	2,126,279		2,126,279	252,961		1,873,318	1,776,992	1,217,231	1,073,282
Rental and Leases	21,700	65,000	86,700	66,000		20,700	11,846	13,128	39,809
Other Property Related	3,591,763	24,000	3,615,763	189,802		3,425,961	3,074,906	3,451,951	2,646,052
Professional & Technical	459,217		459,217	(19,005)		478,222	388,701	432,594	247,538
Communications	210,755	2,600	213,355	2,600		210,755	195,459	191,227	148,617
Recreation									
Other Purchased Services	338,345		338,345	59,047		279,298	256,814	241,574	176,695
Energy Supplies									
Office Supplies	20,000	10,000	30,000	2,400		27,600	13,597	10,346	13,940
Building & Equipment Rprs/Sp	499,993		499,993			499,993	375,437	408,613	307,371
Custodial Supplies	275,137		275,137			275,137	134,954	310,576	144,940
Grounds Keeping Supplies	101,825		101,825	2,576		99,249	84,903	106,997	91,289
Vehicular Supplies	483,698		483,698	92,587		391,111	399,985	360,099	254,075
Food & Service Supplies	2,000		2,000	500		1,500	9,766	8,123	20,428
Medical Supplies	3,350		3,350			3,350		500	500
Educational Supplies								274	
Public Works Supplies	369,459		369,459	(43,607)		413,066	323,298	308,671	274,250
Other Supplies & Equipment	47,195	300	47,495	8,020		39,475	38,678	43,218	40,481
Governmental Charges	6,855		6,855	200		6,655	6,230	5,025	3,065
Travel & Mileage	19,900		19,900	6,850		13,050	2,702	40	8,689
Dues & Subscriptions	12,210		12,210	2,659		9,551	6,230	5,884	6,131
Other							5,419	1,700	3,590
Expense	8,704,620	101,900	8,806,520	638,881	7.8%	8,167,639	7,139,070	7,172,270	5,591,838
Capital Equipment	193,731		193,731	78,232		115,499	170,726	149,330.02	115,649.00
Budget Capital	193,731		193,731	78,232	67.7%	115,499	170,726	149,330.02	115,649.00
Snow and Ice	437,470		437,470	4,331.00		433,139	727,028	800,710.77	405,171.57
TOTAL	20,251,339	435,092	20,686,431	1,489,697	7.8%	19,196,734	17,456,023	17,135,819	14,508,406

DPW General Fund (Administration)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,012,907	98,573	1,111,480	131,362		980,118	862,478	807,638	812,992
Salary & Wage Temporary	4,309		4,309	344		3,965			5,003
Salary & Wage Overtime	10,265		10,265	10		10,255	7,261	7,117	564
Salary & Wage Other							51,442	117,046	10,545
Salary and Wage Total	1,027,481	98,573	1,126,054	131,716	13.2%	994,338	921,181	931,801	829,104
Energy									
Non Energy Utilities									
Repairs and Maintenance	6,000		6,000			6,000	400	1,485	2,544
Rental and Leases									308
Other Property Related									
Professional & Technical	71,480		71,480	10,480		61,000	54,989	38,424	45,790
Communications	10,935	650	11,585	3,400		8,185	9,404	5,219	3,005
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	20,000	10,000	30,000	2,400		27,600	13,015	9,900	11,543
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	4,119		4,119	1,300		2,819	2,712	1,745	1,106
Food & Service Supplies	1,000		1,000	500		500	652	223	588
Medical Supplies									
Educational Supplies								274	
Public Works Supplies							964		
Other Supplies & Equipment	2,300		2,300			2,300	758	949	3,987
Governmental Charges							100	100	150
Travel & Mileage	15,850		15,850	9,350		6,500	2,702		5,482
Dues & Subscriptions	2,809		2,809	1,609		1,200	1,675	1,031	973
Other							4,219	200	500
Expense	134,493	10,650	145,143	29,039	25.0%	116,104	91,591	59,550	75,975
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	1,161,974	109,223	1,271,197	160,755	14.5%	1,110,442	1,012,772	991,350	905,079

DPW General Fund (Bldg Maint)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	4,132,955	65,106	4,198,061	211,257		3,986,804	3,461,296	3,206,294	2,949,265
Salary & Wage Temporary	93,565		93,565	1,660		91,905	24,048	10,280	12,106
Salary & Wage Overtime	486,825		486,825	48,512		438,313	699,428	603,966	544,074
Salary & Wage Other	29,800	400	30,200	3,400		26,800	63,797	71,982	49,917
Salary and Wage Total	4,743,145	65,506	4,808,651	264,829	5.8%	4,543,822	4,248,570	3,892,523	3,555,362
Energy	114,939		114,939	15,291		99,648	33,152	54,500	91,096
Non Energy Utilities									
Repairs and Maintenance	1,673,316		1,673,316	225,649		1,447,667	1,467,105	1,008,855	901,548
Rental and Leases	5,100		5,100			5,100	1,284	1,799	946
Other Property Related	965,657		965,657	6,845		958,812	834,588	1,278,005	773,216
Professional & Technical	209,012		209,012	(31,385)		240,397	227,379	273,049	94,097
Communications	173,940	650	174,590	(950)		175,540	165,217	162,112	121,450
Recreation									
Other Purchased Services	12,600		12,600			12,600	78,093	4,655	4,876
Energy Supplies									
Office Supplies							582		2,396
Building & Equipment Rprs/Sp	486,793		486,793			486,793	375,086	406,913	306,834
Custodial Supplies	275,137		275,137			275,137	134,954	310,576	144,940
Grounds Keeping Supplies	9,100		9,100			9,100	3,500	5,079	4,000
Vehicular Supplies	30,273		30,273	4,121		26,152	24,672	14,932	14,558
Food & Service Supplies	500		500			500	7,214	6,000	8,500
Medical Supplies									
Educational Supplies									
Public Works Supplies							21,572	4,050	36
Other Supplies & Equipment	13,250	150	13,400	2,370		11,030	23,465	1,302	10,575
Governmental Charges	2,700		2,700	200		2,500	3,250	2,150	100
Travel & Mileage	3,250		3,250			3,250			75
Dues & Subscriptions	2,250		2,250			2,250	325	219	768
Other							200	500	1,000
Expense	3,977,817	800	3,978,617	222,141	5.9%	3,756,476	3,401,637	3,534,696	2,481,010
Capital Equipment	43,000		43,000	11,001		31,999			
Budget Capital	43,000		43,000	11,001	34.4%	31,999			
Snow and Ice									
TOTAL	8,763,962	66,306	8,830,268	497,971	6.0%	8,332,297	7,650,206	7,427,218	6,036,373

DPW General Fund (Engineering)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	965,237		965,237	17,669		947,568	752,105	778,904	777,353
Salary & Wage Temporary	15,054		15,054			15,054	5,255	6,688	30,286
Salary & Wage Overtime	12,429		12,429	5,349		7,080	11,490	4,664	5,019
Salary & Wage Other							58,136	11,516	11,802
Salary and Wage Total	992,720		992,720	23,018	2.4%	969,702	826,986	801,772	824,460
Energy									
Non Energy Utilities									
Repairs and Maintenance	930		930			930			770
Rental and Leases									
Other Property Related								13,860	
Professional & Technical	80,000		80,000	2,000		78,000	30,769	56,160	38,101
Communications	4,850		4,850	(300)		5,150	3,564	4,426	4,414
Recreation									
Other Purchased Services							500	500	492
Energy Supplies									
Office Supplies								446	
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	4,484		4,484	175		4,309	2,377	1,566	2,455
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	2,500		2,500	(49,100)		51,600	3,340	4,450	4,623
Other Supplies & Equipment	1,000		1,000			1,000	881	1,097	
Governmental Charges	1,000		1,000			1,000	500	500	
Travel & Mileage	500		500			500		40	1,391
Dues & Subscriptions	2,250		2,250	1,050		1,200	1,090	1,332	1,314
Other							200	200	250
Expense	97,514		97,514	(46,175)	-32.1%	143,689	43,222	84,578	53,809
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	1,090,234		1,090,234	(23,157)	-2.1%	1,113,391	870,208	886,350	878,269

DPW General Fund (Fleet)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	437,260	91,416	528,676	113,624		415,052	388,309	379,618	366,597
Salary & Wage Temporary	18,818		18,818			18,818			
Salary & Wage Overtime	21,663		21,663	1,849		19,814	6,393	12,148	6,976
Salary & Wage Other	1,600		1,600			1,600	8,200	7,878	6,000
Salary and Wage Total	479,341	91,416	570,757	115,473	25.4%	455,284	402,902	399,644	379,573
Energy									
Non Energy Utilities									
Repairs and Maintenance	100,000		100,000	2,000		98,000	76,390	69,939	52,649
Rental and Leases	1,500		1,500			1,500	900	874	1,000
Other Property Related									5,760
Professional & Technical	43,125		43,125	(4,500)		47,625	28,423	27,362	24,966
Communications	3,100	650	3,750	600		3,150	3,083	3,235	2,840
Recreation									
Other Purchased Services	51,100		51,100	15,000		36,100	5,500	4,423	6,400
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp							351	1,700	538
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	176,396		176,396	18,235		158,161	144,327	141,379	118,613
Food & Service Supplies							500	500	9,940
Medical Supplies	2,000		2,000			2,000			
Educational Supplies									
Public Works Supplies	10,000		10,000			10,000	8,321	11,855	12,136
Other Supplies & Equipment	10,530		10,530	5,500		5,030	1,802	32,118	18,652
Governmental Charges	250		250			250		25	25
Travel & Mileage	50		50			50			
Dues & Subscriptions	900		900			900			213
Other							200	200	340
Expense	398,951	650	399,601	36,835	10.2%	362,766	269,798	293,608	254,071
Capital Equipment									
Budget Capital									
Snow and Ice									
TOTAL	878,292	92,066	970,358	152,308	18.6%	818,050	672,699	693,253	633,644

DPW General Fund (Highway)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,046,984	77,297	1,124,281	124,637		999,644	861,241	814,335	724,786
Salary & Wage Temporary	15,054		15,054			15,054	1,918		7,040
Salary & Wage Overtime	136,294		136,294	8,073		128,221	124,134	113,501	116,055
Salary & Wage Other	4,000	400	4,400	400		4,000	19,000	27,889	16,643
Salary and Wage Total	1,202,332	77,697	1,280,029	133,110	11.6%	1,146,919	1,006,294	955,725	864,524
Energy									
Non Energy Utilities									
Repairs and Maintenance	209,033		209,033	15,612		193,421	61,196	33,980	38,061
Rental and Leases	5,000		5,000	1,000		4,000	3,814	1,400	3,554
Other Property Related	769,859		769,859	34,961		734,898	783,916	714,780	503,284
Professional & Technical	2,500		2,500			2,500	1,818	1,161	2,294
Communications	5,350	650	6,000	150		5,850	4,711	6,414	7,023
Recreation									
Other Purchased Services	25,212		25,212			25,212	14,503	22,295	23,101
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	1,000		1,000			1,000	1,755		
Vehicular Supplies	99,296		99,296	28,353		70,943	80,883	43,491	26,809
Food & Service Supplies									
Medical Supplies	100		100			100			
Educational Supplies									
Public Works Supplies	226,709		226,709	1,493		225,216	150,415	157,671	135,935
Other Supplies & Equipment	2,495	150	2,645	150		2,495	4,276	2,442	2,611
Governmental Charges	505		505			505	160	485	345
Travel & Mileage									
Dues & Subscriptions	1,000		1,000			1,000	950	919	720
Other							200	200	250
Expense	1,348,059	800	1,348,859	81,719	6.4%	1,267,140	1,108,596	985,238	743,987
Capital Equipment	21,531		21,531	21,531			36,361	45,782.00	33,650.00
Budget Capital	21,531		21,531	21,531			36,361	45,782.00	33,650.00
Snow and Ice									
TOTAL	2,571,922	78,497	2,650,419	236,360	9.8%	2,414,059	2,151,251	1,986,746	1,642,161

DPW General Fund (Parks and Forestry)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,327,100		1,327,100	50,387		1,276,713	1,031,653	1,037,147	1,015,020
Salary & Wage Temporary	56,454		56,454			56,454	35,046	24,890	31,469
Salary & Wage Overtime	71,700		71,700	4,163		67,537	77,127	82,545	63,648
Salary & Wage Other	5,600		5,600			5,600	14,539	25,944	15,500
Salary and Wage Total	1,460,854		1,460,854	54,550	3.9%	1,406,304	1,158,364	1,170,527	1,125,637
Energy									
Non Energy Utilities									
Repairs and Maintenance	68,500		68,500	9,700		58,800	88,416	37,099	17,134
Rental and Leases									
Other Property Related	614,299		614,299	39,797		574,502	395,363	407,891	382,739
Professional & Technical	10,100		10,100	3,500		6,600	1,226	333	6,297
Communications	4,080		4,080	(150)		4,230	3,319	4,072	4,181
Recreation									
Other Purchased Services	26,876		26,876			26,876	14,500	18,500	20,518
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp	700		700			700			
Custodial Supplies									
Grounds Keeping Supplies	91,725		91,725	2,576		89,149	79,648	98,543	85,789
Vehicular Supplies	61,921		61,921	11,938		49,983	40,529	25,421	27,361
Food & Service Supplies									
Medical Supplies	750		750			750			
Educational Supplies									
Public Works Supplies	17,800		17,800			17,800	24,794	15,943	15,767
Other Supplies & Equipment	14,270		14,270			14,270	3,906	3,265	2,279
Governmental Charges	1,800		1,800			1,800	2,095	1,520	2,025
Travel & Mileage	250		250			250			
Dues & Subscriptions	2,000		2,000			2,000	1,690	2,114	2,095
Other							200	200	950
Expense	915,071		915,071	67,361	7.9%	847,710	655,685	614,900	567,135
Capital Equipment	40,200		40,200	(26,800)		67,000	24,257	11,351.02	
Budget Capital	40,200		40,200	(26,800)	-40.0%	67,000	24,257	11,351.02	
Snow and Ice									
TOTAL	2,416,125		2,416,125	95,111	4.1%	2,321,014	1,838,306	1,796,778	1,692,773

DPW General Fund (Solid Waste)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	785,848		785,848	33,395		752,453	641,819	635,280	603,692
Salary & Wage Temporary	7,527		7,527			7,527	1,597		4,537
Salary & Wage Overtime	213,070		213,070	12,162		200,908	196,098	212,335	192,977
Salary & Wage Other	3,200		3,200			3,200	15,389	13,901	15,881
Salary and Wage Total	1,009,645		1,009,645	45,557	4.7%	964,088	854,903	861,516	817,087
Energy									
Non Energy Utilities									
Repairs and Maintenance	68,500		68,500			68,500	83,485	65,875	60,576
Rental and Leases	10,100	65,000	75,100	65,000		10,100	5,848	9,055	34,001
Other Property Related	1,241,948	24,000	1,265,948	108,199		1,157,749	1,061,040	1,037,415	981,053
Professional & Technical	43,000		43,000	900		42,100	44,097	36,105	35,993
Communications	8,500		8,500	(150)		8,650	6,160	5,749	5,704
Recreation									
Other Purchased Services	222,557		222,557	44,047		178,510	143,718	191,201	121,308
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp	12,500		12,500			12,500			
Custodial Supplies									
Grounds Keeping Supplies								3,375	1,500
Vehicular Supplies	107,209		107,209	28,465		78,744	104,486	131,564	63,173
Food & Service Supplies	500		500			500	1,400	1,400	1,400
Medical Supplies	500		500			500		500	500
Educational Supplies									
Public Works Supplies	112,450		112,450	4,000		108,450	113,892	114,702	105,752
Other Supplies & Equipment	3,350		3,350			3,350	3,590	2,045	2,378
Governmental Charges	600		600			600	125	245	420
Travel & Mileage				(2,500)		2,500			1,741
Dues & Subscriptions	1,001		1,001			1,001	500	269	50
Other							200	200	300
Expense	1,832,715	89,000	1,921,715	247,961	14.8%	1,673,754	1,568,542	1,599,700	1,415,850
Capital Equipment	89,000		89,000	72,500		16,500	110,108	92,197.00	81,999.00
Budget Capital	89,000		89,000	72,500	439.4%	16,500	110,108	92,197.00	81,999.00
Snow and Ice									
TOTAL	2,931,360	89,000	3,020,360	366,018	13.8%	2,654,342	2,533,553	2,553,413	2,314,936

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Assistant Director of Public Works/Building Maintenance	1.00	G	13	Merit	137,906.00	0.00	0.00		137,906	
Building Maintenance Manager	1.00	G	11	8	102,122.00	0.00	3,000.00		105,122	Vehicle Allowance
Building Maintenance Supervisor	1.00	G	9	5	84,981.00	0.00	0.00		84,981	
Building Maintenance Supervisor	1.00	G	9	9	94,751.00	400.00	0.00		95,151	
HVAC Supervisor	1.00	G	9	8	90,266.00	0.00	0.00		90,266	
Carpenter	1.00	BS	7	10	89,648.00	400.00	4,500.00		94,548	License Stipend
Electrician	1.00	BS	7	9	87,755.00	200.00	4,500.00		92,455	License Stipend
HVAC Technician	1.00	BS	7	10	89,648.00	0.00	4,500.00		94,148	License Stipend
HVAC Technician	1.00	B	7	7	80,808.00	0.00	4,500.00		85,308	License Stipend
HVAC Technician	1.00	B	7	10	87,048.00	600.00	4,500.00		92,148	License Stipend
HVAC Technician	1.00	B	7	10	87,048.00	200.00	4,500.00		91,748	License Stipend
Plumber	1.00	B	7	9	85,155.00	0.00	4,500.00		89,655	License Stipend
Plumber	1.00	BS	7	10	89,648.00	400.00	4,500.00		94,548	License Stipend
Crafts Worker	1.00	BS	4	6	69,472.00	400.00	1,000.00		70,872	
Crafts Worker	1.00	B	4	6	66,872.00	0.00	1,000.00		67,872	
Crafts Worker	1.00	B	4	7	69,056.00	200.00	1,000.00		70,256	
Crafts Worker	1.00	B	4	9	72,758.00	1,200.00	1,000.00		74,958	
Senior Custodian	1.00	B	3	7	62,774.00	200.00	1,000.00		63,974	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Assistant Director of Public Works/Building Maintenance	1.00	1.00	1.00	Merit	Merit	Merit	135,120	135,120	137,906	2.1%
Building Maintenance Manager	1.00	1.00	1.00	6	7	8	96,434	100,091	105,122	5.0%
Building Maintenance Supervisor	1.00	1.00	1.00	7	8	5	87,194	90,344	84,981	-5.9%
Building Maintenance Supervisor	1.00	1.00	1.00	7	8	9	87,594	90,744	95,151	4.9%
HVAC Supervisor		1.00	1.00		11	8	0	98,219	90,266	-8.1%
Carpenter	1.00	1.00	1.00	6	7	10	82,944	92,426	94,548	2.3%
Electrician	1.00	1.00	1.00	5	6	9	81,051	88,503	92,455	4.5%
HVAC Technician	1.00	1.00	1.00	7	8	10	84,762	90,175	94,148	4.4%
HVAC Technician	1.00	1.00	1.00	6	7	7	82,944	84,962	85,308	0.4%
HVAC Technician	1.00	1.00	1.00	8	8	10	85,258	90,026	92,148	2.4%
HVAC Technician	1.00	1.00	1.00	8	8	10	85,058	87,775	91,748	4.5%
Plumber	1.00	1.00	1.00	8	6	9	87,138	85,703	89,655	4.6%
Plumber	1.00	1.00	1.00	7	8	10	84,962	92,426	94,548	2.3%
Crafts Worker	1.00	1.00	1.00	4	5	6	63,829	66,845	70,872	6.0%
Crafts Worker		1.00	1.00		5	6	0	65,126	67,872	4.2%
Crafts Worker	1.00	1.00	1.00	4	7	7	61,749	66,450	70,256	5.7%
Crafts Worker	1.00	1.00	1.00	8	8	9	68,968	71,589	74,958	4.7%
Senior Custodian	1.00	1.00	1.00	8	8	7	62,893	63,093	63,974	1.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Senior Custodian	1.00	B	3	9	66,143.60	600.00	1,000.00		67,744	
Senior Custodian	1.00	BS	3	5	61,318.00	400.00	1,000.00		62,718	
Senior Custodian	1.00	B	3	9	66,144.00	600.00	1,000.00		67,744	
Senior Custodian	1.00	B	3	9	66,144.00	1,000.00	1,000.00		68,144	
Senior Custodian	1.00	BS	3	9	68,744.00	1,200.00	1,000.00		70,944	
Senior Custodian	1.00	B	3	9	66,144.00	200.00	1,000.00		67,344	
Senior Custodian	1.00	BS	3	8	66,581.00	600.00	1,000.00		68,181	
Senior Custodian	1.00	B	3	10	67,642.00	800.00	2,000.00		70,442	Special Duty
Senior Custodian	1.00	B	3	10	67,642.00	1,000.00	2,000.00		70,642	Special Duty
Senior Custodian	1.00	B	3	9	66,144.00	600.00	1,000.00		67,744	
Senior Custodian	1.00	B	3	9	66,144.00	800.00	1,000.00		67,944	
Senior Custodian	1.00	B	3	9	66,144.00	1,200.00	1,000.00		68,344	
Senior Custodian	1.00	BS	3	6	63,378.00	200.00	1,000.00		64,578	
Senior Custodian	1.00	BS	3	8	67,246.00	200.00	1,000.00		68,446	
Senior Custodian	1.00	B	3	9	66,144.00	600.00	1,000.00		67,744	
Senior Custodian	1.00	B	3	10	67,642.00	1,000.00	2,000.00		70,642	Special Duty
Custodian	1.00	BS	2	5	56,014.00	0.00	1,000.00		57,014	
Custodian	1.00	BS	2	5	56,014.00	0.00	1,000.00		57,014	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Senior Custodian	1.00	1.00	1.00	8	8	9	63,293	64,666	67,744	4.8%
Senior Custodian	1.00	1.00	1.00	8	8	5	64,973	64,973	62,718	-3.5%
Senior Custodian	1.00	1.00	1.00	8	8	9	63,293	64,666	67,744	4.8%
Senior Custodian	1.00	1.00	1.00	8	8	9	63,693	65,066	68,144	4.7%
Senior Custodian	1.00	1.00	1.00	8	8	9	65,773	67,866	70,944	4.5%
Senior Custodian	1.00	1.00	1.00	8	8	9	64,093	64,266	67,344	4.8%
Senior Custodian	1.00	1.00	1.00	8	8	8	65,173	67,066	68,181	1.7%
Senior Custodian	1.00	1.00	1.00	8	8	10	66,550	68,798	70,442	2.4%
Senior Custodian	1.00	1.00	1.00	8	8	10	66,750	68,998	70,642	2.4%
Senior Custodian	1.00	1.00	1.00	8	8	9	63,093	64,466	67,744	5.1%
Senior Custodian	1.00	1.00	1.00	8	8	9	63,493	64,866	67,944	4.7%
Senior Custodian	1.00	1.00	1.00	8	8	9	63,493	65,066	68,344	5.0%
Senior Custodian	1.00	1.00	1.00	4	4	6	59,240	61,083	64,578	5.7%
Senior Custodian	1.00	1.00	1.00	6	7	8	60,771	65,035	68,446	5.2%
Senior Custodian	1.00	1.00	1.00	7	8	9	61,678	64,466	67,744	5.1%
Senior Custodian	1.00	1.00	1.00	8	8	10	66,750	68,998	70,642	2.4%
Custodian	1.00	1.00	1.00	8	8	5	57,048	57,048	57,014	-0.1%
Custodian	1.00	1.00	1.00	8	8	5	55,568	55,568	57,014	2.6%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Custodian	1.00	BS	2	6	57,886.00	200.00	1,000.00		59,086	
Custodian	1.00	BS	2	7	59,675.00	0.00	1,000.00		60,675	
Custodian	1.00	B	2	6	55,286.00	200.00	1,000.00		56,486	
Custodian	1.00	BS	2	8	61,381.00	800.00	1,000.00		63,181	
Custodian	1.00	BS	2	6	57,886.00	0.00	1,000.00		58,886	
Custodian	1.00	B	2	8	58,781.00	200.00	1,000.00		59,981	
Custodian	1.00	BS	2	6	57,886.00	0.00	1,000.00		58,886	
Custodian	1.00	BS	2	7	59,675.00	200.00	1,000.00		60,875	
Custodian	1.00	BS	2	8	61,381.00	200.00	1,000.00		62,581	
Custodian	1.00	BS	2	7	59,675.00	0.00	1,000.00		60,675	
Custodian	1.00	B	2	8	58,781.00	200.00	1,000.00		59,981	
Custodian	1.00	BS	2	5	56,014.00	0.00	1,000.00		57,014	
Custodian	1.00	BS	2	8	61,381.00	400.00	1,000.00		62,781	
Custodian	1.00	B	2	6	55,286.00	0.00	1,000.00		56,286	
Custodian	1.00	BS	2	8	61,381.00	200.00	1,000.00		62,581	
Custodian	1.00	BS	2	7	59,675.00	200.00	1,000.00		60,875	
Custodian	1.00	BS	2	7	59,675.00	200.00	1,000.00		60,875	
Custodian	1.00	BS	2	6	57,886.00	200.00	1,000.00		59,086	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Custodian	1.00	1.00	1.00	5	6	6	53,187	55,704	59,086	6.1%
Custodian	1.00	1.00	1.00	6	7	7	54,373	57,534	60,675	5.5%
Custodian	1.00	1.00	1.00	4	5	6	52,022	53,187	56,486	6.2%
Custodian	1.00	1.00	1.00	8	8	8	57,648	60,082	63,181	5.2%
Custodian	1.00	1.00	1.00	4	5	6	52,022	55,704	58,886	5.7%
Custodian	1.00	1.00	1.00	7	8	8	53,741	56,882	59,981	5.4%
Custodian	1.00	1.00	1.00	8	8	6	56,848	56,848	58,886	3.6%
Custodian	1.00	1.00	1.00	6	7	7	54,373	57,535	60,875	5.8%
Custodian	1.00	1.00	1.00	7	8	8	55,621	59,482	62,581	5.2%
Custodian	1.00	1.00	1.00	8	7	7	56,848	57,534	60,675	5.5%
Custodian	1.00	1.00	1.00	8	8	8	54,968	56,881	59,981	5.4%
Custodian	1.00	1.00	1.00	7	8	5	55,821	57,048	57,014	-0.1%
Custodian	1.00	1.00	1.00	8	8	8	57,048	59,482	62,781	5.5%
Custodian	1.00	1.00	1.00	4	5	6	49,942	53,104	56,286	6.0%
Custodian	1.00	1.00	1.00	7	8	8	55,821	59,482	62,581	5.2%
Custodian	1.00	1.00	1.00	6	7	7	54,373	57,534	60,875	5.8%
Custodian	1.00	1.00	1.00	6	7	7	54,573	57,734	60,875	5.4%
Custodian	1.00	1.00	1.00	7	6	6	55,621	55,704	59,086	6.1%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Custodian	1.00	BS	2	6	57,886.00	0.00	1,000.00		58,886	
Custodian	1.00	BS	2	8	61,381.00	600.00	1,000.00		62,981	
Custodian	1.00	BS	2	6	57,886.00	0.00	1,000.00		58,886	
Custodian	1.00	B	2	6	55,286.00	0.00	1,000.00		56,286	
Glazier	0.00			0	0.00	0.00	0.00		0	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		15,836	15,836	
Building Maintenance	58.00				4,011,118.60	19,000.00	87,000.00	15,836	4,132,955	
Division Super Parks & Forestry	1.00	G	12	Merit	125,066.00	0.00	0.00		125,066	
Assistant Superintendent	1.00	G	9	9	94,751.00	6,633.00	900.00		102,284	Deputy Tree Warden
Public Works Craftsworker	1.00	N	4	7	69,389.00	2,082.00	2,500.00		73,971	
Arborist	1.00	N	5	6	71,261.00	0.00	2,500.00		73,761	
Arborist	1.00	N	5	6	71,261.00	713.00	2,500.00		74,474	
Heavy Motor Equipment Operator	1.00	N	4	3	60,174.00	301.00	2,500.00		62,975	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		1,971	1,971	
Forestry	6.00				491,902.00	9,729.00	10,900.00	1,971	514,502	
Working Foreman	1.00	N	7	7	81,203.00	4,060.00	2,500.00		87,763	
Working Foreman	1.00	N	7	7	81,203.00	5,684.00	2,500.00		89,387	
Public Works Craftsworker	1.00	N	4	7	69,389.00	3,469.00	2,500.00		75,358	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Custodian	1.00	1.00	1.00	8	5	6	57,848	55,704	58,886	5.7%
Custodian	1.00	1.00	1.00	8	8	8	57,448	59,882	62,981	5.2%
Custodian	1.00	1.00	1.00	4	5	6	52,022	53,187	58,886	10.7%
Custodian	1.00	1.00	1.00	5	6	6	51,107	53,104	56,286	6.0%
Glazier	1.00	0.00	0.00		0	0	71,477	0	0	
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	14,078	14,888	15,836	6.4%
Building Maintenance	57.00	58.00	58.00				3,761,453	3,986,804	4,132,955	3.7%
Division Super Parks & Forestry	1.00	1.00	1.00	Merit	Merit	Merit	117,288	121,980	125,066	2.5%
Assistant Superintendent	1.00	1.00	1.00	7	8	9	93,326	96,665	102,284	5.8%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	64,857	68,882	73,971	7.4%
Arborist	1.00	1.00	1.00	10	5	6	65,932	70,192	73,761	5.1%
Arborist	1.00	1.00	1.00	10	5	6	65,932	70,192	74,474	6.1%
Heavy Motor Equipment Operator	1.00	1.00	1.00	5	2	3	55,892	58,618	62,975	7.4%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	1,777	1,822	1,971	8.2%
Forestry	6.00	6.00	6.00				465,004	488,351	514,502	5.4%
Working Foreman	1.00	1.00	1.00	10	6	7	78,180	83,961	87,763	4.5%
Working Foreman	1.00	1.00	1.00	10	6	7	78,911	85,503	89,387	4.5%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	66,418	71,530	75,358	5.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Public Works Craftsworker	1.00	N	4	7	69,389.00	3,469.00	2,500.00		75,358	
Public Works Craftsworker	1.00	N	4	6	67,205.00	672.00	2,500.00		70,377	
Public Works Craftsworker	1.00	N	4	5	64,938.00	325.00	2,500.00		67,763	
Park Ranger	1.00	BS	2	6	57,886.00	0.00	1,000.00		58,886	
Laborer 3	1.00	N	3	6	61,090.00	305.00	2,500.00		63,895	
Laborer 3	1.00	N	3	7	63,066.00	4,415.00	2,500.00		69,981	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		2,534	2,534	
Parks	9.00				615,369.00	22,399.00	21,000.00	2,534	661,302	
Public Works Craftsworker	1.00	N	4	7	69,389.00	3,469.00	2,500.00		75,358	
Public Works Craftsworker	1.00	N	4	7	69,389.00	3,469.00	2,500.00		75,358	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		580	580	
Schools	2.00				138,778.00	6,938.00	5,000.00	580	151,296	
Director of Public Works	1.00	G	15	Merit	154,465.00	0.00	0.00		154,465	
Assistant Director of Public Works/Operations	1.00	G	13	Merit	137,906.00	0.00	0.00		137,906	
Business Manager (Director of Administration and Finance/Public Services)	1.00	G	11	11	108,674.00	0.00	0.00		108,674	
Project Manager	1.00	G	10	11	103,487.00	0.00	3,000.00		106,487	Vehicle Allowance
Compliance Coordinator	1.00	G	6	11	82,934.00	0.00	0.00		82,934	
Administrative Analyst	1.00	G	6	5	72,072.00	0.00	0.00		72,072	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	66,418	71,530	75,358	5.4%
Public Works Craftsworker	1.00	1.00	1.00	8	5	6	61,975	67,806	70,377	3.8%
Public Works Craftsworker	1.00	1.00	1.00	6	4	5	59,613	64,688	67,763	4.8%
Park Ranger		1.00	1.00		X	6	0	67,254	58,886	-12.4%
Laborer 3	1.00	1.00	1.00	6	5	6	55,014	61,155	63,895	4.5%
Laborer 3	1.00	1.00	1.00	10	7	7	58,450	68,548	69,981	2.1%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	2,010	2,154	2,534	17.6%
Parks	8.00	9.00	9.00				526,989	644,129	661,302	2.7%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	66,418	71,530	75,358	5.4%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	67,042	72,189	75,358	4.4%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	513	539	580	7.6%
Schools	2.00	2.00	2.00				133,973	144,258	151,296	4.9%
Director of Public Works	1.00	1.00	1.00	Merit	Merit	Merit	154,780	150,653	154,465	2.5%
Assistant Director of Public Works/Operations	1.00	1.00	1.00	OOR	OOR	Merit	146,425	146,425	137,906	-5.8%
Business Manager (Director of Administration and Finance/Public Services)	1.00	1.00	1.00	9	10	11	100,893	103,935	108,674	4.6%
Project Manager	1.00	1.00	1.00	OOR	11	11	106,552	102,977	106,487	3.4%
Compliance Coordinator	1.00	1.00	1.00	10	11	11	83,519	81,804	82,934	1.4%
Administrative Analyst	1.00	1.00	1.00	3	4	5	67,626	68,075	72,072	5.9%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Management Analyst	1.00	G	8	6	81,842.00	400.00	0.00		82,242	
Administrative Specialist	1.00	I	5	6	70,688.00	0.00	0.00		70,688	
Administrative Specialist	1.00	I	5	5	68,640.00	0.00	0.00		68,640	Reclassification
Finance Assistant	0.00		0	0	0.00	0.00	0.00		0	Department Reorganization
Administrative Assistant	1.00	I	3	9	65,013.00	0.00	0.00		65,013	Department Reorganization
Office Assistant	1.00	I	2	9	59,105.00	800.00	0.00		59,905	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		3,881	3,881	
Administration	11.00				1,004,826.00	1,200.00	3,000.00	3,881.00	1,012,907.00	
Town Engineer	1.00	G	13	Merit	128,597.00	0.00	0.00		128,597	
Assistant Town Engineer	1.00	G	11	8	102,122.00	0.00	0.00		102,122	
Contract Administrator					0.00	0.00	0.00		0	Restructure
Project Manager	1.00	G	10	10	101,439.00	0.00	3,000.00		104,439	Vehicle Allowance
Civil Engineer	1.00	G	7	10	85,352.00	0.00	0.00		85,352	
Civil Engineer	1.00	G	7	10	85,352.00	1,000.00	0.00		86,352	
Senior Autocad Technician	1.00	GF	6	11	82,930.00	600.00	0.00		83,530	
Civil Engineer	1.00	G	7	10	85,352.00	400.00	0.00		85,752	
Survey Party Chief	1.00	GF	6	4	69,763.00	0.00	0.00		69,763	
Survey Party Chief	1.00	GF	6	8	78,083.00	800.00	0.00		78,883	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Management Analyst	1.00	1.00	1.00	3	4	6	71,966	75,027	82,242	9.6%
Administrative Specialist	1.00	1.00	1.00	11	5	6	64,175	66,963	70,688	5.6%
Administrative Specialist	1.00	1.00	1.00	10	4	5	58,383	61,094	68,640	12.4%
Finance Assistant	0.00	0.00	0.00	5	0	0	53,235	0	0	
Administrative Assistant	1.00	1.00	1.00		8	9	0	62,147	65,013	4.6%
Office Assistant	1.00	1.00	1.00	11	8	9	55,420	57,292	59,905	4.6%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	4,166	3,726	3,881	4.2%
Administration	11.00	11.00	11.00				967,140.00	980,118.00	1,012,907.00	3.3%
Town Engineer	1.00	1.00	1.00	OOR	OOR	Merit	146,425	146,425	128,597	-12.2%
Assistant Town Engineer	1.00	1.00	1.00	8	10	8	101,301	104,535	102,122	-2.3%
Contract Administrator	1.00		0.00	11		0	92,697	0	0	
Project Manager		1.00	1.00		7	10	0	93,006	104,439	12.3%
Civil Engineer		1.00	1.00		9	10	0	81,106	85,352	5.2%
Civil Engineer	1.00	1.00	1.00	8	9	10	79,965	82,427	86,352	4.8%
Senior Autocad Technician	1.00	1.00	1.00	11	11	11	79,120	81,506	83,530	2.5%
Civil Engineer	1.00	1.00	1.00	11	9	10	79,965	82,027	85,752	4.5%
Survey Party Chief	1.00	1.00	1.00	2	3	4	71,453	65,686	69,763	6.2%
Survey Party Chief	1.00	1.00	1.00	6	7	8	72,498	75,181	78,883	4.9%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Auto Cad Technician	1.00	GF	4	10	72,946.00	0.00	0.00		72,946	
Engineering Aide	1.00	GF	2	OOR	63,003.00	800.00	0.00		63,803	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		3,698	3,698	
Engineering	11.00				954,939.00	3,600.00	3,000.00	3,698	965,237	
Division Super Highway	1.00	G	12	Merit	125,369.00	0.00	3,000.00		128,369	Vehicle Allowance
Assistant Superintendent	1.00	G	9	11	98,573.00	4,929.00	0.00		103,502	
Working Foreman	1.00	N	7	7	81,203.00	4,060.00	2,500.00		87,763	
Working Foreman	1.00	N	7	7	81,203.00	3,248.00	2,500.00		86,951	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	4,857.00	2,500.00		76,746	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	2,776.00	2,500.00		74,665	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	1,041.00	2,500.00		72,930	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	1,041.00	2,500.00		72,930	
Public Works Craftsworker	1.00	N	4	5	64,938.00	0.00	2,500.00		67,438	
Heavy Motor Equipment Operator	1.00	N	4	5	64,938.00	325.00	2,500.00		67,763	
Heavy Motor Equipment Operator	1.00	N	4	3	60,174.00	301.00	2,500.00		62,975	
Laborer 3	1.00	N	3	5	59,030.00	0.00	2,500.00		61,530	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		3,706	3,706	
Highway	12.00				912,984.00	22,577.99	28,000.00	3,706	967,268	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Auto Cad Technician	1.00	1.00	1.00	8	9	10	67,662	69,763	72,946	4.6%
Engineering Aide	1.00	1.00	1.00	X	x	OOR	63,603	63,603	63,803	0.3%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	3,261	3,303	3,698	12.0%
Engineering	10.00	11.00	11.00				857,950	948,568	965,237	1.8%
Division Super Highway	1.00	1.00	1.00	Merit	Merit	Merit	122,016	125,312	128,369	2.4%
Assistant Superintendent	1.00	1.00	1.00	8	9	11	93,912	97,052	103,502	6.6%
Working Foreman	1.00	1.00	1.00	10	6	7	78,180	82,961	87,763	5.8%
Working Foreman	1.00	1.00	1.00	10	6	7	77,450	82,190	86,951	5.8%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	67,666	72,507	76,746	5.8%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	66,418	70,530	74,665	5.9%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	64,545	68,882	72,930	5.9%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	64,545	68,882	72,930	5.9%
Public Works Craftsworker	1.00	1.00	1.00	7	4	5	59,324	63,381	67,438	6.4%
Heavy Motor Equipment Operator	1.00	1.00	1.00	6	4	5	59,324	63,381	67,763	6.9%
Heavy Motor Equipment Operator	1.00	1.00	1.00	5	2	3	56,183	58,618	62,975	7.4%
Laborer 3		1.00	1.00		OOR	5	0	67,254	61,530	-8.5%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	3,114	3,204	3,706	15.7%
Highway	11.00	12.00	12.00				812,677	924,154	967,268	4.7%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Public Works Technician	1.00	N	5	8	75,774.00	1,137.00	2,500.00		79,411	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		305	305	
Traffic Control	1.00				75,774.00	1,137.00	2,500.00	305	79,716	
Fleet Supervisor	1.00	G	10	11	103,487.00	0.00	0.00		103,487	
Master Mechanic	1.00	N	7	9	85,571.00	4,279.00	2,500.00		92,350	
Equipment Mechanic	1.00	N	5	8	75,774.00	1,137.00	2,500.00		79,411	
Equipment Mechanic	1.00	N	5	8	75,774.00	758.00	2,500.00		79,032	
Equipment Mechanic	1.00	N	5	8	75,774.00	3,031.00	2,500.00		81,305	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		1,675	1,675	
Fleet	5.00				416,380.00	9,205.00	10,000.00	1,675	437,260	
Division Super Solid Waste/Recycling	1.00	G	12	Merit	108,102.00	0.00	0.00		108,102	
Assistant Superintendent	1.00	G	9	7	90,266.00	0.00	0.00		90,266	
Working Foreman	1.00	N	7	6	78,645.00	786.00	2,500.00		81,931	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	1,041.00	2,500.00		72,930	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	694.00	2,500.00		72,583	
Heavy Motor Equipment Operator	1.00	N	4	6	67,205.00	336.00	2,500.00		70,041	
Scalehouse Attendant	1.00	N	4	7	69,389.00	347.00	2,500.00		72,236	
Heavy Motor Equipment Operator	1.00	N	4	6	67,205.00	336.00	2,500.00		70,041	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Public Works Technician	1.00	1.00	1.00	10	8	8	69,207	75,216	79,411	5.6%
BUDGETARY ADJUSTMENT	0.00		0.00	0	0	0	266	274	305	11.3%
Traffic Control	1.00	1.00	1.00				69,473	75,490	79,716	5.6%
Fleet Supervisor	1.00	1.00	1.00	OOR	OOR	11	100,608	100,997	103,487	2.5%
Master Mechanic	1.00	1.00	1.00	10	10	9	83,684	88,094	92,350	4.8%
Equipment Mechanic	1.00	1.00	1.00	10	8	8	68,873	74,855	79,411	6.1%
Equipment Mechanic	1.00	1.00	1.00	10	8	8	68,540	74,355	79,032	6.3%
Equipment Mechanic	1.00	1.00	1.00	10	8	8	69,207	75,216	81,305	8.1%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	1,504	1,535	1,675	9.1%
Fleet	5.00	5.00	5.00				392,416	415,052	437,260	5.4%
Division Super Solid Waste/Recycling	1.00	1.00	1.00	Merit	Merit	Merit	103,944	108,102	108,102	0.0%
Assistant Superintendent	1.00	1.00	1.00	4	6	7	82,098	85,566	90,266	5.5%
Working Foreman	1.00	1.00	1.00	9	5	6	72,239	77,230	81,931	6.1%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	64,545	68,882	72,930	5.9%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	7	64,233	68,223	72,583	6.4%
Heavy Motor Equipment Operator	1.00	1.00	1.00	8	5	6	61,674	65,987	70,041	6.1%
Scalehouse Attendant	1.00	1.00	1.00	9	8	7	62,132	67,894	72,236	6.4%
Heavy Motor Equipment Operator	1.00	1.00	1.00	7	4	6	59,324	63,381	70,041	10.5%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Laborer 3	1.00	N	3	5	59,030.00	0.00	2,500.00		61,530	
Laborer 3	1.00	N	3	5	59,030.00	0.00	2,500.00		61,530	
Monday Holidays	0.00	W	X	X	0.00	0.00	21,646.89		21,647	FY2024 Monday Holidays (Nine)
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		3,011	3,011	
Recycling & Solid Waste Disposal	10.00				737,650.00	3,539.98	41,646.89	3,011	785,848	
Department Totals	125.00				9,359,720.61	99,325.97	212,046.89	37,197	9,708,290	

Salary and Wage Base	9,359,721
Longevity	99,326
Differential	177,500
Education	0
Extra Holiday	21,647
Other Pay	12,900
Stipends	0
Budget Adjustment	37,197
Total	9,708,290

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Laborer 3	1.00	1.00	1.00	10	7	5	55,226	62,132	61,530	-1.0%
Laborer 3	1.00	1.00	1.00	10	7	5	56,620	62,132	61,530	-1.0%
Monday Holidays	0.00	0.00	0.00	X	X	X	13,296	20,110	21,647	7.6%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	2,666	2,814	3,011	7.0%
Recycling & Solid Waste Disposal	10.00	10.00	10.00				697,997	752,453	785,848	4.4%
Department Totals	121.00	125.00	125.00				8,685,072	9,359,377	9,708,290	3.7%

Department Spending Request Short Form	
Budget	Municipal Parking Program

Purpose

The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town issues parking permits to local businesses for their employees at a fee. The Town maintains and enforces parking regulations in these lots. These parking lots include Lincoln/Chestnut Street, Eaton Square, Mark Lee, Dedham Avenue, Chapel Street, and Kimball Lot.

Budget Statement

Salaries and Wages increasing $1,528, 6.2%
Expenses and Services increasing $6,308, 4.96%
Total Budget Submission increasing $7,836, 5.16%.

Salaries
NIPEA finalized a collective bargaining agreement that increased wages for all positions who provide the overtime services under the Municipal Parking budget. Therefore, even though the overtime programs have remained the same, the costs have increased as the base salaries have increased.

Expenses and Services
The main increase seen is in the Lease costs of the Dedham Avenue, MBTA at the Center, and Library parking lots. These are due to new signed leases or leases that are in negotiations. Additional increases in fence and guardrail repair, paint markings, and repairs to pavement, curbing, and sidewalk are all due to contractual increase and inflationary pricing.

Line Item	Description	Change from FY23	Comments	Net Change
Other Property Related Services	Paint Markings	$808	7.6% increase based on contract pricing	$1,708
	Pavement, Curbing, & Sidewalk Repair	$900	10% increase based on inflation	
Rentals & Leases	Lease for Dedham Ave.	$2,850	New lease pricing	$4,150
	Lease for Library Lot	$300	New lease pricing	
	Lease for MBTA at the Center	$1,000	New lease pricing	
Repairs & Maint. Services	Fence & Guardrail Repair	$450	4.5% increase based on contract pricing	$450

Accomplishments and Activities

The Municipal Parking program continued to repurpose spaces to allow restaurants to provide outdoor dining options in the community. The Municipal Parking Program also repainted pavement markings and maintained the landscaping in the parking lots.

Department Spending Request Short Form		
Budget	Municipal Parking Program	
Description	Purpose	Amount
Salaries	Overtime	26,166
Repairs & Maintenance	Fence & Guardrail Repair	10,450
Rentals & Leases	Lease for Dedham Avenue	22,250
Rentals & Leases	Library Lot	12,750
Rentals & Leases	Lease for MBTA at the Center	25,000
Other Property Related Services	Paint Markings	11,445
Other Property Related Services	Pavement, Curbing, & Sidewalk Repair	9,000
Other Property Related Services	Plantings	5,000
Other Property Related Services	Mulching & Weeding	26,393
Other Property Related Services	Misc.	5,000
Grounds Keeping Supplies	Mulch	2,500
Public Works Supplies	Parking Meter Supplies	1,000
Public Works Supplies	Signs	1,800
Total Request		159,654
		V2024

Municipal Parking Program	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime	26,166		26,166	1,528	6.20%	24,638	9,560.35	22,467.43	15,293.45
Salary & Wage Other									
Energy									
Non Energy Utilities									
Repairs and Maintenance	10,450		10,450	450	4.50%	10,000	19,300.00	10,113.92	125.54
Rental and Leases	60,000		60,000	4,150	7.43%	55,850	51,093.92	50,050.20	47,972.95
Other Property Related	57,738		57,738	1,708	3.05%	56,030	42,800.00	36,661.80	30,632.48
Professional & Technical									
Communications							2,399.40	2,307.00	
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	2,500		2,500			2,500	2,635.00		1,000.00
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	2,800		2,800			2,800	3,314.65	4,936.95	4,243.57
Other Supplies & Equipment								1,736.25	536.48
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
TOTAL	159,654		159,654	7,836.00	5.2%	151,818	131,103.32	128,273.55	99,804.47

Department Information DSR1	
Department	Health & Human Services

Department Mission

The **Needham Department of Health & Human Services (HHS)** provides programs and services that support and enhance the quality of life in Needham. HHS includes the following divisions: Aging Services, Public Health, Veterans' Services, and Youth & Family Services. Its mission is to protect, preserve, and promote the health, wellness, and social and emotional well-being of all Needham residents.

* *

Aging Services Division

Mission:
The mission of Aging Services is to respond to the needs of Needham's older residents by providing a welcoming, inclusive, and safe environment with programs, services, and resources that enhance their quality of life and provide opportunities for growth. The Center at the Heights serves as a focal point for supporting aging in the community.

On the Horizon:
The Aging Services Division continues to thrive since reopening the doors at the Center at the Heights ('CATH') in July of 2021. Addressing food insecurity among older adults remains a high priority in this coming fiscal year for the Aging Services Division. The CATH operates as a congregate meal site as well as offers daily lunch deliveries to older adults in Needham at no cost to the recipient or to the CATH thanks to the support of our community partner, Springwell Elder Services. Maintaining these services is a high priority for the Aging Services Division.

The Programming Department, which provides essential resources to combat isolation, continues to offer a multitude of recreational, social, educational, and wellness-related programming options to older adults. A survey conducted the winter of 2022, highlighted the desire of older adults to access programming through both remote and in person options. Offering opportunities for accessible social engagement is essential to healthy aging and will remain a priority in the coming year.

Transportation is an ongoing need for older adults in Needham and remains a high priority for the Aging Services Division. Aging Services drivers and volunteers braved the early days of the pandemic delivering essential groceries, meals, and supplies to the doorsteps of older adults. The Transportation Department is now adapting to a new service model. Aging Service drivers continue to deliver essential supplies to older adults, and now are additionally offering free transportation to and from the CATH to the grocery store, and on various trips. Accessible transportation is an essential component to healthy aging, and Aging Services will continue to search for ways to expand transportation options for Needham residents.

The Aging Services Division continues to host the MetroWest Regional SHINE Program, offering both in person and remote opportunities for free unbiased health insurance counseling. The SHINE program in Needham received the state grant again this year to remain the regional headquarters for this program. In anticipation of this year's Medicare Open Enrollment season,

Department Information DSR1	
Department	Health & Human Services

600 appointment slots have already been made available in the region. The MetroWest SHINE region currently has 70 certified Medicare Counselors offering both in person and remote appointments. The SHINE program is an important resource for Medicare beneficiaries seeking assistance navigating insurance issues.

The Aging Services Division is committed to continuing to meet the needs of older adults in the community and serving as a beacon for supporting goals related to healthy aging.

Budget Statement:
This year's base budget submission for the Aging Services Division reflects reductions in two spending categories and a modest increase in three spending categories to more closely align with a combination of historical spending levels and projected expenses. Projections largely were based on usage of supplies and materials and related spending from FY 2022.

Aging Services Division

Line	Division	Description	Change from FY2023	Comments
Professional/Technical	Aging Services	Professional /Consulting Services	$750	Modest increase to reflect the increased costs of retaining mental health consultants for clinical consultation.
Postage	Aging Services	Postage and Mailing	$1,000	Significant reduction reflects increasing use of e-newsletters and email list servs to distribute info to Needham's seniors
Printing & Mailing	Aging Services	Printing & Photocopying	$500	Another substantial reduction reflects reduced cost of printing and production of flyers and educational materials
Gasoline/Diesel	Aging Services	Gasoline for the Aging Services Vans	$1,640	Average monthly gasoline usage in FY 2022 and first three months of FY 2023 was 149.54 gallons. Based on continued expansion of van services for seniors, Aging Services staff project travel mileage to increase approximately 20% (to 2,160 gallons) in FY

Department Information DSR1				
Department	Health & Human Services			
				2024. At $4/gallon, that cost is $8,640.
Dues & Memberships	Aging Services	Professional Association Dues	$500	Increased annual costs for staff members to be members of professional associations, updated to reflect one membership per full-time staff member.

There are two DSR4 budget requests for the Aging Services Division, both for part-time staff members. Each requests includes part-time salary costs of approximately $22K to $34K, a small amount of initial expenses (a laptop computer) and recurring expenses (travel, dues, office supplies), and modest benefit costs for these part-time roles.

Accomplishments and Activities:

PROGRAMMING

- The Programming Department continues to add new and innovative programming. Currently there are approximately 100 weekly scheduled programs offered through both remote and in-person platforms, as well as one daily special event. One new and extremely popular program and 'Crafts with Kelley,' a free crafting program hosted by the Needham Police Department's Community Officer, Kelley Scolponeti.
- Older adults in Needham can receive our bi-monthly newsletter and/or CATH's daily highlights email with current listings of both in person and remote offerings. There are currently over 2,000 subscribers receiving daily highlight emails from the CATH.
- After reviewing a planning assessment conducted at the CATH by the Center for Social and Demographic Research on Aging at UMass Boston, the Aging Services Division headed recommendations and increased programming with food and programming that utilizes the roof deck (i.e., the monthly Dinner on the Deck program). Programs such as 'Dinner on the Deck' address both food insecurity and isolation. The Aging Services Division is also partnering with local business Volante Farms to maintain a thriving garden of herbs, vegetables, and flowers on the roof deck. Vegetables harvested are served in the CATH café at no charge to participants.

SOCIAL WORK/MENTAL HEALTH SERVICES

- The Social Work Department continues to offer free case management, counseling, and information and referral services to older adults in Needham free of charge. Services are offered in person, in an individual's home, and via remote platforms based on the individual's needs. The Social Work department welcomed two new clinicians last fiscal year, and the department documented 4,451 interactions and served 417 individuals.

TRANSPORTATION

- The Transportation Department continued to deliver essential meals and items to older adults in the community this fiscal year, as well as began offering transportation to and from the Center, the grocery store, and various other trips. Approximately, 4,500 rides were offered, and 190 older adults in Needham utilized this service. The Transportation

Department Information DSR1	
Department	Health & Human Services

Department also received a new 13-seat Ford F450 van, equipped with a wheelchair lift. Aging Services' Transportation Coordinator Stephan Grably has received his MassDOT/MArtarp Trainer level certification on 'Accessible Lift Use and Passenger Securement.'

SHINE PROGRAM

- The SHINE program trained 11 new counselors and began operating in a hybrid model, offering both in person and remote insurance counseling appointments. As estimated $1,909,475.87 in cost savings were documented through assisting Medicare beneficiaries with prescription drug plan enrollments during the last Medicare Open Enrollment period.

VOLUNTEERS

- The CATH was supported by 57 volunteers last fiscal year, who logged approximately 6,705 hours of service. Volunteers manage the CATH's front desk, assist in the kitchen, deliver daily meals, manage the gift shop, and are an essential component of daily operations for the Aging Services Division.
- With the help of dedicated volunteers and staff, the Aging Services Division delivered approximately 15,460 meals last fiscal year to older adults in their homes. With the reopening of the CATH building, older adults can come to CAHT for lunch in person, continental breakfast, coffee, and conversation daily or they can continue to receive free home delivered meals.

In FY 2022, the Aging Services Division received the following grants:

Grantor	Received	Amount	Comments
EEOA - SHINE	7/1/2021	$84,664.00	SHINE Counselors
EEOA - SHINE Earmark	3/14/2022	$67,664.72	Legislative earmark
Beth Israel Deaconess CHNA	10/1/2021	$31,985.00	Community health impacts and programs
EEOA - Formula	2/22/2022	$77,976.00	General statewide population-based funding for programs and serviecs
MetroWest Health Foundation - More funding for clinical supervision	12/21/2021	$4,000.00	Funding for supervision of clinical staff
	Aging Total	**$266,289.72**	

Department Information DSR1	
Department	Health & Human Services

Thus far in FY 2023, the Aging Services Division received the following grants:

Grantor	Received	Amount	Comments
EEOA - SHINE	7/1/2022	$97,899	SHINE Counselors
EEOA – Earmark	11/3/2022	$67,665	Shine counselors and other needs
EEOA - Formula	11/16/2022	$100,356	General statewide population-based funding for programs and services
EOEA -- Needham CATH Kitchen Earmark	7/1/2022	$50,000	Assessment of CATH's kitchen and if it possible to make it a production kitchen rather than a demonstration kitchen
MetroWest Health Foundation - More funding for clinical supervision	11/21/2022	$4,000	Funding for supervision of clinical staff
Beth Israel Deaconess - CHNA	10/1/2022	$31,985	Community health impacts and programs
MA Development Taxi/Livery Grant	TBD	--	Pending grant for $50,000 for transportation for seniors and disabled
	Aging Total	**$351,905**	

On the Horizon

Public Health Division

Mission:
The Needham Public Health Division is empowered through the Needham Board of Health by the Massachusetts General Laws to enforce state and local public health and environmental regulations.

The mission of the Division is to prevent disease, promote health, and protect the public health and the social well-being of Needham residents, especially those who are most vulnerable. Public Health staff work toward fulfilling this mission through collaboration with state and local agencies and community partners. The work largely consists of promoting health practices based on research and evidence, enforcing local and state regulations, and advocating for policy and regulatory changes that promote health and well-being.

On the Horizon:
Public health staff are learning to adjust to the increasing needs that have been presented by the COVID-19 pandemic. Some of the key needs and issues that are increasing and are forecasted to continue to increase include continuing vaccination clinics; acquiring funding to address ongoing

Department Information DSR1	
Department	Health & Human Services

and emerging concerns about domestic violence, hoarding, and homelessness; and mental health and substance use prevention. Some of the ongoing needs for the public health division include reviewing, and updating policies, procedures, and regulations and pursuing public health accreditation.

Budget Statement:
This year's base budget submission for the Public Health Division reflects reductions in three spending categories and modest increases in three spending categories to more closely align with a combination of historical spending levels and projected expenses. Projections largely were based on usage of supplies and materials and related spending from FY 2022.

Line	Division	Description	Change from FY2023	Comments
Professional/ Technical – Seminars & Trainings	Public Health	Trainings for staff members	$1,000	The costs for staff training have increased, as have some of the professional development needs of team members
Advertising	Public Health	Advertising of job postings	($250)	Budgeted costs reduced due to less spending in previous fiscal years.
Postage	Public Health	Postage for mailings	($250)	Budgeted costs reduced due to less spending in previous fiscal years, as well as increased use of email and electronic permitting.
Printing & Mailing	Public Health	Printing & Mailing	($250)	Less printing & mailing services, utilizing email and social networks
Medical Supplies	Public Health	Medical Supplies	$250	Slight budget increase due to increased costs for medical supplies, largely from Covid-19 and flu clinics
Governmental Charges	Public Health	Licensures for staff members	$100	Costs of required licenses for staff members, many from state agencies, have increased.

There are four DSR4 budget requests for the Public Health Division, a pair for FY 2024 and a pair for FY 2025. The FY 2024 requests are for:

- increased Environmental Health Inspector hours at modest part-time salary costs of approximately $18K, a small amount of initial expenses (a laptop computer and tablet) and recurring expenses (travel, dues, office supplies), and modest benefit costs for this part-time role; and
- funding and support for the Town's Traveling Meals program.

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There are two FY 2025 DSR4 budget requests for full-time staff members (one epidemiologist and one public health nurse), associated benefit costs, and modest recurring expenses (travel, office supplies, dues, etc.) Those requests are for 50% cost coverage for FY 2025 and 100% funding in FY 2026.

Accomplishments and Activities:
FY 2023 saw a decrease in immediate response to COVID-19 but continued to provide challenges that were create by the pandemic. The Public Health Division spent much of their time helping residents and businesses adjust to the changes that have been presented during COVID. This included helping businesses to be prepared and meetings requirements and regulations while working through shortages, helping residents with mental health, financial, food access, and other educational needs including substance use prevention.

- The Environmental Health Team was able to secure two grants from the National Environmental Health Association (NEHA) and U.S. Food and Drug Administration (FDA) (noted below), to adopt additional FDA Voluntary National Retail Food Regulatory Program Standards and to allow staff to attend conferences. These included a Category 2 Award: $4,882.25 for Development Base Projects to cover adoption of additional FDA Standards; and a Category 3 Award: $7,500.00 for Conferences and Trainings, to allow staff to attend relevant conferences and seminars on food safety and to hire consultants to assist us in conducting our annual food establishment trainings, and to audit our completed standards. These FDA standards are an important component of a strategic approach to help ensure the safety and security of the food supply at the retail level. We were able to complete the requirements for two additional FDA Standards, specifically Standard 2 (Standardization of inspector staff) & 4 (Adoption of uniform inspection program) this year which were audited and recently approved. We have FDA Standards 6 and 8 left to adopt which we will plan on accomplishing in the coming year. A Food Code Enforcement Policy has been recently drafted (to meet standard 6) and we are in the process of collecting feedback as part of our food establishment fall trainings from our restaurant owners on this policy, in hopes to incentivize better compliance during our food establishment inspections.
- During FY22, and continuing into FY23, the Needham Public Health Division ramped up its effort to achieve accreditation, beginning with updating policies, regulations, and programs and conducting a healthy aging assessment. A community health assessment, building on BID-N's Community Health Needs Assessment, is near completion. The Division is also working on workforce development, performance management, and quality improvement.
- The Traveling Meals program continued to provide meals to the most vulnerable home bound population in town, especially those Needham residents living alone with cognitive or physical limitations that impair meal preparation abilities. Program staff continued to assist the Aging Services Division, sharing safe meal delivery protocols to incorporate in the meal delivery programs as they continued to address increased food insecurity among older adults.
- The Public Health Nursing team continued to do as needed COVID-19 investigation and vaccinations. They received a $50,000 grant from Metro-West Health Foundation to improve COVID-19 response and was able to acquire an Abbott IDNOW machine to provide molecular testing to staff and residents.
- During FY2022 efforts focused on boosters and different age groups as they were approved for vaccinations. These included age 12-18 years old and 5-11 years old. The nursing team continued to be supplemented by per diem nurses and Medical Reserve Corp volunteers to

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help provide over 4,638 vaccines during FY23. These included providing vaccinations to local schools, colleges, day cares, the community at large, and more.

- Through ARPA funding the Public Health team was able to hire a data analyst/epidemiologist who has been able to aggregate data to help inform the Public Health team's work. Providing more informed decisions based of researched qualified data has allowed the Public Health team to better inform the community and find new ways to reach the most needed areas of public health, not only with COVID but with all areas including, substance use prevention and chronic disease education.
- The Substance Use Prevention team continued working to prevent youth substance use. Increasing the knowledge about diversity, equity, and inclusion throughout public health and prevention teams has been a key focus for the prevention team and the MassCALL3 grant. The MassCALL3 grant was increased from $125,000 to $250,000 for FY23.
- The Substance Use Prevention team along with the Becca Schmill Foundation held their first Overdose Awareness Vigil. This vigil was attended by many community members and groups. It provided awareness to overdose deaths in Massachusetts and a remembrance service for those whose family members passed away due to substance use overdose.

In FY 2022, the Public Health Division received the following grants:

Grantor	**Received**	**Amount**	**Comments**
MA DPH - Public Health Excellence Grant	12/15/2021	$150,000.00	shared services grant staffing and supplies
MA DPH - Shared Services Covid Grant	7/1/2021	$140,000.00	Regional Covid-19 grant staffing and supplies
BSAS - MassCall 3	7/1/2021	$125,000.00	State-funded regional substance use prevention work
SAMHSA - STOP ACT	4/30/2021	$50,000.00	Federally-funded substance use prevention work
MWHF - Municipal Public Health Grant	1/28/2022	$50,000.00	Covid-19 testing machine and nursing staff to do the tests
MWHF - Sharing Public Health Services	12/1/2021	$20,000.00	Regional facilitation re public health partnerships
Beth Israel Deaconess SALSA Grant	5/2/2022	$6,000.00	Students Advocating for Life Against Substance Abuse
NACCHO Rise	3/2/2022	$50,000.00	MRC Preparedness
MA Office on Disability - ADA Grant	12/16/2021	$59,781.00	ADA assessment of town buildings
MA DPH - Public Health Accreditation Earmark	12/15/2021	$10,000.00	Needham specific PH Accreditation work

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NEHA/FDA Grant Category 2	9/30/2021	$4,882.25	Environmental Health inspection standardization efforts
NEHA/FDA Grant Category 3	9/30/2021	$7,500.00	Food Inspection Trainings for staff
	Public Health Subtotal	**$673,163.25**	

In FY 2023, the Public Health Division received the following grants:

Grantor	Received	Amount	Comments
MA DPH - Public Health Excellence Grant	7/1/2022	$150,000.00	shared services grant staffing and supplies
MA DPH - Shared Services Covid Grant	7/1/2022	$140,000.00	Regional Covid-19 grant staffing and supplies
MA DPH - Regional Field Training Hub	TBD	$367,000.00	Pending Approval. First year pro-rated, second and third years at $549,700 per year.
BSAS - MassCall 3	7/1/2021	$250,000.00	State-funded regional substance use prevention work
SAMHSA - STOP ACT	4/30/2022	$50,000.00	Federally-funded substance use prevention work
Beth Israel Deaconess SALSA Grant	9/2/2022	$6,000.00	Students Advocating for Living Against Substance Abuse
MA HHS - Accreditation	7/1/2022	$40,000.00	Public Health Accreditation work
NEHA/FDA Grant Category 2	9/30/2022	$4,882.25	Environmental Health inspection standardization efforts
NEHA/FDA Grant Category 3	9/30/2022	$7,500.00	Food Inspection Trainings for staff
	Public Health Total	**$1,015,382.25**	

Budget Statement

Veterans Services Division

Mission:
The mission of the Veterans Services Division is to provide services determined by Massachusetts law including: the administration of benefits for veterans and their families who meet eligibility

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criteria; the care of veterans' graves, ensuring the burial of indigent veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; to take such actions as may be necessary to ensure the well-being of Needham's veterans; and to actively pursue available federal benefits for veterans and their families.

Needham is a member of the West Suburban Veterans District, which was established in fiscal year 2010. The District also includes Wellesley, Weston, and Wayland, and expanded in FY 2023 to include the Town of Westwood which resulted in significant savings (~ $20K) on Governmental Charges due to administrative costs being spread across five communities instead of four.

On the Horizon:
Long-term challenges including providing support and services to the population of post-9/11 veterans in Needham and meeting the needs of a larger population of pre-9/11 veterans as they continue to age in our community. On the latter front, existing and new collaborations with the Aging Services Division on programs like a Veterans Writing Group have been a valuable arena for engaging veterans.

Budget Statement:
As a member of the West Suburban Veterans District (WSVD), Needham receives dedicated support for the administration of benefits and services to veterans and their families. The vast majority of the Veterans Services budget is consumed with those two cost categories (veterans' benefits and district administration costs), and there is a modest amount of additional funding available in the budget to support other programs and expenses. Some of the funds spent on veterans' benefits and other services are eligible for up to 75% reimbursement from the Commonwealth. The WSVD has not notified Needham about its FY 2024 Assessment. The presumption based on previous budgets and previous years' expenditures is that $67,000 is an appropriate estimate.

This budget was developed based on the best estimate of the FY 2024 WSVD assessment, the surplus that was available in FY 2022 from the two primary funding lines (Governmental Charges and Veterans' Benefits) and the projected spending levels in FY 2023. Overall, comparing FY 2024's requested budget to FY 2021's budget shows a reduction in Governmental Charges from $82,500 to $67,000 and a reduction in Veterans Benefit costs from $48,000 to $25,000. The difference between the FY 2022 budget and the FY 2023 request is $5,127 in Governmental Charges line.

Veterans Services Division

Line	Division	Description	Change from FY2022	Comments
Governmental Charges	Veteran	Governmental Charges for Veterans Services	($100)	Slight budget reduction; projected spending level is based on FY 2022 spending and FY 2023 budget. Needham's

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				assessment costs for FY 2024 are not yet available.

There are no DSR4 budget requests for the Veterans Services Division.

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Accomplishments and Activities

Youth & Family Services Division

Mission:
To provide leadership and a community focus on youth and family issues, and to promote community wellness by: advocating for youth and family interests; developing and implementing quality programs and clinical services; educating and communicating with the public regarding youth and family issues; identifying and addressing youth and family needs; and partnering with agencies that serve youth and families

On the Horizon:
Youth & Family Services has increased programming since the pandemic began in 2020. There has been such a significant increase in the need for services as the waiting list for therapy has never been as long. The staff in the Division are working hard to address the increased needs in the community and are finding innovative ways to ensure that the community, as a whole, is receiving the needed mental health support.

The Division is continuously working hard to support the residents and students of Needham through the provision of a number of services. These services include individual, family and group therapy, enrichment programming, community presentations and various workshops and classes. There is a concentrated effort to decrease the stigma around mental health, ensuring that anyone in need knows how to access services and has the ability to reach out. Staff have also done a tremendous amount of community outreach, partnering with local organizations and town departments, getting information out to various partners and embedding services in the community.

We have hired four new staff members over the past year who have quickly acclimated to the division and who exhibit an amazing passion for the work. Currently, we have staff who have experience with severe trauma, substance use, depression, anxiety, family disruption, loss and social struggles. The staff have initiated many additional programs into place in addition to focusing on group treatment which helps get services to larger numbers of community members. Also, staff have attended many trainings and consultation services which helped to manage the increase in mental health need and acuity as well as served as a preventive to secondary trauma.

Despite the continued lifting of pandemic restrictions, we are expecting the need for mental health services, particularly among youth, will only continue to grow. Past research indicates that suicide rates remain stable or decline during infrastructure disruption (e.g., natural disasters), only to rise afterwards as the longer-term sequalae unfold in persons, families, and communities. (*Kessler RC, Galea S, Gruber MJ, Sampson NA, Ursano RJ, Wessely S. Trends in mental illness and suicidality after Hurricane Katrina. Mol Psychiatry 2008;13:374–84*.) Youth &

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Family Services is preparing for this continued increase in need while ensuring that the current services offered are best support the community

Budget Statement:

This year's base budget submission for the Youth & Family Services Division reflects an increase in one spending category, professional consultation services. Not only has there been an increase in mental health needs but there also has been an increase in complexity and acuity. The consultation services allow staff to receive additional support in their work when they encounter various mental health challenges so that they can best serve their clients. We received a $2,000 grant in FY 21 and applied for another one in FY22 to help cover the costs of these needed consultation services. We hope that, moving forward, it can be included in the budget. Additionally, there is a projected decrease in cost for postage as most communication occurs electronically.

Also noted is that Youth & Family Services also had some staffing changes this year which resulted in some vacancies for short periods of time so not all fund for that position were utilized. Even though Youth & Family Services hired quickly to fill these vacancies, not all of the salary funds were utilized. Moving forward, all of the current funds we have for salary are very much needed and additional funding is being requested for our current temporary staff member who is funded through ARPA.

Line	Division	Description	Change from FY2023	Comments
Professional Consultation Services	Youth & Family	Consultation services for licensed staff on complex clinical issues	$1,500	Additional/increased costs for clinical consultation/ in-service training for staff members.
Postage	Youth & Family		($200)	Slight decrease in projected mailing costs due to more electronic communication.

There is one DSR4 budget request for the Youth & Family Services Division, although it is a FY 2025 budget request. That request is for a full-time staff member, associated benefit costs, and modest recurring expenses (travel, office supplies, dues, etc.) at 50% cost coverage for FY 2025 and 100% funding in FY 2026.

Accomplishments and Activities:

Youth & Family Services has increased services and pivoted programming based on the needs of the community given that the mental health needs are higher than in years past.

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- Individual and family therapy continue to be offered. Staff have increased their presence and time in offering services in various schools to increase outreach. In addition, due to such a long waitlist for individual services, staff have been offering an increase in group treatment as many individuals can receive beneficial services while waiting for individual treatment. The Division has also worked very closely with an expressive art therapist to run workshops which have been very beneficial for people who may not be able to engage in traditional therapy.
- Youth & Family Services has continued to run various enrichment programs all of which are back in person after some virtual and hybrid options over the past 2 years. These programs include the peer tutor program, the peer mentor program, and volunteers around Needham.
- The second mural project is in the process of completion. Youth & Family Services has organized over 200 community members in helping to paint the tunnel that runs in between Defazio Park and Pollard Middle School. This mural was designed by students and local artists and has brought the community together. It is our hope that it will help enhance a sense of belonging and social awareness, create connection to others while building self-esteem/self-worth.
- Staff have been very focused on decreasing the stigma of the need for mental health services with the goal that Needham can be a place where people will reach out for help when needed. The Youth Mental Health First Aid class is important in this mission and continues to be taught on a regular basis. In addition, the Division has recently been approved to teach a teen version of this class which would teach students how to respond to their peers/friends who may be experiencing mental health challenges. If staff are able to teach this class extensively enough, it is hoped the school culture around mental health will begin to shift.
- The Division has been very focused on getting information out to the public – the focus has been on various community presentations to provide community education on specific tops. Over the past year the division has implemented the following:
    - A presentation on executive function presented by Engaging Minds
    - In collaboration with Temple Aliyah and Equal Justice Needham, Youth & Family Services Director presented at a Needham Speaks event and discussed mental health trends, signs and symptoms of mental health challenges, and how to respond to a mental health need.
    - In collaboration with the Needham Exchange Club, the Division hosted John Halligan, author of "Ryan's Story." Mr. Halligan provided 3 presentations for the residents of Needham, one to parents, one to students and one to a parent/child mixed group. The presentation focused on bullying, social media use and suicide prevention and over 150 people participated in the events.
    - Youth & Family Services worked closely with the Becca Schmill Foundation and BID Needham to host a presentation on Screen Time and Anxiety. There were 3 presenters, Dr. Patricia Conrod, Matt Miles and Joe Clement who focused on anxiety, screen time and tips for regulating this. Dr. Conrod is a renowned researcher at The University of Montreal and Joe Clement and Matt Miles are teachers and authors of the book "Screen Schooled."
- Community Outreach:
    - **Community Crisis Response:** Over the past decade, the Needham community has grappled with critical youth issues such as suicide, loss, self-injury,

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Department	Health & Human Services

depression, and anxiety. Youth & Family Services has responded by reaching out to youth, parents, families and other local organizations to help provide clinical support around these challenged. Services included individual meetings, group sessions, and provision of supportive information and materials. In FY2022, with the pandemic still present and youth continuing to recover from years of isolation, anxiety, social disturbance and trauma, the Division has shifted some of its focus to addressing these concerns. The Division had more of a presence in many of the public schools and joined a number of school committees focused on addressing these concerns. Outside of the school system, the Division increased involvement in community collaboration and identifying gaps in services and needed areas of support. The Division was active in groups such as the Needham Coalition for Suicide Prevention and the Substance Abuse Prevention Alliance of Needham (SPAN). Youth & Family Services staff received ongoing training on trauma and pandemic related stressors as well to ensure that clients and families are receiving the best possible care.

  - Youth & Family Services is part of community collaborations, including the Youth Resource Network and the Community Crisis Intervention Team. Youth & Family Services leads a Vaping Task Force and started a Chapter 84, both aimed at reducing nicotine use in youth. Other groups include the Domestic Violence Action Team and the Substance Use Prevention Alliance of Needham where Youth & Family Services staff sit on all 3 action committees in addition to the steering committee.

- Funding: In FY2022, Needham Youth & Family Services has received grants and donations from the following organizations: High Rock Church, The Needham Clergy Association, The MetroWest Health Foundation, Needham Community Council, 100 Women who care of Needham, and many other local businesses and private citizens.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	2,070,327	74,506	2,144,833
b) Expenses	437,925	52,400	490,325
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	2,508,252	126,906	2,635,158

V2024

Department Expenditure Detail DSR2										
Department				Health & Human Services						
Object				Description						Amount
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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	3	18.67	17	3	18.67	17	3	18.67	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
						X		5	5	
Union Positions:	BCTIA		Fire A		Fire C		ITWA	x	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									2,167,747
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									2,000
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									10,500
i.	PRD1 Budget Adjustments									(511,374)
									PRD1 Sub Total	1,668,873
j	DSR3 Other Compensation									
									Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Aging Services Recording Secretary at 145 hrs/yr plus DSR3 costs listed below									3,162
b.	Public Health Recording Secretary at 145 hrs/yr plus DSR3 costs listed below									3,162
c.	Youth & Family Services Recording Secretary at 145 hrs/yr plus DSR3 costs listed below									3,162
d.										
e.	DSR3 Total									362,238
									Sub Total 2	371,814
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									3,000
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
									Sub Total 3	3,000
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									13,000
c.	Program Stipend									13,640
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Sub Total 4	26,640
5. Total Salary and Wages (1+2+3+4)		2,070,327
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	5245 – Maintenance @ $500) Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections needed every other year. Half of the equipment is budgeted for calibration each fiscal year. (PH)	500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 – Pest Control @ $15,500 (PH) Veterans' Event $1,400 (Vet)	16,900
Professional & Technical Services (530x – 531x)	5300 – Professional & Technical @ $28,000 for technical consultant (PH) Professional & Technical @ $8,500, an increase of $750, for clinical consultation for mental health staff (Aging) Professional & Technical @ $10,000, an increase of $1,500, for clinical consultation for mental health staff (Youth) 5303 – Seminars & Trainings @ $5,000 (PH). This is an increase of $1,000. Seminars & Trainings @ $2,000 (Aging) Seminars & Training @ $2,800 (Youth) 5305 – Software License Fee @ $9,720 for Food Code Pro & Housing Code Pro inspection software for all EH staff (PH) 5305 – Software License Fees @ $4,000 for clinician case notes software (Youth) 5309-Licensed Professional Services @ $96,500 (Interface/Riverside, mental health referral, Fuss & O'Neil for environmental sampling, etc.) (PH);	170,770

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	5311 – Advertising of flu clinics, public health forums, healthy notes @ $4,250, a decrease of $250 (PH)	
Communications (534x)	5340 – Graphic Design @ $6,000 to support the design of community education materials and public health awareness campaigns (PH) 5341 – Postage @ $1,000 (decrease of $250) because of reduced need to mail permits and licenses and renewal applications on account of permitting software (PH) Postage @ $1,500 (decrease of $1,000) to reflect less targeted mailing and increasing use of electronic newsletters for CATH patrons (Aging) Postage @ $100 (Vet) Postage @ $600 (decrease of $200) to reflect reduce cost of postage for community updates (Youth) 5344 – Wireless Communications @ $9,500 to cover wireless costs for staff smart phones, data-plan enabled iPads for inspections, and mobile hot spots for use at off-site vaccination clinics (PH) Wireless Communications @ $6,000 (unchanged) covering costs of smart phones and data plan for Director, all social workers, and three of four vans (Aging) Wireless Communications @ $3,200 to cover costs of smart phones and data plans for mental health clinicians (Youth) 5345 – Mailing, Printing, and Photocopying @ $4,250 (decrease of $250) for both internal (photocopier) and external printing (includes copying of inspection forms, business cards, and posters). Reduction due to assessment of previous years' spending patterns.	37,450

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	(PH) Mailing, Printing, and Photocopying @ $1,500 (decrease of $500) for external printing, includes printing of certain program flyers or materials that cannot be produced "in-house" as well as business cards. Reduction due to assessment of previous years' spending patterns (Aging) Mailing, Printing, and Photocopying @ $300 for external printing of brochures and program flyers or materials that cannot be produced "in-house" as well as business cards. Reduction due to assessment of previous years' spending patterns (Youth) 5347 - Legal Notices @$3,500 for mandated posting of Board of Health regulations…everytime the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week posting period post hearing, which costs at least $657 to post in the electronically in the Needham Times/Wicked Local and Hometown Weekly. (PH)	
Recreational & Cultural Services (535x)	Memorial Day Luncheon $500 (Vet) Program instructors, vendors, and partial costs for Fitness Program at CATH @ $52,000 (Aging)	52,500
Other Purchased Services (538x)	5380 – Nuisance Abatement @ $1,000 (PH)	1,000
Office Supplies (542x)	5420 – Office Supplies and equipment for 7 full time, 3 part-time regular, and 10 part-time/per diem employees, as well as for three committees – Domestic Violence Action Committee, Coalition for Suicide Prevention, and Substance Prevention Alliance of Needham @ $5,000 (PH) Supplies and equipment necessary for	8,900

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	the program and service delivery such as but not limited to paper, pens, files, labels @ $3,000 (Aging) To purchase basic office supplies --- paper, pens, folders, mailers, etc @ $800 (Youth) Office Supplies @ $100 (Vet)	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	5480 – Parts such as tires, brakes, batteries, inspection stickers for Aging Vans @ $2,750 (Aging)	2,750
Gasoline and Diesel Fuel (5481)	5481 – Gasoline for the Aging Vans @ $8,640; this represents an increase of $1,640 to reflect better estimates of costs based on FY 2022 usage and projected usage in FY 2023 (Aging)	8,640
Food and Service Supplies (549x)	5490 – Supplies related to program operation @ $300 Aging and @ $2,200 Youth	2,500
Medical Supplies (550x)	5500 – Medical Supplies and health materials, largely for public health nursing purposes @ $2,750, an increase of $250 to reflect increased costs of materials (PH) Supplies related to medical purposes such as first aid kits @ $250 (Aging)	3,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5580 – Other Supplies & Equipment @ $11,800 Other Supplies & Equipment @ $2,300 for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and the purchase of water bottles as gift to sports coaches that attended a concussion training	11,800

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	offered by the Public Health Department. (PH) Special Event and Public Recognition Expenses @ $2,250 (Aging) For a variety of expenses including program materials, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues and treatment @ $3,250 (Youth) Flags and Holders @ $4,000 (Vet)	
Governmental Charges (569x)	5690 – Governmental Charges for the annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ $300 (PH), an increase of $100 from FY 2023 West Suburban Veterans' District Assessment @ $67,000 (decrease of $100). New level of assessment cost (previous was greater than $80K) based on the increase in cost sharing between five communities instead of the previous four-way share (Vet) Licensure for Social Workers @ $700 (Youth)	68,000
Travel & Mileage (571x – 572x)	5710 – In-State Travel Expenses @ $2,800 for in-state registration fees (PH) In-State Travel Expenses @ $1,000 for in-state registration fees (Aging) In-State Travel Expenses @ $1,500 for in-state registration fees (Youth) 5711 – Mileage @ $3,850 7 full time, 3 part-time regular, and 10 part-time/per diem employees (PH) Mileage @ $1,000 (Aging) Mileage @ $1,300 (Youth)	21,550

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Mileage @ $100 (Vet) 5720 – Out-of-State Travel Expenses @ $7,000 (an increase of $500) for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials (NACCHO) Annual Meeting or the CADCA Leadership Institute in Washington D.C (PH) Out-of-State Travel Expenses @ $3,000 for the cost of attendance for one staff member at regional or national event such as training (Youth)	
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ $3,105 (PH) Professional Subscriptions such as National Association of Social Workers $2,000 (Aging) Veterans' Association @ $60 (Vet) Professional Subscriptions and NASW Membership @ $1,000 (Youth)	6,165
Other Expenses (574 X – 579x)	5740 – $500 for Transponder charges for COA Vans (Aging) 5780 – Veterans' Benefits @ $25,000 reduced substantially ($20K) from FY 2021 and previous years to better reflect annual spending (Vets)	25,500
6. Total Expenses		437,925
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		

Department Expenditure Detail DSR2					
Department	Health & Human Services				
8. Total Base Request (Line 5 + Line 6 + Line 7)					2,508,252
Does the Department depend on any Federal or State grants to provide services?	YES	X	NO		
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	X	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X	
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES	X	NO		
					V2024

Department Personnel Supplement DSR3						
Department	Health & Human Services					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Aging Services Division – Building Monitor for 1,016 hrs/yr	20,320		X		
2	Aging Services Division – Program Support Assistant III (Evenings) for 1,033 hrs/yr	30,308		X		
3	Aging Services Division – Program Support Assistant II (Weekends) for 520 hrs/yr	12,324		X		
4	Aging Services Division – Van Drivers for 3,436 hrs/yr	72,569		X		
5						
6	Public Health Division – Temporary Office Coverage (PSA 2) for 155 hrs/yr	3,674		X		
7	Public Health Division – Professional/Technical Support for 1,075 hrs/yr	44,140		X		
8	Public Health Division – Traveling Meals Summer Drivers for 610 hrs/yr	11,596		X		
9	Public Health Division – Per Diem & Substitute Nurses for 1,800 hrs/yr	55,800		X		
10	Public Health Division – Environmental Health Inspectors for 940 hrs/yr	32,900		X		
11	Public Health Division – Substance Prevention Alliance of Needham for 1,033 hrs/yr	30,308		X		
12						
13	Youth & Family Services Division – Part-Time Clinicians for 1,438 hrs/yr	48,389		X		
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	362,328				
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3					
	Amount Reported Under DSR2A Section 4					
II	Total					
						V2024

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Aging Services	Fiscal Year	2024
Title	Part-Time Clinician	Priority	1

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	.52	34,122		34,122
2. Expense		2,500	1,250	3,750
3. Operating Capital				
4. Department Total (1+2+3)		36,622		37,872
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Select Board; Council on Aging	
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?	X	

All "YES" responses above must be explained in the narrative below

Description and Explanation

The Aging Services Division seeks ongoing funding to maintain one 19.5-hour Clinician position based at the Center at the Heights beginning in FY 2024. Previous funding for this role came from the ARPA grant at the end of FY 2022 and for the entirety of FY 2023.

A Clinicians role in the Aging Services Division includes providing counseling, case management, information, and referral services to older adults in Needham. These services are provided to Needham residents over the age in 60 at the Center, in the resident's home, or via remote platforms based on the needs of the resident. Aging Services Clinicians also assist in program development, running supportive and educational groups, and doing ongoing community outreach.

The long-term impacts of the COVID-19 pandemic have drastically impacted the fabric of an already strained mental health system. There is a significant Clinician shortage in the region, coupled with growing mental needs in the community. COVID-19 has had significant impacts on older adults specifically, increasing feelings of loss, isolation, and the need for more comprehensive mental health and aging-related services in the community. The current shortage of mental health clinicians in the

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Aging Services	Fiscal Year	2024
Title	Part-Time Clinician	Priority	1

region has created a greater strain on the Aging Services Division Clinical Team. In addition to hosting two full-time Clinicians, the Aging Services Division hired one part time Clinician funded through ARPA in June of 2022 to help address these increased needs. Maintaining this role beyond the completion of ARPA funding at the end of FY24 will provide essential and sustainable support to the Aging Services Division and the Needham community.

This request is in line with the Select Board in Needham's FY23-24 goals. More specifically, the Select Board has prioritized the physical and mental well-being of residents as stated in Goal #4. They specifically write that one aspect of this goal is to, 'Support the physical and mental well-being of community members.' The Aging Services Division has sought to address increased mental health and case management needs in the community in various ways. Within the last year, the Aging Services Division began tracking the number of requests from residents that were strictly for mental health counseling (either in-house or referral requests). Outside therapy referral services such as Interface, Psychology Today, and MetroWest Care Connections, remain available but face the same barriers as Aging Services Division Clinicians-there are simply not enough clinicians available to meet the needs of the community. As the numbers of referrals for mental health counseling alone, grew and surpassed the ability of the Social Work department to accommodate, the Aging Services Division has instituted a waitlist for mental health services for the first time in recent department history.

Below are statistics showing the documented case numbers served by the Aging Services Division. Please note that the Aging Services Division often provides a combination of case management, counseling and information and referral services within each interaction with an older adult, as the needs in this population are typically intertwined. Therefore, data tracking counseling services are likely vastly underestimated for prior years, as we have only recently started tracking mental health referrals separately.

Fiscal Year (FY)	**Individuals Served Just for Counseling**	**# of Sessions Scheduled**
FY20	25	97
FY21	14	62 (decrease likely due to building closure and staff turnover)
FY22	23	170

Fiscal Year (FY)	**Individuals Served Just for Counseling**	**# of Interactions (both in-person and remote)**
FY20	596	4,079
FY21	481	4,843
FY22	417	4,451

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Aging Services	Fiscal Year	2024
Title	Part-Time Clinician	Priority	1
Maintaining the Aging Services part-time clinician currently funded through ARPA, would allow the Aging Services Division to continue to provide high level services in the community and meet a growing need for support for older adults. Estimated benefit costs for this part-time position will total $3,214.			
V2024			

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Special Assignment Support - Clinician							Priority	1	
Classification		FT		PT	X	Seasonal				
Part Time /Seasonal	Hours Per Week		19.5			Number of Weeks Per Year			52	
Compensation Detail										
Base Rate	$33.65/hr									
Other										
Other										
Other										
Other										
Other										
Other										
Other								Total = $34,122		
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain			Start Up Cost $		Annual Recurring Cost $		
Workstation	X		Already available							
Vehicle	X									
Computer		X	Laptop needed			1,250				
Software										
Mobile Communication Device		X	Phone needed			0		625		
Uniform										
Tools										
Equipment										
Other								1,875		
Other										
Other										
Totals						1,250		2,500		
Estimated Annual Benefit Cost								3,214		

Description and Explanation

The Aging Services Division seeks ongoing funding to maintain one 19.5-hour Clinician position based at the Center at the Heights beginning in FY 2024. Previous funding for this role came from the ARPA grant at the end of FY 2022 and for the entirety of FY 2023.

Referrals for mental health counseling have grown throughout the pandemic, surpassing the ability of the Social Work department to accommodate. Consequently, the Aging Services Division has instituted a waitlist for mental health services for the first time in recent department history.

Maintaining the Aging Services part-time clinician currently funded through ARPA, would allow the Aging Services Division to continue to provide high level services in the community and meet a growing need for support for older adults.

V2024

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Traveling Meals Cost Support	Priority	2

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage				
2. Expense		40,000		40,000
3. Operating Capital				
4. Department Total (1+2+3)		40,000		40,000
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Board of Health; Select Board	
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?		X
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?	X	

All "YES" responses above must be explained in the narrative below

Description and Explanation

Senior home isolation and food insecurity are a major challenge for a small subset of Needham residents, nearly all of whom identify as disabled or elderly or both. For more than 50 years, Needham's Traveling Meals program has assisted and supported elderly, homebound, and disabled residents with the delivery of a two-meal food packet every week day, enabling those individuals to safely stay in their homes and remain a vital part of the Needham community.

The Traveling Meals Program began in 1971 when one person heard that another Needham resident was in need of meals. By the end of that year, other residents were also receiving meals: more than 900 meals were distributed! In 1974, the numbers grew to a total of 73 individuals receiving over 4,450 meals. Today, the Traveling Meals Program serves an average of 80 unique individuals per year and delivers approximately 9,700 meals (two meal packets, technically) to these clients annually* (*based on numbers from calendar years 2020, 2021 and estimates from 2022).

The Traveling Meals Program provides meals to Needham residents meeting the following criteria: Homebound with physical or cognitive limitations which restrict their ability to prepare

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Traveling Meals Cost Support	Priority	2

or to provide for their daily meals; Live alone without support of family or homemaker services; Unable to drive; or Caregivers in need of respite. The resident must be home to accept meals and there are no age or income restrictions.

The Traveling Meals Program gives Needham residents a way to give back to their community. Their involvement with the pick-up and distribution of these meals makes it possible to distribute nutritious meals to homebound residents, typically the most vulnerable population in Needham. Homestyle meals are prepared by the culinary staff of the Beth Israel Deaconess Hospital-Needham under the guidance of a certified Dietician, with a focus on senior nutrition. A daily meal delivery contains: 1 Lunch consisting of a sandwich, milk, fruit, with juice, and 1 Dinner of a hot entrée with roll and butter, with a dessert, for $6.00. These appetizing meals are prepared with no added salt, low-fat and low cholesterol. Special meals such as a Diabetic Diet can be accommodated.

The volunteers are able to provide a much-needed daily check-in. Many times, the Traveling Meals Program volunteer is the only daily contact for a homebound resident. The daily check-in also serves as a wellness check for the clients. At the time of delivery, if a client does not answer, the necessary steps are taken to ensure the well-being of the client (each year, Traveling Meals volunteers discover clients who have fallen and need emergency medical assistance). With the daily check-in and home-delivered meals, the Traveling Meals Program offers these Needham residents the support they need to remain living in their own homes. With the continued operation of the Traveling Meals Program, many more vulnerable Needham residents will be helped well into the future.

Traveling Meals is a fee for service program run in cooperation with the Beth Israel Deaconess Hospital Needham. The customers include individuals who privately pay, individuals for whom the state government pays for their costs, and also individuals who are unable to pay for their meals. The costs for residents unable to pay for their meals is mainly supplemented by the existing fundraising committee, The FRIENDS of the Board of Health and Traveling Meals Program, since they actively raise funds for the program and activities that are not government funded.

The hospital has prepared Traveling Meals since the program's inception, going back to a time when the hospital was owned by the Town. While the hospital does charge the Public Health Division for meals, the charge is substantially below the market rate which enables the Public Health Division to deliver meals to clients at the reduced costs of about $6 for a two-meal packet. Supporting the community, especially the nutrition needs of the elderly and disabled, has long been part of the BID-Needham's charitable commitments. In late summer/early fall 2022, Nutrition staff from BID-Needham indicated that they did not believe they have the ability to continue to support the Traveling Meals program into the future. While negotiations with the hospital are ongoing, it is prudent to plan for the Traveling Meals Program's future and the possibility that a new vendor must be identified to produce the meals, likely a vendor that will charge market rate for the production of meals in future fiscal years. Working collaborative with Danielle Collins, the Needham Public Schools Director of Nutrition and Food Services, she identified that a well-run institutional kitchen can produce balance, healthy meals at a cost of approximately $4.50 per meal. Since Needham's Traveling Meals Program is based on a two-meal packet, and since the figure provided by Ms. Collins doesn't include packaging for the food

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Traveling Meals Cost Support	Priority	2

to be brought to homebound, disabled, and elderly residents, I estimate a cost increase of $4 per two meal packet with a future program vendor compared to the current amount charged by BID-Needham. Assuming a volume of approximately 10,000 two meal packets and a costs increase of $4, the funding needed to continue to provide meals to Needham's homebound, disabled, and elderly residents will be approximately $40,000. Passing off such a steep price increase to seniors living on a fixed income will be nearly impossible, hence this request that the Town of Needham provide some ongoing cost support to maintain the low price of the Traveling Meals for the residents.

Additional support for the Traveling Meals Program meets multiple strategic goals of the Board of Health and the Select Board, including:

- Board of Health Community Health Goal #2: "Assess food security and nutrition needs across the Town of Needham and work with Town and School Departments, non-public education providers, community partners, and faith-based organizations to ensure food security and accessibility of appropriate and healthy nutrition for all Needham residents regardless of circumstance."

- Board of Health Community Health Goal #2: "Support and expand upon existing community initiatives that address public health concerns including senior nutrition, elder isolation, mental health promotion, and domestic violence awareness.

- Select Board Goal #1 – Livable Needham "Supports and enhances neighborhood livability and walkability for all members of the community."

- Select Board Goal #3 – Accessible & Connected "Promotes options to ensure we remain an age-friendly community."

- Select Board Goal #4 – Healthy and Socially Thriving "Supports the physical and mental well-being of its community members."

V2024

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Additional Environmental Health Inspector	Priority	3

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	.27	18,270		18,270
2. Expense		3,150	1,750	4,900
3. Operating Capital				
4. Department Total (1+2+3)		21,420	1,750	23,170
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Board of Health; Select Board	
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?	X	
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?	X	

All "YES" responses above must be explained in the narrative below

Description and Explanation

Through this budget request, Needham's Health & Human Services Department seeks to provide its Public Health Division with sufficient staffing so that the Public Health Division has a part-time Environmental Health Inspector (Agent) who is able to devote his/her time and attention to advancing the goals and objectives of the Board of Health and the Public Health Division, along with supporting the Select Board goal #2.

Additional staff hours will enable us to keep up with the increasing demands of fulfilling the influx of activities, especially issues related to the increase in housing challenges and mental health disparities (which we have seen a dramatic increase post pandemic), while allowing us to continue our progressive work on adopting the remaining 2 U.S. Food and Drug Administration's Voluntary National Retail Food Regulatory Program Standards, specifically standards 6 & 8. (Summarized below.)

The highest priority of the Environmental Health Unit is to protect the public's health through implementation and enforcement of State and Federal regulations and local Board of Health ordinances to ensure compliance with environmental health and safety standards.

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Additional Environmental Health Inspector	Priority	3

The Environmental Health team monitors and regulates a wide range of business establishments, facilities, and activities: food service; tobacco sales; Medical Marijuana dispensary; residential housing; construction activities (demolition, septic and well installations); waste hauling; bodywork; public and semi-public swimming pools; and many other activities. We review online permit applications and issue permits through the Town's Easy Permits website. These permit reviews have become more frequent now that building projects have ramped back up again, post pandemic.

The team licenses mobile food vendors and conducts inspections of temporary indoor/outdoor food events, such as the Needham Town Fairs, carnivals and the weekly seasonal Farmers Markets. Plan reviews are conducted for outdoor seating proposals, which have been increasing to allow food establishments to continue to thrive, post pandemic.

Our team continues to provide outreach/education to the community about environmental health issues and current food safety topics. Investigations are conducted in response to complaints about the following: housing, food establishments and general health nuisances (i.e. mosquito breeding pools, pests/rodents, noise, odors, tobacco smoke, unsanitary conditions).

In 2022, the Public Health Division was awarded two grants from the National Environmental Health Association (NEHA) and U.S. Food and Drug Administration (FDA), specifically from the FDA Retail Flexible Funding Model (RFFM) Grant Program, to adopt additional FDA Voluntary National Retail Food Regulatory Program Standards and to allow staff to attend conferences. The following grants were received:

- Category 2 Award: **$4,882.25** to enable us to continue to complete and meet the requirements for FDA Standards 2 & 4. This grant funding also enabled us to hire a consultant to conduct an initial review of FDA Standard 2 and to re-hire the same consultant to audit our FDA Standards 2 & 4, which were approved. This funding also enabled us to hire a separate food consultant to hold our 4 annual virtual food establishment forum trainings, including one bilingual training. This funding also allowed us to hire an intern to assist us with these FDA grant projects.
- Category 3 Award: **$7,500.00** for travel to conferences and seminars and to satisfy requirements for FDA Standard 2. Attending these annual national conferences (i.e., The annual Assoc. of Food and Drug Officials (AFDO) conference in Glendale, AZ; the annual National Env. Health Assoc. (NEHA) conference (attended virtually); and the local MA Env. Health Assoc. (MEHA) Yankee conference in Plymouth, MA) enabled our regulatory staff to receive ongoing training; gain additional knowledge on relevant environmental health topics; and continue to network with other health professionals.

We have been very successful in receiving grant money from the FDA for the past five years. These FDA grants are and continue to be a critical source of funding and allow the Division to continue to hold these annual forum trainings, which are being held virtual this year, in order to train more than 80% of Needham's 130+ food service establishments on the updated Food Code requirements and to review our the most frequently cited Food Code violations that are documented during our inspections. The newer Food Code reflects updated data about safe food handling practices and requirements; as a result, re-training our permitted food establishment staff on an annual basis has proved to be a significant step towards improving

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Additional Environmental Health Inspector	Priority	3

food safety compliance in Needham. The newly drafted Food Code Enforcement Policy, a requirement for FDA Standard 6, was also reviewed with restaurant staff during this year's trainings. We will be conducting a survey at the conclusion of our trainings in order to receive valuable feedback, which will be incorporated into our finalized Food Enforcement Policy to be approved by the Board of Health.

Grant funds were also used to hire a consultant to conduct FDA Standard reviews and audits to verify compliance. During this year, we had a consultant audit FDA Standard 2-Standardization of inspection staff and Standard 4-Uniform inspection program, and both standards were successfully verified and approved. We have now adopted 7 out of the 9 FDA Standards, and only have Standards 6 and 8 left. We hope to adopt those remaining standards in the coming year. After these 9 standards are fully adopted, they must continue to be maintained, which will require additional staffing hours to meet the requirements for keeping up with the maintenance of these standards.

In mid-October 2022, the Public Health Division applied for additional FDA grant funds to pursue the adoption of additional Voluntary National Retail Food Regulatory Program Standards during FY 2023. If awarded, these grant funds will be used to finish Standard 6-Compliance and Enforcement, and Standard 8-Program Support and Resources, and to continue work on maintaining the adopted standards- 1, 2, 3, 4, 5, 7 and 9. We will also continue to develop an internal Food Establishment Inspection Grading Pilot Program, which we hope to initiate in FY 2023. We also hope to receive funding to cover travel expenses and registration fees to attend these annual conferences and seminars.

The Public Health Division seeks funding to support the hiring of a part-time Environmental Health Inspector (Agent) in order to:

- Address Board of Health Goals #2,3,4,7 and 8 and the Select Board's Goal #2, with supporting Zoning proposals and helping to implement outdoor seating protocols (more below);
- Finalize FDA Standard 6, which includes enacting our Food Code Enforcement Policy, which we have already drafted and will be sharing with our food service establishments and stakeholders at our upcoming Food Advisory Board meeting and will be reviewing excerpts of this policy during our 4 virtual food establishment forum trainings, in order to gain valuable feedback.
- Work towards meeting FDA Standard 8. (Our final standard.)
- Develop an internal Food Establishment Inspection Grading Pilot Program, which we hope to initiate in FY 2023.
- Additional staff hours will enable us to keep up with the increasing demands of fulfilling the influx of activities, especially issues related to the increase in housing challenges and mental health disparities (which we have seen a dramatic increase post pandemic), along with other increases in staff demands such as increase in online permit requests and follow-up inspections, etc.

Funding

Funding is requested in the amount of $18,270 for the Public Health Division's budget to hire a part-time Environmental Health Agent, to work 10 hours/week at a rate of $35.00 per hour.

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health	Fiscal Year	2024
Title	Additional Environmental Health Inspector	Priority	3

Goals

Hiring a part-time Health Agent will address the Board of Health's CY 2021 and 2022 Environmental Health Goals, listed below:

- EH #2 – "Hire additional staff or provide additional resources to maintain EH Unit capacity for inspections, environmental health monitoring, training, and vendor and general public education"; and
- EH #3 – "Work toward meeting all nine (9) Food & Drug Administration (FDA) Voluntary National Retail Food Regulatory Program Standards"; and
- EH #4 – "Continue to conduct a comprehensive assessment by the end of FY 2023 of regulations which require updates, revisions, or which should be rescinded"; and
- EH #7 – "Continue to work on the development and implementation of food establishment inspection grading policies and gain additional feedback from Food Advisory Board"; and
- EH #8 – "Prioritize positive communication and relationships with food service owners and staff and tobacco vendor owners and staff."

Hiring a part-time Environmental Health Inspector (Agent) will also help support the Select Board's FY 2021-2022 GOAL #2: Economically Vital – "Needham has the economic opportunities and resources for residents and businesses to thrive in our community." Specifically, helping to assist and support in accomplishing the following specific FY 2022-2023 BOS initiatives -
2.4 Support Zoning Proposals for Outside Seating; and 2.5 Develop & Implement Regulations Guiding Outdoor Seating.

Estimated benefit costs for this part-time position will total $1,714.

V2024

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Environmental Health Inspector						Priority	3		
Classification		FT		PT	X	Seasonal				
Part Time /Seasonal	Hours Per Week	10.0	Number of Weeks Per Year	52						
Compensation Detail										
Base Rate	Schedule C Special Assignment Support at $35/hr									
Other										
Other										
Other										
Other										
Other										
Other										
Other								Total = 18,200		
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain	Start Up Cost $	Annual Recurring Cost $					
Workstation	X		Already available							
Vehicle	X									
Computer		X	Laptop & Tablet Needed	1,750	0					
Software										
Mobile Communication Device		X	Smart phone needed	0	1,250					
Uniform										
Tools										
Equipment										
Other										
Other					1,900					
Other										
Totals				1,750	3,150					
Estimated Annual Benefit Cost					1,714					
Description and Explanation										

Through this budget request, Needham's Public Health Division seeks to add an additional Environmental Health Inspector to work 10.0 hours per week conducting food service, housing, septic, and other inspections, along with pest management efforts, research, and policy/regulation review.

The Environmental Health team monitors and regulates a wide range of business establishments, facilities, and activities: food service; tobacco sales; Medical Marijuana dispensary; residential housing; construction activities (demolition, septic and well installations); waste hauling; bodywork; public and semi-public swimming pools; and many other activities. In particular, pest management and housing complaints have become increasingly complex and each situation is more involved and requires a greater time

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Environmental Health Inspector	Priority	3

commitment than in previous years.

A strong Environmental Health team, enhanced by an additional part-time EH Inspector (agent) working 10 hrs per week will help to meet Board of Health and Select Board goals around standardized food inspections and grading, well-regulated food service businesses, outdoor dining, and other environmental health challenges.

V2024

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Aging Services	Fiscal Year	2024
Title	CATH Front Desk Administrative Assistant	Priority	4

DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
1. Salary and Wage	.52	22,115		22,115
2. Expense		2,500	1,250	3,750
3. Operating Capital				
4. Department Total (1+2+3)		24,615	1,250	25,865
5. Other Costs				

Budgetary Considerations	Yes	No
Does this request address a goal of the Select Board or other Board or Committee?	X	
If yes, which Board or Committee?	Select Board	
Has this request been submitted in the last three fiscal years and not funded?		X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?		X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?		X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?		X
Does the request support activities which produce revenue for the Town?	X	
If the request is not approved, will current Town revenues be negatively impacted?		X
Is there an increased exposure for the Town if the request is not approved?		X
Is specialized training or licensing required (beyond the initial purchase)?		X
Does this request address a documented health or safety issue?		X

All "YES" responses above must be explained in the narrative below

Description and Explanation

The Needham Aging Services Division is seeking a new position: Front Desk Administrative Assistant. The Front Desk is one of the busiest places at the Center and serves as a central communication hub for the entire building. All incoming calls to any staff member in the building come through the main phone line housed at the front desk.

The Center now relies solely on volunteers and we would like a staff person with a regular schedule to work with them as a team. This would improve communication and the carryover of information from shift to shift and day to day. We have looked at our busiest times during the day and week and believe this would be the best schedule (flexible due to specific programs):

- Monday: 9:30AM - 1:00PM
- Tuesday: 9:30AM - 2:00PM
- Wednesday: 9:30AM - 1:00PM
- Thursday: 9:30AM - 2:00PM
- Friday: 9:30AM - 1:00PM

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Aging Services	Fiscal Year	2024
Title	CATH Front Desk Administrative Assistant	Priority	4

We believe our data numbers from MySeniorCenter would be more accurate. This data is essential for reporting needs as well as seeking additional funding to meet a growing demand for senior services. If the front desk volunteers are busy with calls and other guests' needs, they can't always request people to check in.

The average number of check - ins in our software system, MySeniorCenter for October is 53 people per day. We know there are more than that, so we are missing quite a few. Another example of needing better, true data is our Continental Breakfast. It is one of our most popular programs and MySeniorCenter has the average for the month of October, thus far, at 13. We know there are far mor participating in the program. Truer tracking of participants could help with grants and sponsors.

We also believe the Front Desk Administrative Assistant would be the liaison for new clients. Our protocol now is to have the new client fill out paperwork to register. Often this overwhelms new clients or they get frustrated with paperwork. Also, volunteers don't have time to directly register them with the phones and other clients' request. This would ensure that new clients are immediately registered. The Front Desk Admin would also handle tours and allow for a welcoming initial visit by introducing them to regular clients as ambassadors. Furthermore, as the Front Desk often serves as a triage for anyone entering the building, we would benefit from someone knowing the department's policies and procedures and understands the programming happening in the building.

We believe a consistence presence at the Front Desk would help newcomers and regulars feel more welcome. They can get to know people on a one - on - one basis. This would also serve as a well - check if the client seemed cognitively confused, flustered, etc.

There are often times we may have a volunteer who is technologically challenged and having a staff member at the Front Desk would ensure that the information is entered correctly.

As we continue to get busier, there are often times a quick room turn around require people to leave the front desk. Having a permanent staff member would ensure that there was stability during busy times. The Front Desk Admin would also help with administrative duties such as copies made for presenters, calls made, etc. Volunteers aren't always comfortable with such tasks. If there was an admin, he/she could aid them or do the task themselves.

This request is in line with the Select Board in Needham's FY23-24 goals. More specifically, the Select Board has prioritized the physical and mental well-being of residents as stated in Goal #4. They specifically write that one aspect of this goal is to, 'Support the physical and mental well-being of community members.'

Estimated benefit costs for this part-time position will total $1,714.

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Administrative/Office Support Specialist 1							Priority	4	
Classification		FT		PT	X	Seasonal				
Part Time /Seasonal	Hours Per Week	19.5		Number of Weeks Per Year	52					
Compensation Detail										
Base Rate	$21.81/hr (per 1/1/22 Schedule C)							$22,115		
Other										
Other										
Other										
Other										
Other										
Other										
Other								Total = $22,115		
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation	X		Already available							
Vehicle	X									
Computer	X		Laptop needed				1,250			
Software	X									
Mobile Communication Device							0			
Uniform										
Tools										
Equipment										
Other		X	Office & program supplies						2,500	
Other										
Other										
Totals							1,250		2,500	
Estimated Annual Benefit Cost									1,714	
Description and Explanation										

The Needham Aging Services Division seeks a new part-time position: Front Desk Administrative Assistant. The Front Desk is one of the busiest places at the Center and serves as a central communication hub for the entire building. All incoming calls to any staff member in the building come through the main phone line housed at the front desk.

The Center now relies solely on volunteers and the Aging Services Division would like a staff person with a regular schedule to work with them as a team. This would improve communication and the carryover of information from shift to shift and day to day. The Division staff have looked at the busiest times during the day and week and believe that a professional staff member working only a few hours a day would make a tremendous difference supporting the volunteers and assisting the

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Administrative/Office Support Specialist 1	Priority	4
residents registering and checking-in for programs. Estimated benefit costs for this part-time position total $1,714.			
			V2024

Health and Human Services	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,668,873.00		1,668,873.00	36,397		1,632,476.00	1,483,475.97	1,541,095.86	1,331,537.35
Salary & Wage Temporary	371,814.00	74,506.00	446,320.00	81,893		364,427.00	321,090.88	248,438.41	234,421.24
Salary & Wage Overtime	3,000.00		3,000.00			3,000.00	2,902.32	6,206.17	1,038.93
Salary & Wage Other	26,640.00		26,640.00	3,200		23,440.00	57,311.03	20,056.39	24,266.90
Salary and Wage Total	2,070,327.00	74,506.00	2,144,833.00	121,490	6.0%	2,023,343.00	1,864,780.20	1,815,796.83	1,591,264.42
Energy									
Non Energy Utilities									
Repairs and Maintenance	500.00		500.00			500.00	8,247.20	2,985.00	2,569.26
Rental and Leases								216.00	
Other Property Related	16,900.00		16,900.00			16,900.00	375.00	1,629.27	200.00
Professional & Technical	170,770.00	2,125.00	172,895.00	5,125		167,770.00	96,672.65	84,792.68	145,681.73
Communications	37,450.00	1,950.00	39,400.00	(250)		39,650.00	21,460.13	29,928.87	18,653.86
Recreation	52,500.00		52,500.00			52,500.00	52,081.26	3,005.98	5,425.96
Other Purchased Services	1,000.00		1,000.00			1,000.00	7,358.22	15,975.51	474.80
Energy Supplies									
Office Supplies	8,900.00	750.00	9,650.00	750		8,900.00	3,674.53	7,118.06	10,342.28
Building & Equipment Rprs/Sp							991.20		
Custodial Supplies							32.40		
Grounds Keeping Supplies									
Vehicular Supplies	11,390.00		11,390.00	1,640		9,750.00	5,605.56	4,018.88	4,541.86
Food & Service Supplies	2,500.00	40,000.00	42,500.00	40,000		2,500.00	5,881.25	12,715.31	3,621.03
Medical Supplies	3,000.00		3,000.00	250		2,750.00	33,707.48	62,122.01	400.51
Educational Supplies								445.95	
Public Works Supplies									
Other Supplies & Equipment	11,800.00	4,250.00	16,050.00	4,250		11,800.00	56,510.17	55,721.02	16,048.78
Governmental Charges	68,000.00	325.00	68,325.00	325		68,000.00	63,612.10	74,135.98	73,335.55
Travel & Mileage	21,550.00	3,000.00	24,550.00	3,000		21,550.00	8,514.48	1,554.47	10,380.81
Dues & Subscriptions	6,165.00		6,165.00	500		5,665.00	7,237.87	2,978.90	5,870.52
Other	25,500.00		25,500.00			25,500.00	3,051.39	24.00	672.88
Expense	437,925.00	52,400.00	490,325.00	55,590	12.8%	434,735.00	375,012.89	359,367.89	298,219.83
TOTAL	2,508,252.00	126,906.00	2,635,158.00	177,080	7.2%	2,458,078.00	2,239,793.09	2,175,164.72	1,889,484.25

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Health and Human Services	1.00		14	Merit	136,989.00	0.00	4,500.00		141,489	Asst Director of EM/Vehicle Allowance
Assistant Director of Public Health for Community & Environmental Health	1.00	G	11	10	106,529.00	800.00	2,000.00		109,329	Vehicle Allowance
Assistant Director of Public Health for Nursing & Behavioral Health	1.00	G	11	10	106,529.00	0.00	2,000.00		108,529	Vehicle Allowance
Substance Use Prevention Program Coordinator	1.00	G	8	11	91,416.00	600.00	0.00	(92,016)	0	Grant Funded
Substance Use Prevention Program Coordinator	1.00	G	8	9	87,887.00	0.00	0.00		87,887	
Administrative Analyst	1.00	G	6	8	78,078.00	600.00	0.00		78,678	
Traveling Meals Coordinator	0.60	GT	5	9	45,548.00	0.00	0.00		45,548	
Epidemiologist/Data Analyst	1.00	Sch C	NA	Rate	70,005.00	0.00	0.00	(70,005)	0	COVID-19 Funding
Public Health Nurse	0.67	IE	9	9	63,167.00	0.00	0.00		63,167	
Public Health Nurse	1.00	IE	9	7	90,266.00	0.00	0.00	(90,266)	0	COVID-19 Funding
Environmental Health Agent	1.00	I	7	5	73,262.00	0.00	0.00		73,262	
Administrative Assistant	0.40	I	3	6	0.00	0.00	0.00	24,227	24,227	40% allocated from P&R
Project Manager	1.00	G	10	7	94,751.00	0.00	0.00	(94,751)	0	Health Grant
BUDGETARY ADJUSTMENT	(4.00)				0.00	0.00		2,816	2,816	
Public Health	7.67				1,044,427.00	2,000.00	8,500.00	(319,995)	734,932	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	Change from 22	FY24 Estimate	Change from 23
Director of Health and Human Services	1.00	1.00	1.00	Merit	Merit	Merit	133,008	138,148	3.9%	141,489	2.4%
Assistant Director of Public Health for Community & Environmental Health	1.00	1.00	1.00	8	9	10	101,431	104,707	3.2%	109,329	4.4%
Assistant Director of Public Health for Nursing & Behavioral Health	1.00	1.00	1.00	8	9	10	98,631	101,907	3.3%	108,529	6.5%
Substance Use Prevention Program Coordinator	1.00	1.00	1.00	10	11	11	0	877		0	-100.0%
Substance Use Prevention Program Coordinator	1.00	1.00	1.00	7	8	9	81,179	83,967	3.4%	87,887	4.7%
Administrative Analyst	1.00	1.00	1.00	6	7	8	72,102	74,973	4.0%	78,678	4.9%
Traveling Meals Coordinator	0.60	0.60	0.60	6	7	9	43,022	44,631	3.7%	45,548	2.1%
Epidemiologist/Data Analyst		1.00	1.00		Rate	Rate	0	0		0	
Public Health Nurse	0.67	0.67	0.67	11	8	9	58,123	60,229	3.6%	63,167	4.9%
Public Health Nurse		1.00	1.00		5	7	0	0		0	
Environmental Health Agent	1.00	1.00	1.00	8	10	5	80,828	83,265	3.0%	73,262	-12.0%
Administrative Assistant	0.40	0.40	0.40	7	5	6	21,216	22,948	8.2%	24,227	5.6%
Project Manager		1.00	1.00		6	7	0	0		0	
BUDGETARY ADJUSTMENT	(1.00)	(4.00)	(4.00)	0	0	0	2,652	2,715	2.4%	2,816	3.7%
Public Health	7.67	7.67	7.67				692,192	718,367	3.8%	734,932	2.3%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Aging Services	1.00	G	13	Merit	110,793.00	0.00	0.00		110,793	
Assistant Director for Counseling & Volunteers	1.00	G	11	5	93,698.00	0.00	0.00		93,698	
Assistant Director for Programs & Transportation	1.00	G	10	5	89,232.00	0.00	0.00		89,232	
Transportation Coordinator	1.00	GT	6	6	74,237.00	0.00	0.00		74,237	
SHINE Program Coordinator	0.80	GT	8	5	63,554.00	0.00	0.00	(63,554)	0	Grant Funded
SHINE Assistant Program Coordinator	0.80	GT	7	4	58,609.00	0.00	0.00	(58,609)	0	Grant Funded
Clinician	1.00	IE	7	10	85,352.00	0.00	0.00		85,352	
Clinician	1.00	IE	7	6	77,961.00	0.00	0.00		77,961	
Administrative Assistant	1.00	I	3	7	62,205.00	0.00	0.00		62,205	
BUDGETARY ADJUSTMENT	(1.60)				0.00	0.00		2,752	2,752	
Aging Services	7.00				715,641.00	0.00	0.00	(119,411)	596,230	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	Change from 22	FY24 Estimate	Change from 23
Director of Aging Services	1.00	1.00	1.00	3	4	Merit	103,904	108,091	4.0%	110,793	2.5%
Assistant Director for Counseling & Volunteers	1.00	1.00	1.00	4	4	5	84,864	88,335	4.1%	93,698	6.1%
Assistant Director for Programs & Transportation	1.00	1.00	1.00	3	4	5	81,491	84,123	3.2%	89,232	6.1%
Transportation Coordinator	1.00	1.00	1.00	4	5	6	67,392	70,317	4.3%	74,237	5.6%
SHINE Program Coordinator	0.80	0.80	0.80	2	3	5	0	577		0	-100.0%
SHINE Assistant Program Coordinator	0.80	0.80	0.80	1	2	4	0	530		0	-100.0%
Clinician	1.00	1.00	1.00	11	9	10	79,170	81,627	3.1%	85,352	4.6%
Clinician	1.00	1.00	1.00	9	8	6	77,318	79,970	3.4%	77,961	-2.5%
Administrative Assistant	1.00	1.00	1.00	11	7	7	58,500	60,684	3.7%	62,205	2.5%
BUDGETARY ADJUSTMENT	(1.60)	(1.60)	(1.60)	0	0	0	2,117	2,191	3.5%	2,752	25.6%
Aging Services	7.00	7.00	7.00				554,756	576,445	3.9%	596,230	3.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Youth and Family Services	1.00	G	12	Merit	108,255.38	0.00	2,000.00		110,255	Vehicle Allowance
Clinician	1.00	IE	7	9	83,675.00	0.00	0.00		83,675	
Clinician	1.00	IE	7	4	73,262.00	0.00	0.00	(73,262)	0	Federal Grant
Clinician	1.00	IE	7	9	83,675.00	0.00	0.00		83,675	
Administrative Assistant	1.00	I	3	5	58,812.00	0.00	0.00		58,812	
BUDGETARY ADJUSTMENT	(1.00)				0.00	0.00		1,294	1,294	
Youth and Family Services	4.00				407,679.38	0.00	2,000.00	(71,968)	337,711	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	Change from 22	FY24 Estimate	Change from 23
Director of Youth and Family Services	1.00	1.00	1.00	Merit	Merit	Merit	104,539	108,641	3.9%	110,255	1.5%
Clinician	1.00	1.00	1.00	11	11	9	99,100	99,478	0.4%	83,675	-15.9%
Clinician		1.00	1.00		2	4	0	0		0	
Clinician	1.00	1.00	1.00	8	6	9	73,106	76,050	4.0%	83,675	10.0%
Administrative Assistant	1.00	1.00	1.00	11	7	5	58,500	60,684	3.7%	58,812	-3.1%
BUDGETARY ADJUSTMENT	0.00	(1.00)	(1.00)	0	0	0	1,289	1,311	1.7%	1,294	-1.3%
Youth and Family Services	4.00	4.00	4.00				336,534	346,164	2.9%	337,711	-2.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Department Totals	18.67				2,167,747.37	2,000.00	10,500.00	(511,374)	1,668,873	
	Salary and Wage Base								2,167,747	
	Longevity								2,000	
	Differential								0	
	Education								0	
	Extra Holiday								0	
	Other Pay								10,500	
	Stipends								0	
	Budget Adjustment								(511,374)	
	Total								1,668,873	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	Change from 22	FY24 Estimate	Change from 23
Department Totals	18.67	18.67	18.67				1,583,482	1,640,976	3.6%	1,668,873	1.7%

Department Spending Request Short Form	
Budget	Commission on Disabilities

Purpose

The Needham Commission on Disabilities (NCOD) purpose is to promote full integration and improve accessibility for the disabled population in the Town of Needham. Through advocacy and special projects and programs, the Commission provides resources in all matters related to disability issues, promotes awareness, and addresses the needs of persons with disabilities in the community.

Budget Statement

This year's budget request remains level-funded. The Commission has ongoing expenses that are met by the annual budget, without a need for additional funds. This includes office supplies, costs related to attend trainings, members and the stipend for the Town liaison. The funding previously requested under Public Works Supplies line ($150) is being reallocated to the Other Supplies and Equipment line as we still have good inventory of Handicap Parking signs to sell to the community, but there has been an ongoing need to recognize retiring members of the Commission with dedicatory plaques.

Accomplishments and Activities

The Commission worked with MetroWest Center for Independent Living came to Needham to assist NCOD in evaluating accessibility and safety concerns at Perry Park. Members of the Commission also attended the Massachusetts Office on Disabilities quarterly meetings to discuss and address issues such as Assistive Technology, Emergency Preparedness programs, Client Assistance programs, Municipal grants, and Level Up to Equality. Through its handicapped parking grant program, the Commission awarded funding to the Intensive Learning Center at Needham High School to purchase equipment and furniture for students with disabilities.

The Commission is looking forward to partnering with the Town for the implementation of the most recent ADA Self Evaluation and Transition Plan; and the Park and Recreation department and the community in enhancing accessibility in our playgrounds.

Description	Purpose	Amount
Printing, Mailing	Education and Communication	$200
Office Supplies	Paper, printer ink, etc.	$100
Other Supplies and Equipment	Recognition plaques for exiting members	$150
Mileage	Transportation to Conferences	$100
Town Liaison Stipend		$1,500
Total Request		$2,050

V2024

Commission on Disabilities	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other	1,500.00		1,500.00			1,500.00	1,500.00	1,500.00	1,500.00
Salary and Wage Total	1,500.00		1,500.00			1,500.00	1,500.00	1,500.00	1,500.00
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical								15.42	
Communications	200.00		200.00			200.00			
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100.00		100.00			100.00			
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies							139.64		
Medical Supplies									
Educational Supplies									
Public Works Supplies				(150)		150.00			
Other Supplies & Equipment	150.00		150.00	150			403.50		275.00
Governmental Charges									
Travel & Mileage	100.00		100.00			100.00			
Dues & Subscriptions									
Other									200.00
Expense	550.00		550.00			550.00	543.14	15.42	475.00
TOTAL	2,050.00		2,050.00			2,050.00	2,043.14	1,515.42	1,975.00

Department Spending Request Short Form	
Budget	Historical Commission

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 seeks to identify places of historic or archeological value, and to coordinate with other town boards bodies to preserve the town's historical heritage.

The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings. There are seven members on the Historical Commission. Members of the Commission are appointed by the Select Board for three-year, staggered terms.

Budget Statement

This budget provides a modest funding amount for expenses that the committee may incur in course of its activities.

Accomplishments and Activities

The Commission conducted reviews of proposed demolitions in accordance with the Town's demolition delay bylaw (2.11.5). These public hearings ensured that neighbors and home owners were heard, and that the merits of each individual case were weighed appropriately.

The Commission furthered discussion of establishing Local Historic Districts as a way to improve the process of historic preservation The body identified willing residents to assist in the effort by way of volunteering their homes as initial districts and recruited subject matter expertise from staff of the Massachusetts Historical Commission.

Description	Purpose	Amount
Communications	Postage ($50) and Printing ($300)	$350
Office Supplies	Supplies and Materials for Commission Activities	$250
Other Supplies & Equipment	Signs and House Plaques	$450
Total Request		$1,050

V2024

Historical Commission	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications	350.00		350.00			350.00			55.20
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	250.00		250.00			250.00	60.00		
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	450.00		450.00			450.00			
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Capital Equipment									
TOTAL	1,050.00		1,050.00			1,050.00	60.00		55.20

Department Information DSR1	
Department	Public Library

Department Mission

Mission Statement: The Needham Free Public Library provides access to materials, resources, and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.

Vision Statement: The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas. The library will be a vibrant and welcoming place for all people to gather, meet, and learn. The library will create opportunities for programs, services, and outreach by building partnerships with institutions, such as schools, businesses, and organizations.

On the Horizon

The COVID 19 Pandemic has had a serious impact on the Library. Costs of materials rose. The job market significantly changed in the pandemic's wake. It marked the advent of many retirements and resignations over the past fiscal year. The library also saw an expansion of what residents expect and demand from their library. In 2022, there is no question that Needham patrons want access to physical AND electronic materials and services. The library continues to look for ways to efficiently serve the residents of Needham and meet demands. Careful review of the budget allocations continues to be a large part of that effort.

There continues to be demand for virtual and hybrid programming. During the pandemic, patrons discovered the convenience of attending library programs from home. Many others still do not want to be in crowds of people. The library offers hybrid options when possible, but this need is not always possible to meet given the library's staffing and equipment requirements. We do not foresee this demand diminishing.

Nearly 50-100 teens use the library as study space every weekday afternoon. People who work from home often use the library as a second workplace or use study room space to meet with colleagues and clients.

All of these elements reflect changes in how the library is used. The library is set to embark on an informative space planning study to address these changes and make the best use of space for the community. The study is set to be completed in 2023 or early 2024. It is the biggest project on the library's horizon.

The library will begin to offer increased outreach to the community, which patrons request frequently. The library added a part-time reference librarian to its staff by reallocating funding from another area after a resignation. This change allows full-time staff the needed off-desk time necessary to visit community partners, lead programs, and offer classes at the library. It will also allow the teen librarian to dedicate time to the teen room and engage with students after school. We expect to be out from behind the desk much more.

Department Information DSR1	
Department	Public Library

Budget Statement

The FY2024 Budget requests include the following changes from FY2023.

OBJ	Library	Comments	FY2024 Request	Net Change
5110	LIBRARY SALARIES REGULAR	Increasing for normal step-raise, longevity amount.	$1,277,053	$44315
5120	LIBRARY SALARIES TEMPORARY	Increase to reflect rates of pay in the new Schedule.	$536,981	$3,525
5245	LIBRARY HARDWARE MAINTENANCE AGREE	Increasing to match historic usage of the account; community room technology maintenance agreement costs is largest item.	$5,350	$543
5257	LIBRARY R&M EQUIP	Decreasing to match historical usage of this account due to reduction of equipment in the library that requires repairs or maintenance.	$400	($1,089)
5270	LIBRARY RENTAL & LEASES	Decreasing to match historical usage of this account.	$250	($250)
5305	LIBRARY P&T SFTWR LIC FEE	Increasing for estimated Minuteman Library Network fee increase based on historical average.	$79,000	$2,768
5341	LIBRARY POSTAGE	Decreasing to match historical expenditures from this account.	$750	($150)
5344	LIBRARY WIRELESS COMMUNICATIONS	Increase for Wi-Fi hotspots service for patron usage.	$4,500	$2,408
5345	LIBRARY PRINTING & MAILING	Decreasing to match historical expenditures from this account.	$1,850	($50)
5380	LIBRARY OTHER PURCH OF SERVICES	Decreasing to match historical expenditures from this account.	$3,600	($2,200)
5420	LIBRARY OFFICE SUPPLIES	Increasing slightly as we have seen supply chain issues increasing costs on supplies we regularly purchase.	$8,500	$300
5580	LIBRARY OTHER SUPPLIES	Increase to cover Library of Things maintenance; children's room decorations, craft supplies & prizes; reconfiguring library areas to meet changing patron needs (packaging, organization & shelving for circulating materials).	$8,000	$700

Department Information DSR1				
Department		Public Library		
5581	LIBRARY SUBSCRIPTIONS	Decreasing - several print publications have ceased. The cost of the remaining print publications is expected to increase, especially daily and weekly publications, but we are closely examining patron usage of the subscriptions that we retain to make cuts.	$21,000	($5,000)
5582	LIBRARY BOOKS	Increasing slightly to match historical expenditures in this category - books are still highly in demand and costs are increasing.	$132,000	$957
5583	LIBRARY AUDIOVISUAL MATERIALS	Decrease in demand for physical media on discs (CDs/DVDs/Blu-Rays), but sustained and even increasing demand in other types of physical media, particularly children's Launchpads & Findaways.	$34,000	($10,000)
5584	LIBRARY DATABASES	Increase in costs of annual database subscription renewals; we are closely examining patron usage of the databases that we retain. This line now includes our spending with Midwest Tape's Hoopla service (digital books, audiobooks and videos for patrons to access at home) - in previous years, Hoopla had been funded as AV (FY23), Books (FY22 & FY21), and Databases (FY20, FY19, FY18) - this is the most accurate account for Hoopla so we are adjusting the line to reflect actual spending and accounting.	$101,000	$41,000
5585	LIBRARY COMPUTER SUPP & EQUIP	We expect to purchase fewer pieces of computer equipment in FY2024, but the prices have experienced steep increases due to supply chain issues specifically affecting chips, graphics and network cards, and global shipping.	$13,000	($3,500)
5711	LIBRARY MILEAGE	Less use, but expect need to rise as more meetings and professional development opportunities return to in person only.	$1400	($200)

Accomplishments and Activities

It was a very exciting year for the Library. In November 2021, the library's leadership changed as longtime director Ann MacFate retired and new director Kim Hewitt started. This transition of leadership is certainly the biggest accomplishment of the last fiscal year. The library held its first full-day staff training which was a great success. The library hopes to continue this focus on professional development in order to improve our ability to provide great services to patrons.

Department Information DSR1	
Department	Public Library

After the worst of COVID, questions lingered regarding how the library use would be affected. Happily, and of no surprise to staff in the library every day, the library continued to see circulation increase in FY2022. The library saw huge increases in print material circulation (13%) and ebook circulation (60%) as compared to 2019 (the last year unaffected by COVID). The Needham Free Public Library is consistently one of the 10 busiest libraries within the Minuteman Library Network, a network of 42 metrowest libraries.

In 2022, the library expanded services by introducing and growing several collections to increase equity of access in Needham: English Language Learning collection, World Language collection (based on the languages spoken in Needham), video game collection, and the Library of Things collection (for lending non-traditional items). The library has made efforts to meet residents in the community by staffing a table at the farmer's market, visiting residential communities, and being present at events held by the Needham Housing Authority. The library also embarked on a strategic planning process to define its goals and vision for the next 5 years, all based on community input and needs. The plan will be finalized in early 2023.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	$1,814,034		1,814,034
b) Expenses	417,100		417,100
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)	2,231,134		2,231,134

V2024

Department Expenditure Detail DSR2										
Department	Public Library									
Object	Description								Amount	
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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)	
	15	35	27	16	35	27	16	36	27	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							x			
Union Positions:	BCTIA		Fire A		Fire C		ITWA		NIPEA	
	Police		Police Superior		NA	x				
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									$1,260,215
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									$11,945
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments									$4,893
									PRD1 Sub Total	
j	DSR3 Other Compensation									
									Sub Total 1	$1,277,053
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Temporary Department Coverage, Part-time, Mon-Sat									$456,844
b.	Temporary Department Coverage, Part-time, Sunday Hours									$ 80,137
c.										
d.										
e.	DSR3 Total									
									Sub Total 2	$536,981
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									
									Sub Total 3	0
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
									Sub Total 4	0

Department Expenditure Detail DSR2		
Department	Public Library	
5. Total Salary and Wages (1+2+3+4)		1,814,034
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Technology hardware maintenance and repairs: $1,550 Community Room audiovisual maintenance: $4,200	$5,750
Rental & Leases (527X)	NEDCC microfilm storage $250	$250
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Professional & technical training: $1,500 Minuteman Library Network: $66,000 Computer software licenses: $13,000	$80,500
Communications (534x)	Postage: $750 Wi-Fi services: $4,500 Printing: $1,850	$7,100
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Interlibrary loan presorting fee: $1,000 Microfilming local newspapers: $2,000 BMI authorization to play music: $200 Bindery: $400	$3,600
Office Supplies (542x)	Assorted office supplies including paper, pens, pencils, file folders	$8,500
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Library materials budget: Library subscriptions: $21,000 Books: $132,000 Audiovisual: $34,000 Databases: $101,000 Total Materials: $288,000 Supplies for processing materials: $5,000 Library of things – new items, replacement, storage: $1,000 Archival supplies: $1,500 Children's programming décor & supplies: $500 Computer supplies and equipment: $13,000	$309,000
Governmental Charges (569x)		

Department Expenditure Detail DSR2				
Department	Public Library			
Travel & Mileage (571x – 572x)	Conferences: Mileage:	$400 $1,400		$1,800
Dues & Subscriptions (573X)	American Lib. Assoc. memb.: Digital Commonwealth memb.:	$400 $200		$600
Other Expenses (574 X – 579x)				
6. Total Expenses				$417,100
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES	x	NO	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	x
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	x
				V2024

Department Personnel Supplement DSR3						
Department	Public Library					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Reference Librarians PT – 60.6 hours/week	$118,315		x		
2	Children's Librarians PT – 56.9 hours/week	$106,480		x		
3	Library Circulation Assistants PT – 188.7 hours/week	$207,398		x		
4	Library Assistants, Technical Services PT 31.5 hours/week	$33,079		x		
5	Library Pages – 82.3 hours/week	$69,615		x		
6	Recording secretary – approximately 8 hours/month	$2,094		x		
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	$536,981				
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3					
	Amount Reported Under DSR2A Section 4					
II	Total					
						V2024

Fiscal Year 2024 Proposed Budget

Library	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,277,053.00		1,277,053.00	44,315		1,232,738.00	1,107,286.22	1,054,019.94	1,044,530.85
Salary & Wage Temporary	536,981.00		536,981.00	3,525		533,456.00	437,039.11	376,669.49	490,287.52
Salary & Wage Overtime									8,603.42
Salary & Wage Other							88,666.98	2,151.49	
Salary and Wage Total	1,814,034.00		1,814,034.00	47,840	2.7%	1,766,194.00	1,632,992.31	1,432,840.92	1,543,421.79
Energy									
Non Energy Utilities									
Repairs and Maintenance	5,750.00		5,750.00	(546)		6,296.00	5,656.27	4,172.78	6,461.24
Rental and Leases	250.00		250.00	(250)		500.00	73.00	73.00	73.00
Other Property Related									
Professional & Technical	80,500.00		80,500.00	2,768		77,732.00	73,031.90	72,874.93	71,584.06
Communications	7,100.00		7,100.00	2,208		4,892.00	6,362.86	2,514.63	3,388.30
Recreation									
Other Purchased Services	3,600.00		3,600.00	(2,200)		5,800.00	3,632.66	1,116.00	3,511.13
Energy Supplies									
Office Supplies	8,500.00		8,500.00	300		8,200.00	8,899.19	6,208.90	3,404.81
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	309,000.00		309,000.00	24,157		284,843.00	273,602.23	279,424.29	235,250.84
Governmental Charges									
Travel & Mileage	1,800.00		1,800.00	(200)		2,000.00	701.75		461.95
Dues & Subscriptions	600.00		600.00			600.00	598.00	547.00	547.00
Other									
Expense	417,100.00		417,100.00	26,237	6.7%	390,863.00	372,557.86	366,931.53	324,682.33
Capital Equipment									
Budget Capital									
TOTAL	2,231,134.00		2,231,134.00	74,077	3.4%	2,157,057.00	2,005,550.17	1,799,772.45	1,868,104.12

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Public Library	1.00		14	4	121,873.00				121,873	
Assistant Director of Public Library	1.00	G	12	Merit	103,240.05				103,240	
Administrative Assistant	1.00	I	3	5	58,812.00				58,812	
Library Technical Services Supervisor	1.00	G	10	3	82,836.00				82,836	
Library Technology Specialist/Archivist	1.00	G	11	4	90,539.00	600.00			91,139	
Library Children's Supervisor	1.00	G	10	4	86,229.00				86,229	
Library Reference Supervisor	1.00	G	10	3	82,836.00				82,836	
Reference Librarian/Program Specialist	1.00	G	7	7	80,048.00	6,404.00			86,452	
Reference Librarian/Young Adult	1.00	G	7	5	75,680.00				75,680	
Reference Librarian Digital Media Specialist	1.00	G	7	3	70,707.00				70,707	
Children's Librarian	1.00	G	7	4	73,262.00				73,262	
Library Circulation Supervisor	1.00	G	9	4	82,134.00	400.00			82,534	
Children's Services Assistant	1.00	GT	5	6	70,688.00	800.00			71,488	
Technical Services Assistant	1.00	GT	3	8	63,707.00	400.00			64,107	
Library Assistant	1.00	GT	3	5	58,812.00	400.00			59,212	
Library Assistant	1.00	GT	3	5	58,812.00	2,940.60			61,753	
BUDGETARY ADJUSTMENT								4,893	4,893	
Department Totals	16.00				1,260,215.05	11,944.60		4,893	1,277,053	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Director of Public Library	1.00	1.00	1.00	OOR	Merit	4	130,072	130,072	121,873	-6.3%
Assistant Director of Public Library	1.00	1.00	1.00	2	4	Merit	94,458	98,265	103,240	5.1%
Administrative Assistant		1.00	1.00		4	5		57,947	58,812	1.5%
Library Technical Services Supervisor	1.00	1.00	1.00	3	4	3	80,409	84,523	82,836	-2.0%
Library Technology Specialist/Archivist	1.00	1.00	1.00	2	3	4	80,253	85,445	91,139	6.7%
Library Children's Supervisor	1.00	1.00	1.00	2	3	4	76,050	80,808	86,229	6.7%
Library Reference Supervisor	1.00	1.00	1.00	1	2	3	72,092	76,811	82,836	7.8%
Reference Librarian/Program Specialist	1.00	1.00	1.00	5	6	7	79,686	82,134	86,452	5.3%
Reference Librarian/Young Adult	1.00	1.00	1.00	3	4	5	68,309	71,468	75,680	5.9%
Reference Librarian Digital Media Specialist	1.00	1.00	1.00	1	2	3	65,676	66,281	70,707	6.7%
Children's Librarian	1.00	1.00	1.00	2	3	4	65,618	68,991	73,262	6.2%
Library Circulation Supervisor	1.00	1.00	1.00	2	3	4	72,843	77,367	82,534	6.7%
Children's Services Assistant	1.00	1.00	1.00	4	5	6	64,975	67,563	71,488	5.8%
Technical Services Assistant	1.00	1.00	1.00	6	7	8	58,900	61,084	64,107	4.9%
Library Assistant	1.00	1.00	1.00	3	4	5	53,479	55,936	59,212	5.9%
Library Assistant	1.00	1.00	1.00	3	4	5	55,733	58,313	61,753	5.9%
BUDGETARY ADJUSTMENT							4,286	4,442	4,893	10.2%
Department Totals	15.00	16.00	16.00				1,122,839	1,227,450	1,277,053	4.0%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Salary and Wage Base								1,260,215	
	Longevity								11,945	
	Differential									
	Extra Holiday									
	Other Pay									
	Stipends									
	Budget Adjustment								4,893	
	Total								1,277,053	

Department Information DSR1	
Department	Park and Recreation

Department Mission

The Park and Recreation Department's major responsibilities include providing diverse, inclusive, and equitable, year-round programming and leisure services for residents of all ages; administering all Town athletic fields, including scheduling, and permitting functions; managing Town playgrounds; operating and managing the Pools at the Rosemary Recreation Complex, providing seasonal employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations.

The Park and Recreation Commission is a five-person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies related to recreation facilities and programs, including the use of all athletic fields, except Memorial Park. Working with the Director, the Commission provides long-range planning for recreation facilities and services.

On the Horizon

Although COVID still holds a presence, we were able to open the Pools at Rosemary without restrictions, though we did need to prepare for staffing and capacity limitations. We are continuing to work towards shifting our summer programs into a more appropriate Summer Camp structure. Our school-year programming will continue to run as typical as possible while still adhering to any COVID regulations or protocols that may arise.

Since March 2021 the most challenging aspect of the pool complex has been hiring and training the part-time and seasonal staff necessary to fulfill our needs as a department. This includes but is not limited to, Lifeguards, Swim Instructors, Program Counselors and Event Coordinators.

In 2020, the Park and Recreation Department hired an outside consultant to do a comprehensive playground assessment of our playgrounds. This assessment was neither an audit nor an inspection. The report provided a summary and recommendations for each site; categorizing each site using a 4- category ranking system which relates to its current maintenance and safety status. The assessment included a review of each individual playground with accompanying photographs and provide a general overall assessment of each site. The final report also provided a 'Status Grid' that lists the needs that are essential to bring the play areas into compliance. This assessment provides a clear picture of the necessary upgrades, renovations & maintenance projects needed to bring our 17 playgrounds into compliance. The Department & Commission have identified a priority list of playground projects, placing a high emphasis on ADA compliance, play features and surfacing.

Due to the success of our playground assessment, the Department and commission are looking into an Athletic Field Assessment to determine the exact needs of each of our thirty-five (35) fields. In addition to a field assessment and playground projects, the Department will be working on projects around town such as the Claxton & McLeod Field Renovations, Rosemary Boat Dock, Rosemary Beach Upgrades & the Needham High School Tennis Court renovations.

Seasonal, Temporary & Part-time Staff Salaries – Minimum Wage: The minimum wage in Massachusetts is continuing to increase annually. The 2022 rate is $14.25/hour. On January 1, 2023 it will increase to $15.00/hour. our summer pool and program seasonal salaries fall in two separate fiscal years each summer, these increases affect our budget twice. Additionally, most companies and organizations in the area are currently hiring between $16-$20/hour. Pools in the area are currently hiring from $18-$20/hour to start, with many of them offering signing bonuses. In order to hire and maintain quality and capable staff, we have updated the seasonal salary scale

Department Information DSR1	
Department	Park and Recreation

to increase our starting wages across all part-time and temporary staff.

POSITIONS	**LEVEL**	**1 YR EXP**	**2 YR EXP**	**3 YR EXP**	**4 YR EXP**	**5YR EXP**	**6 YR EXP**
Counselor; Booth & Maintenance Staff	PR01	$15.00	$15.45	$15.91	$16.39	$16.88	$17.39
Group Leader; Lifeguard (cert required)	PR02	$16.00	$16.48	$16.97	$17.48	$18.08	$18.55
Swim Coach (cert required)	PR03	$16.50	$17.00	$17.50	$18.03	$18.57	$19.13
Site Supervisor, Specialist, AM/PM Care, Head Guard	PR04	$17.50	$18.03	$18.57	$19.12	$19.70	$20.29
Water Safety Instructor (cert required)	PR05	$18.00	$18.54	$19.10	$19.67	$20.26	$20.87
Assistant Supervisor	PR06	$19.00	$19.57	$20.16	$20.76	$21.38	$22.03
Supervisor	PR07	$21.00	$21.63	$22.28	$22.95	$23.64	$24.34

Budget Statement

The Park and Recreation Commission and department review program fees at least three times a year, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The fees for the 2022 pool season were approved in October 2021. Most of the department's programs are in the Revolving Fund, but the major summer programs are all funded through the Operating Budget and the revenue is deposited into the General Fund. The pool rates for the 2023 season will be voted on in November 2022.

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

Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The majority of the fund holds donations for the Arts in the Parks concert series and the Children's Theatre programs. The donation of $20,000 from the estate of Harold J. A. Street is also in the fund, with a balance of approximately $9,000.

Department Information DSR1	
Department	Park and Recreation

The following information outlines the dollar changes to specific budget lines:

Line	Description	Change from FY23	Comments	Net Change
Admin Salaries Regular	Full-time staff salaries	$74,659	Change in Office Personnel	$74,659
Admin Salaries Temporary P&R	Part-time non-benefit staff salaries	($12,000)	Remove Playground specialist and move money to Playground maintenance	($12,000)
Pools Salaries Temporary	Summer Staff	$13,482	Higher minimum wage for Pool staffing	$13,482
Program Salaries Temporary	Summer Staff	$4,883	High minimum wage for Program staffing	$4,883
Admin Salaries Overtime	Admin Staff	$1,250	Increased number of weekend events	$1,250
Summer Seasonal Salaries Overtime	Summer Staff	$10,000	Remove Incentive Bonus and move to Increasing number of staff working more than 40 hours/week	$10,000
Other Admin Salaries	Youth Coordinator	($1,500)	Falls under Recreation Supervisor position	($1,500)
Property Related Services	Park Restroom Cleaning Pool Opening/Closing	$1,404 $500	Will be rebidding contract Last year of three year contract, will need to re-bid	$1,904
Staff Training	Pool Staff	$2,200	First Aid & CPR for all staff members and Recertification of Lifeguards	$2,200
Admin Advertising	Advertising	($2,000)	Based on actual spending	($2,000)
Postage	Postage	($100)	Based on actual spending	($100)
Landline	Phone	($400)	Removal of Cricket phone line	($400)
Wireless	Phone	$800	Increase number of staff with phones	$800
Legal Notices	Legal Notices	($50)	Based on actual spending	($50)
Building & Equipment Supplies	Playgrounds Pool Balancing &	$25,000 $4,500	Repairs & replacements Price increases for	$53,500

Department Information DSR1				
Department	Park and Recreation			
	Testing Chemicals Pool CO2	 $24,000	chemicals Significant increasing costs for CO2	
Custodial Supplies	Custodial Supplies	($500)	Supplied by DPW	($500)
Groundskeeping Supplies	Playground Surfacing	$4,200	Increase in cost and frequency	$4,200
Food Supplies	Program Snack	($1,500)	Based on actual spending	($1,500)
In-State Conferences	In-State Conferences	$1,000	Increase cost of travel and hotel	$1,000
Out-of-State Conferences	Out-of-State Conferences	$2,500	Increase cost of travel, hotels and flights	$2,500

Accomplishments and Activities

In Spring of 2022, the Department began the hiring process for new Administrative Specialist. Derek Moreau was hired, joining us from Springfield College and his hometown of North Attleboro.

As COVID regulations continued to relax, concerns over hiring enough summer staff was ever present. Unlike our neighbors, the Department was able to open and operate the pools and programs under normal operating procedures during the summer of 2022. The pool and program staff were passionate and excited for a fun and successful season!

Programmatically, the Department collaborated with three school departments, the Post-Grad program, Extended School Year (ESY) and the Summer Bridges program. Our Post-Grads interned with us 2-3 days a week at the pool and in the office doing cleaning, shredding and general office organization. ESY kids attended their scheduled classes during the mornings and met up with our staff for fun-filled afternoons. At Summer Bridges, children attending reading and math classes in the morning and then were able to come outside and join our summer programs in the afternoons. All programs were a huge success and we are continuing with our Post-Grad interns through the school-year.

The Park and Recreation team were tremendously successful in running numerous passive and active recreational activities for community members ranging from young preschool to seniors.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	$1,149,013		$1,149,013
b) Expenses	$325,440		$325,440
c) Capital			

Department Information DSR1			
Department	Park and Recreation		
d)			
e) Total DSR2 & DSR4 Request (a through d)	$1,474,453		$1,474,453
			V2024

Department Expenditure Detail DSR2													
Department				Park and Recreation									
Object				Description								Amount	
DSR2A													
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)						
	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		4.6	5		4.6	5		4.6				
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count				
							X						
Union Positions:	BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police		Police Superior		NA	

1. Salary and Wage Permanent Positions.		
a.	PRD1 Salary and Wages Base	$407,332
b.	PRD1 Differentials (Conditions, Requirements, Shifts)	
c.	PRD1 Education	
d.	PRD1 Extra Holiday	
e.	PRD1 Longevity	
f.	PRD1 Snow Program	
g.	PRD1 Uniform	
h.	PRD1 Other Compensation	$2,400
i.	PRD1 Budget Adjustments	-$22,744
	PRD1 Sub Total	$386,988
j	DSR3 Other Compensation	
	Sub Total 1	$386,988
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)		
a.	Aquatics Specialist	$30,240
b.	Summer Pool Staff (see DSR3)	$433,956
c.	Summer Program Staff (see DSR3)	$242,895
d.		
e.	DSR3 Total	
	Sub Total 2	$660,786
3. Salary and Wage Overtime (Itemized Below)		
a.	Scheduled Overtime (contractually obligated)	
b.	Training and Development	
c.	Overtime: Admin Specialist, Rec. Supervisor, Admin Asst., DPW, etc.	$42,934
d.	Overtime: Summer Seasonal Staff	$10,000
e.	DSR3 Total	
	Sub Total 3	$52,934
4. Other Salary and Wage Expenses – (Itemized Below)		
a.	Incentive Programs	
b.	Pay In Lieu of Accrued Leave	
c.	Program Stipend	
d.	Tuition Reimbursement	$2,000
e.	Working Out of Grade	
f.	DSR3 Other Compensation	
	Sub Total 4	$2,000

Department Expenditure Detail DSR2		
Department	Park and Recreation	
5. Total Salary and Wages (1+2+3+4)		$1,149,013
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Playground Repairs ($30,000) Parks Repairs ($5,000) Field Repairs ($2,000) Pool Repairs ($4,000) RRC Building Repairs ($1,000)	$42,000
Rental & Leases (527X)		
Other Property Related Services (529x)	Park Restroom Cleaning ($25,000) Pool Restroom Cleaning ($10,000) Pool Closing 2023 ($25,125) Pool Opening 2024 ($21,415)	$81,540
Professional & Technical Services (530x – 531x)	Pool Water Testing ($1,400) Pool On-Call Services ($15,000) Office Staff Training ($4,000) Summer Staff Training ($4,500) Signage ($2,000)	$26,900
Communications (534x)	Postage ($250) Cable ($200) Wireless Phones ($2,500) Legal Ads ($100)	$3,050
Recreational & Cultural Services (535x)	Summer Program Special Events ($3,500)	$3,500
Other Purchased Services (538x)	Conservation Permits ($300) Busing ($6,000)	$6,300
Office Supplies (542x)	Office Supplies ($2,000)	$2,000
Building & Equipment Supplies (543x)	Pool Chlorine ($25,000) Pool Balancing & Testing Chemicals ($15,000) Pool Co2 ($50,000)	$90,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Playground Surfacing ($20,000)	$20,000
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Program Snacks ($500)	$500
Medical Supplies (550x)	Medical Supplies ($1,500)	$1,500
Public Works Supplies (553x)	Portable Restrooms ($11,400)	$11,400
Other Supplies & Equipment (558x)	Staff Clothing ($7,500) Lifeguard Uniforms ($6,000) Pool & Program Supplies ($9,000) Arts & Crafts Supplies ($2,000) Program Equipment ($1,500) Music License ($500)	$26,500
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	In-State Conferences ($2,500) Mileage ($750)	$8,250

Department Expenditure Detail DSR2					
Department	Park and Recreation				
	Out-of-State Conferences ($5,000)				
Dues & Subscriptions (573X)	Annual Memberships ($2,000)				$2,000
Other Expenses (574 X – 579x)					
6. Total Expenses					$325,440
DSR2C					
Capital Equipment Replacement (587X)					
7. Total Operating Budget Capital					
8. Total Base Request (Line 5 + Line 6 + Line 7)					$1,474,453
Does the Department depend on any Federal or State grants to provide services?		YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?		YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?		YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?		YES		NO	X
					V2024

Department Personnel Supplement DSR3						
Department	Park and Recreation					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Aquatics Specialist	**$30,240**		X		
2						
3	Pools PR01: Non-Aquatic Staff (10)	$40,425		X		
4	Pools PR02: Lifeguard (45)	$232,875		X		
5	Pools PR03: Swim Coach (3)	$14,676		X		
6	Pools PR04: Head Lifeguard (4)	$30,192		X		
7	Pools PR05: WSI (8)	$46,584		X		
8	Pools PR06: Assistant Supervisor (4)	$44,300		X		
9	Pools PR07: Supervisor (2)	$24,904		X		
10	POOLS SUBTOTAL (76)	**$433,956**				
11						
12	Programs PR01: Counselor (35)	$124,509		X		
13	Programs PR02: Group Leader (10)	$41,400		X		
14	Programs PR04: Site Supervisor, Specialist, AM/PM Care (10)	$56,610		X		
15	Programs PR07: Supervisor (2)	$20,376		X		
16	PROGRAMS SUBTOTAL (57)	**$242,895**				
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	**$707,091**				
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3					
	Amount Reported Under DSR2A Section 4					
II	Total					
						V2024

Park and Recreation Department	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	384,588.00		384,588.00	12,239		372,349.00	337,033.39	282,016.36	322,094.81
Salary & Wage Temporary	707,091.00		707,091.00	52,670		654,421.00	357,896.14	265,821.97	274,176.45
Salary & Wage Overtime	52,934.00		52,934.00	11,250		41,684.00	42,388.80	21,193.59	17,654.48
Salary & Wage Other	4,400.00		4,400.00	(1,500)		5,900.00	5,400.00	14,437.66	59,236.05
Salary and Wage Total	1,149,013.00		1,149,013.00	74,659	6.9%	1,074,354.00	742,718.33	583,469.58	673,161.79
Energy									
Non Energy Utilities									
Repairs and Maintenance	42,000.00		42,000.00			42,000.00	5,360.17	975.39	
Rental and Leases							6,000.00	1,636.66	477.71
Other Property Related	81,540.00		81,540.00	1,904		79,636.00	79,162.00	78,194.00	59,865.00
Professional & Technical	26,900.00		26,900.00	200		26,700.00	12,085.99	14,199.00	10,500.00
Communications	3,050.00		3,050.00	250		2,800.00	3,197.37	6,204.39	2,621.33
Recreation	3,500.00		3,500.00			3,500.00	6,762.16		2,245.81
Other Purchased Services	6,300.00		6,300.00			6,300.00	1,567.00	25,045.16	
Energy Supplies									
Office Supplies	2,000.00		2,000.00			2,000.00	4,479.12	1,557.45	2,700.00
Building & Equipment Rprs/Sp	90,000.00		90,000.00	53,500		36,500.00	46,075.54	26,119.45	1,690.79
Custodial Supplies				(500)		500.00			1,615.75
Grounds Keeping Supplies	20,000.00		20,000.00	4,200		15,800.00	9,655.00		810.50
Vehicular Supplies									
Food & Service Supplies	500.00		500.00	(1,500)		2,000.00			2,800.00
Medical Supplies	1,500.00		1,500.00			1,500.00	1,000.00	3,423.19	
Educational Supplies									
Public Works Supplies	11,400.00		11,400.00			11,400.00			
Other Supplies & Equipment	26,500.00		26,500.00			26,500.00	27,193.48	26,158.65	42,210.67
Governmental Charges									
Travel & Mileage	8,250.00		8,250.00	3,500		4,750.00	2,660.66	1,298.44	534.92
Dues & Subscriptions	2,000.00		2,000.00	550		1,450.00	1,200.00	1,205.00	1,020.00
Other									
Expense	325,440.00		325,440.00	62,104	23.6%	263,336.00	206,398.49	186,016.78	129,092.48
Capital Equipment									
Budget Capital									
TOTAL	1,474,453.00		1,474,453.00	136,763	10.2%	1,337,690.00	949,116.82	769,486.36	802,254.27

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Director of Park & Recreation	1.00	G	12	Merit	114,169.00	0.00	2,400.00		116,569	Vehicle Allowance
Assistant Director of Park and Recreation	1.00	G	11	6	96,720.00	0.00	0.00		96,720	
Recreation Supervisor	1.00	I	8	3	74,256.00	0.00	0.00		74,256	
Administrative Specialist	1.00	I	5	2	61,620.00	0.00	0.00		61,620	
Administrative Assistant	1.00	I	3	6	60,567.00	0.00	0.00	(24,227)	36,340	40% allocated to HHS
BUDGETARY ADJUSTMENT	(0.40)				0.00	0.00		1,483	1,483	
Division Totals	4.60				407,332.00	0.00	2,400.00	(22,744)	386,988	
Department Totals	4.60				407,332.00	0.00	2,400.00	(22,744)	386,988	
	Salary and Wage Base								407,332	
	Longevity								0	
	Differential								0	
	Education								0	
	Extra Holiday								0	
	Other Pay								2,400	
	Stipends								0	
	Budget Adjustment								(22,744)	
	Total								386,988	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	Change from 22	FY24 Estimate	Change from 23
Director of Park & Recreation	1.00	1.00	1.00	Merit	Merit	Merit	109,500	113,784	3.9%	116,569	2.4%
Assistant Director of Park and Recreation	1.00	1.00	1.00	2	5	6	88,958	91,416	2.8%	96,720	5.8%
Recreation Supervisor	1.00	1.00	1.00	7	2	3	65,403	68,894	5.3%	74,256	7.8%
Administrative Specialist	1.00	1.00	1.00	10	4	2	61,952	64,818	4.6%	61,620	-4.9%
Administrative Assistant	1.00	1.00	1.00	7	5	6	33,774	34,421	1.9%	36,340	5.6%
BUDGETARY ADJUSTMENT	(0.40)	(0.40)	(0.40)	0	0	0	1,383	1,416	2.4%	1,483	4.7%
Division Totals	4.60	4.60	4.60				360,970	374,749	3.8%	386,988	3.3%
Department Totals	4.60	4.60	4.60				360,970	374,749	3.8%	386,988	3.3%

Department Spending Request Short Form	
Budget	Memorial Park Trustees

Purpose

In accordance with Part 5 section 33 of the Town of Needham Charter, the land known as the Memorial Park in the town of Needham shall continue to be under the jurisdiction of the Trustees of Memorial Park. The trustees shall continue to: (i) receive, hold and manage, with the approval of Town Meeting, any devise, bequest, or gift for the establishment or equipment of memorials for properly commemorating the service of members of the armed forces of the commonwealth and the armed forces of the United States; and (ii) maintain and operate, upon such portion of Memorial Park as they determine, an athletic field with suitable equipment and, in their discretion, to regulate its use for athletic games and other entertainment of a public nature, to which an admission fee may be charged upon such terms and conditions as the trustees may impose. There are five elected Trustee of Memorial Park each for a term of three years, plus the Chair of the Select Board, or designee.

Memorial Park includes the memorial garden with an adjacent gazebo. Memorial Park also includes a natural grass 90' baseball diamond, a synthetic turf multi-purpose field, a synthetic turf 60' diamond, and a pedestrian path circling the park. All field spaces have lights. Further, Memorial Park includes the Gateway Garden at the corner of Highland Avenue and Rosemary Street, with signboards announcing community and park events.

Budget Statement

The primary operating costs for the Memorial Park fieldhouse and the athletic fields are in the Department of Public Works (DPW) operating budget, primarily in the building maintenance and parks and forestry divisions, with a small portion covered by Park and Recreation. The primary expenses related to the building include electricity and heat. The electrical costs are under the Needham Electric, Light and Gas Program budget, and other expenses including cleaning and maintenance are covered by DPW. In recent years, the Trustees of Memorial Park have voted to use their budget for the purchase of American and POW flags for the poles at the Park, but in some years the budget paid for small projects which benefit the park.

Accomplishments and Activities

Outside of the annual Memorial Day and Veterans' Day engagements, Memorial Park hosts games and activities for Needham Public School Athletics and Needham Park and Recreation programming, as well as non-profit organizations like Needham Soccer, Needham Flag Football, and Needham Baseball & Softball. Memorial Park is also home to the Annual Arts in the Parks summer concert series hosted by Park and Recreation. Trustees of Memorial Park meet approximately once a month at 7:00 p.m. in the Memorial Park Field House. The actual meeting dates are posted with the Town Clerk's Office and published on the Town's website.

Description	Purpose	Amount
Other Supplies & Equipment	American flags, POW flags	750
Total Request		750

V2024

Memorial Park	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	750.00		750.00			750.00		750.00	
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
TOTAL	750.00		750.00			750.00		750.00	

Department Spending Request Short Form	
Budget	Needham Council for Arts and Culture

Purpose

The purpose of the Needham Council for Arts and Culture (NCAC) is to support community-based projects and activities in the performing and visual arts, humanities, and interpretive sciences to benefit the residents of Needham.

Budget Statement

The NCAC requests funding in the amount of $8,300 to support local programming in Needham. The objective behind the funding request is to allow the NCAC to have a bigger impact on the number of people its programming reaches. The request is the same amount as requested in FY 22-23 and is intended to match the amount the Massachusetts Cultural Council distributes to the town annually, which was $7,800 in 2021 and $9,000 in 2022

Accomplishments and Activities

In recent years, the increased interest in local grants forced the NCAC to have to turn down many applicants' requests, resulting in more than 33% of requests going unfunded. All grants directly benefit the Needham community through events, public art, and community art projects such as Arts in the Park, Needham Open Studios, New Years Needham, and Needham Diversity Initiative. Lectures, concerts, and performances like these bring the community together. It is especially important, now more than ever, to nurture community connection and support those who have been disproportionally impacted by the pandemic. The NCAC will meet in December 2022 to review and vote on 39 grant requests which were submitted in October 2022. With increased funding from the Town, the NCAC anticipates being able to approve many more grant requests and put the $8,300 in funding in the FY 22-23 operating budget to good use.

The NCAC is also organizing the effort to bring a public art mural to Needham Heights which will be on the side of the Carewell Urgent Care building on West Street. Following an RFP process, the committee is narrowing down the selection of professional muralists to choose a design. The NCAC will oversee the execution of the mural which is expected to be completed in Spring 2023.

Description	Purpose	Amount
NCAC Annual Funding	To be used to supplement grant funds from the Massachusetts Cultural Council	$8,300
Total Request		$8,300

V2024

Needham Council for Arts and Culture	FY2024 DSR2 Request	BASE $ Change from Current Year	BASE % Change	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular											
Salary & Wage Temporary											
Salary & Wage Overtime											
Salary & Wage Other											
Energy											
Non Energy Utilities											
Repairs and Maintenance											
Rental and Leases											
Other Property Related											
Professional & Technical											
Communications											
Recreation	8,300.00				8,300.00			8,300.00			
Other Purchased Services											
Energy Supplies											
Office Supplies											
Building & Equipment Rprs/Sp											
Custodial Supplies											
Grounds Keeping Supplies											
Vehicular Supplies											
Food & Service Supplies											
Medical Supplies											
Educational Supplies											
Public Works Supplies											
Other Supplies & Equipment											
Governmental Charges											
Travel & Mileage											
Dues & Subscriptions											
Other											
TOTAL	8,300.00				8,300.00			8,300.00			

Department Information DSR1	
Department	Sewer Enterprise

Department Mission

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

On the Horizon

The overall budget On the Horizon statement can be found under the Department of Public Works. Like the rest of DPW, the Sewer Division has seen operational challenges and delays caused by the increase in material costs and the supply chain shortages. Additionally, the last year saw a new Superintendent, allowing for the Division to re-evaluate their operational processes and needs. The Sewer Division of the Department of Public Works to perform the daily maintenance tasks, both proactive and reactive to keep our sewer and drain systems operating. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year.

The Sewer Division will continue to focus on meeting the stormwater requirements that went into effect with the Municipal Separate Stormwater Systems (MS4) permit in July 2018. This involves the cleaning and maintenance of brooks and culverts as well as catch basin cleaning. The Division will also continue to perform the flushing programs, inspect sewer and drain lines with the CCTV camera truck, and thoroughly clean all sewer station wet wells. The Division will continue to maintain and improve their sewer flow monitoring system that monitors for inflow and infiltration at all ten sewer pump stations throughout Town. Sewer will be recruiting new staff in addition to training up existing staff in order to continue to combat staffing shortages, which have been the most challenging within the Water and Sewer Divisions. The Town will be implementing a new billing and collections software over the next year, which will impact the process of sewer billing.

Budget Statement

Salaries & Wages increasing $64,297, 5.95%
Expenses & Services increasing $52,676, 6.83%
Operating Capital increasing $14,000, 27.45%
Total Budget* increasing 130,973, 6.89%
*not inclusive of MWRA, Debt Service, or Reserve Fund

Salaries

The Town negotiated a new collective bargaining agreement with NIPEA which led to an increase in salaries for all employees, including many who had previously been at the top end of the pay scale. The total increase for Regular Salaries is $54,705, 6.22%.

The overtime programs from the prior year remain in place. Due to the increase in base pay, the budget for overtime programs has increased. The Overtime Budget has increased $8,596, 4.83%.

The Temporary Salaries budget has increased due to an increase in the base pay for temporary positions. The programs have remained the same. The total increase for Temporary Salaries is $996, 5.59%.

The Other Salary and Wages has not increased as this reflects onetime benefit costs such as snow program participation and sick time incentive.

Department Information DSR1	
Department	Sewer Enterprise

Expenses and Services

Energy

Energy Type	3 Year Consumption Average	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	526,815	$0.23	$1,500	$122,667	$29
Natural Gas	2,972	$3.30	$1,500	$11,306	$5,088

Vehicular Supplies

Division	Fuel Type	3 Year Consumption Average	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Drains	Diesel	434	$5.48	$2,378	$1,597
Sewer	Diesel	2,412	$5.48	$13,217	$2,561
Sewer	Gasoline	2,774	$4.38	$12,148	$6,799

Highlighted Changes

There are incremental changes in the FY2024 budget. The largest increase is seen in Repairs and Maintenance Services, based on an increase in pricing and need for electrical (3,000) and mechanical (15,000) repairs. There is also an increase in Public Works Supplies (7,294) primarily due to supply chain issues causing increases and delays in pricing.

Line Item	Division	Description	Change from FY23	Comments	Net Change
Energy	Sewer	Electricity	$29	Based on 3 yr consumption average	$5,117
	Sewer	Natural Gas	$5,088	Based on 3 yr consumption average	
Other Property Related Services	Drains	Debris Disposal - Catch Basin	$2,327	6.4% increase based on contract pricing	$3,241
	Drains	Debris Disposal - Sweeping	$914	2.9% increase based on contract pricing	
Professional & Technical Services	Sewer	MWRA/Mandated Sulfide Testing	$200	Based on previous spending	$200

Department Information DSR1	
Department	Sewer Enterprise

Line Item	Division	Description	Change from FY23	Comments	Net Change
Repairs & Maintenance Services	Drains	Equipment Repairs	$750	Moved budget from vehicle to equipment	$21,471
	Drains	Vehicle Repairs	($750)	Moved budget from vehicle to equipment	
	Sewer	Alarm & Sprinkler Maint.	$13	Based on current contract pricing & 3.5% inflation	
	Sewer	Electrical On-Call Services	$3,000	Based on increased need	
	Sewer	Equipment Repairs	$750	Moved budget from vehicle to equipment	
	Sewer	Generator Maintenance	$111	Based on current contract pricing & 3.5% inflation	
	Sewer	Mechanical On-Call Services	$15,000	Based on increased need	
	Sewer	Overhead Door Maintenance	$7	Based on current contract pricing & 3.5% inflation	
	Sewer	Vehicle Repairs	($750)	Moved budget from vehicle to equipment	
	Sewer	Wet Well Cleaning	$3,340	Based on increased pricing	
Other Purchased Services	Drains	Street Sweeping	$1,525	4.7% increase based on contract pricing	$7,795
	Sewer	Police Details	$6,270	Based on increased need	
	Sewer	Sewer Flow Meter Annual Maintenance	($27,774)	Consolidated under Sewer Flow Meter Monitoring	
	Sewer	Sewer Flow Meter Monitoring	$63,999	Consolidated under Sewer Flow Meter Monitoring	
	Sewer	Sewer Flow Meter Upgrades	($36,225)	Consolidated under Sewer Flow Meter Monitoring	
Vehicular Supplies	Drains	Vactor Truck Parts	$500	Based on increased need	$1,000
	Sewer	Vactor Truck Parts	$500	Based on increased need	

Department Information DSR1	
Department	Sewer Enterprise

Line Item	Division	Description	Change from FY23	Comments	Net Change
Gasoline & Diesel Fuel	Drains	Diesel	$1,067	Based on 3 yr consumption average	$6,558
	Sewer	Diesel	$1,726	Based on 3 yr consumption average	
	Sewer	Gasoline	$3,765	Based on 3 yr consumption average	
Public Works Supplies	Drains	Manhole Frames & Covers	$1,304	21% increase based on contract pricing	$7,294
	Drains	Precast Manholes	$1,260	21% increase based on contract pricing	
	Sewer	Asphalt	$705	5.4% increase based on contract pricing	
	Sewer	Manhole Frames & Covers	$1,350	21% increase based on contract pricing	
	Sewer	Pump Replacement Parts	$2,000	Based on increased need	
	Sewer	Sewer Pipe	$675	21% increase based on contract pricing	

Operating Capital

Pump Replacement Program

The Sewer Division will be purchasing a new replacement pump as back up for the pumps in our sewer stations.

Accomplishments and Activities

A new Superintendent of Water, Sewer, and Drains started in FY2022 after repeated turnover in that role. This allowed the Division to re-evaluate their operations.

The Sewer Division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.

The Sewer Division partnered with an outside contractor to perform a Town-wide cleaning of all 5,250 catch basins. This involved removal and disposal of sediment from the stormwater drain system. During FY2022, the Sewer Division repaired or replaced 15 stormwater catch basins, repaired 2 manholes, and performed 6 pipeline point repairs on the sewer and drain lines. The Division CCTV'd 34,574 feet of sewer pipe, 41,293 feet of storm drainpipe, and flushed/jetted 76,436 feet of drainpipes within the Town's roadways and easements. Using the CCTV truck to investigate the sewer and drain lines allows the Division to locate any defects and make necessary repairs prior to the completion of road surface improvements. Additionally, Sewer installed a new steel drainage grate at the Walker Pond outfall structure with a new steel weir plate.

Department Information DSR1			
Department	Sewer Enterprise		
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,144,544		1,144,544
b) Expenses	823,367		823,367
c) Capital	65,000		65,000
d) MWRA	6,760,857		6,760,857
e) Debt Service	610,000		610,000
f) Reserve Fund	35,000		35,000
g) Total DSR2 & DSR4 Request (a through d)	9,438,768		9,438,768
			V2024

Department Expenditure Detail DSR2										
Department				Sewer Enterprise						
Object				Description					Amount	
DSR2A										
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)			
	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	0	11	11	0	11	11	0	11	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Union Positions:	BCTIA		Fire A		Fire C		ITWA		NIPEA X	Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									789,485
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									28,372
f.	PRD1 Snow Program									27,500
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments									3,580
								PRD1 Sub Total		848,937
j	DSR3 Other Compensation									85,330
								Sub Total 1		934,267
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Summer Help (2 positions for 15 weeks)									18,816
b.										
c.										
d.										
e.	DSR3 Total									
								Sub Total 2		18,816
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									27,021
b.	Training and Development									
c.										
d.										
e.	DSR3 Total									159,560
								Sub Total 3		186,581
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									4,880
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
								Sub Total 4		4,880

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
5. Total Salary and Wages (1+2+3+4)		1,144,544
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer • Electricity (122,667) • Natural Gas (11,306)	133,973
Repairs & Maintenance Services (524x – 525x)	Drains • Contracting Special Services (15,000) • Equipment Repairs (750) • Trench Restoration (11,000) • Vehicle Repairs (9,250) Sewer • Alarm & Sprinkler Maintenance (387) • Electrical On-Call Services (10,000) • Equipment Repairs (750) • Generator Maintenance (3,294) • Mechanical On-Call Services (50,000) • Overhead Door Maintenance (205) • Pump Inspections (3,000) • Vehicle Repairs (9,250) • Wet Well Cleaning (23,340)	136,226
Rental & Leases (527X)	Drains • Pump Rentals (3,000) Sewer • Pump Rentals (3,000)	6,000
Other Property Related Services (529x)	Drains • Debris Disposal – Catch Basin (38,412) • Debris Disposal – Sweeping (32,339) • NPDES (100,000)	170,751
Professional & Technical Services (530x – 531x)	Drains • NPDES (95,000) • PeopleGIS – PeopleForms (7,000) • Pond Treatment (4,000) • Seminars & Training (2,000) Sewer • MWRA/Mandated Sulfide Testing (3,200) • Seminars & Training (2,000) • Sewer SCADA Annual Software (6,510)	119,710
Communications (534x)	Sewer • Landline (1,900)	10,015

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
	• Legal Notices (215) • Postage (500) • Printing (200) • Wireless Communication (7,200)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Drains • Street Sweeping (33,835) Sewer • Police Details (12,000) • Sewer Flow Meter Monitoring (63,999)	109,834
Office Supplies (542x)	Sewer • Office Supplies (700)	700
Building & Equipment Supplies (543x)	Sewer • Pump Station Supplies (2,000)	2,000
Custodial Supplies (545x)	Sewer • Rags for Spills, Cleaning Supplies, Disinfecting Supplies (1,000)	1,000
Grounds Keeping Supplies (546x)	Sewer • Grass, Seed, & Fertilizer (150)	150
Vehicular Supplies (548x)	Drains • CCTV Truck Supplies (4,000) • Vactor Truck Parts (1,500) Sewer • CCTV Truck Supplies (4,000) • Vactor Truck Parts (1,500)	11,000
Gasoline and Diesel Fuel (5481)	Drains • Diesel (2,378) Sewer • Diesel (13,217) • Gasoline (12,148)	27,743
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer • Medical Supplies (150)	150
Public Works Supplies (553x)	Drains • Concrete Blocks (4,000) • Crushed Stone (2,000) • Manhole Frames & Covers (7,514) • Precast Manholes (7,260) • Sand & Bagged Cement (500) • Special Flushing & Roding Tools (2,500) Sewer • Asphalt (13,705) • Crushed Stone (2,000) • Hardware Supplies, Paint, etc (3,250) • Manhole Frames & Covers (7,777)	85,895

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
	• Pump Replacement Parts (22,000) • Sewer Pipe (3,889) • Special Flushing & Roding Tools (3,000) • Testing Equipment (2,000) • Tools (4,500)	
Other Supplies & Equipment (558x)	Drains • Misc. Items (750) Sewer • Clothing (2,000) • Health/Safety Equipment (1,300) • Safety Clothing (2,570)	6,620
Governmental Charges (569x)	Sewer • Certification & Licenses (400)	400
Travel & Mileage (571x – 572x)	Sewer • Conferences (200)	200
Dues & Subscriptions (573X)	Sewer • Professional Association Memberships (1,000)	1,000
Other Expenses (574 X – 579x)		
6. Total Expenses		823,367
DSR2C		
Capital Equipment Replacement (587X)	Sewer • Pump Replacement Program (65,000)	65,000
7. Total Operating Budget Capital		65,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,032,911

Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	X
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	X
				V2024

Department Personnel Supplement DSR3						
Department	Sewer Enterprise					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Drains – NPDES Night Investigations	66,259			X	
2	Drains – Unscheduled/Investigations of Blockages & Equipment Failures	2,485			X	
3	Sewer – Night Sewer Cleaning/TV Camera Inspection	31,059			X	
4	Sewer – Pumping Stations (Holidays & Weekends)	55,409			X	
5	Sewer – Unscheduled/Investigations of Blockages & Equipment Failures	4,348			X	
6	Portion of Water Enterprise Salaries that Support Drains Operations	85,330	X			
7	Portion of Sewer Salaries that Support Drains Operations	270,336	X			
8	Sewer Salaries Assigned to Drains Operations	-270,336	X			
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	244,890				
Sections						
	Amount Reported Under DSR2A Section 1	85,330				
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3	159,560				
	Amount Reported Under DSR2A Section 4					
II	Total	244,890				
						V2024

Sewer Enterprise	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	934,267.00		934,267.00	54,705.00		879,562.00	724,836.38	709,672.24	784,816.96
Salary & Wage Temporary	18,816.00		18,816.00	996.00		17,820.00	5,048.04		6,694.50
Salary & Wage Overtime	186,581.00		186,581.00	8,596.00		177,985.00	144,826.74	141,763.08	136,969.33
Salary & Wage Other	4,880.00		4,880.00			4,880.00	12,976.97	38,774.88	12,520.45
Salary and Wage Total	1,144,544.00		1,144,544.00	64,297.00	6.0%	1,080,247.00	887,688.13	890,210.20	941,001.24
Energy	133,973.00		133,973.00	5,117.00		128,856.00	115,807.54	113,357.47	139,410.60
Non Energy Utilities									
Repairs and Maintenance	136,226.00		136,226.00	21,471.00		114,755.00	137,638.97	105,765.59	51,989.32
Rental and Leases	6,000.00		6,000.00			6,000.00		3,460.00	
Other Property Related	170,751.00		170,751.00	3,241.00		167,510.00	17,972.68	14,817.43	16,733.52
Professional & Technical	119,710.00		119,710.00	200.00		119,510.00	8,984.95	14,882.90	16,877.00
Communications	10,015.00		10,015.00			10,015.00	7,024.37	7,368.94	8,144.22
Recreation									
Other Purchased Services	109,834.00		109,834.00	7,795.00		102,039.00	65,779.00	67,722.48	52,956.76
Energy Supplies									
Office Supplies	700.00		700.00			700.00			
Building & Equipment Rprs/Sp	2,000.00		2,000.00			2,000.00			
Custodial Supplies	1,000.00		1,000.00			1,000.00	215.91	78.40	400.00
Grounds Keeping Supplies	150.00		150.00			150.00			
Vehicular Supplies	38,743.00		38,743.00	7,558.00		31,185.00	18,308.69	11,361.47	16,172.59
Food & Service Supplies									
Medical Supplies	150.00		150.00			150.00			
Educational Supplies									
Public Works Supplies	85,895.00		85,895.00	7,294.00		78,601.00	63,734.80	67,987.44	35,854.77
Other Supplies & Equipment	6,620.00		6,620.00			6,620.00	1,216.03	2,387.96	200.00
Governmental Charges	400.00		400.00			400.00	331.99	315.00	326.00
Travel & Mileage	200.00		200.00			200.00			
Dues & Subscriptions	1,000.00		1,000.00			1,000.00		218.75	212.50
Other							200.00	200.00	700.00
Expense	823,367.00		823,367.00	52,676.00	6.8%	770,691.00	437,214.93	409,923.83	339,977.28
MWRA Assessment	6,760,857.00		6,760,857.00			6,760,857.00	6,614,690.00	6,399,895.00	6,388,679.68
Capital Equipment	65,000.00		65,000.00	14,000.00		51,000.00	44,600.00	45,000.00	38,414.05
Operating Budget	8,793,768.00		8,793,768.00	130,973.00	1.5%	8,662,795.00	7,984,193.06	7,745,029.03	7,708,072.25
Debt Service	610,000.00		610,000.00			610,000.00	603,692.88	645,376.95	904,094.74
Reserve Fund	35,000.00		35,000.00			35,000.00			
TOTAL	9,438,768.00		9,438,768.00	130,973.00	1.4%	9,307,795.00	8,587,885.94	8,390,405.98	8,612,166.99

Sewer Enterprise (Sewer Operations)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	578,601.00		578,601.00	39,339.00		539,262.00	483,453.46	470,187.86	488,560.71
Salary & Wage Temporary	18,816.00		18,816.00	996.00		17,820.00	5,048.04		6,694.50
Salary & Wage Overtime	117,837.00		117,837.00	5,429.00		112,408.00	121,255.80	112,669.03	98,356.23
Salary & Wage Other	2,920.00		2,920.00			2,920.00	7,829.47	33,534.51	7,118.84
Salary and Wage Total	718,174.00		718,174.00	45,764.00	6.8%	672,410.00	617,586.77	616,391.40	600,730.28
Energy	133,973.00		133,973.00	5,117.00		128,856.00	115,807.54	113,357.47	139,410.60
Non Energy Utilities									
Repairs and Maintenance	100,226.00		100,226.00	21,471.00		78,755.00	134,602.57	105,765.59	51,989.32
Rental and Leases	3,000.00		3,000.00			3,000.00		3,460.00	
Other Property Related							1,873.50	261.31	447.72
Professional & Technical	11,710.00		11,710.00	200.00		11,510.00	5,368.45	3,823.90	3,790.00
Communications	10,015.00		10,015.00			10,015.00	7,024.37	7,368.94	8,144.22
Recreation									
Other Purchased Services	75,999.00		75,999.00	6,270.00		69,729.00	35,472.00	45,554.48	28,620.00
Energy Supplies									
Office Supplies	700.00		700.00			700.00			
Building & Equipment Rprs/Sp	2,000.00		2,000.00			2,000.00			
Custodial Supplies	1,000.00		1,000.00			1,000.00	215.91	78.40	400.00
Grounds Keeping Supplies	150.00		150.00			150.00			
Vehicular Supplies	30,865.00		30,865.00	5,991.00		24,874.00	18,308.69	11,361.47	15,075.82
Food & Service Supplies									
Medical Supplies	150.00		150.00			150.00			
Educational Supplies									
Public Works Supplies	62,121.00		62,121.00	4,730.00		57,391.00	51,450.60	55,281.56	22,259.51
Other Supplies & Equipment	5,870.00		5,870.00			5,870.00	1,216.03	2,387.96	100.00
Governmental Charges	400.00		400.00			400.00	195.99	207.50	250.50
Travel & Mileage	200.00		200.00			200.00			
Dues & Subscriptions	1,000.00		1,000.00			1,000.00		218.75	212.50
Other							200.00	200.00	700.00
Expense	439,379.00		439,379.00	43,779.00	11.1%	395,600.00	371,735.65	349,327.33	271,400.19
MWRA Assessment	6,760,857.00		6,760,857.00			6,760,857.00	6,614,690.00	6,399,895.00	6,388,679.68
Capital Equipment	65,000.00		65,000.00	14,000.00		51,000.00	44,600.00	45,000.00	38,414.05
Operating Budget	7,983,410.00		7,983,410.00	103,543.00	1.3%	7,879,867.00	7,648,612.42	7,410,613.73	7,299,224.20
Debt Service	610,000.00		610,000.00			610,000.00	603,692.88	645,376.95	904,094.74
Reserve Fund	35,000.00		35,000.00			35,000.00			
TOTAL	8,628,410.00		8,628,410.00	103,543.00	1.2%	8,524,867.00	8,252,305.30	8,055,990.68	8,203,318.94

Sewer Enterprise (Drains)	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	355,666.00		355,666.00	15,366.00		340,300.00	241,382.92	239,484.38	296,256.25
Salary & Wage Temporary									
Salary & Wage Overtime	68,744.00		68,744.00	3,167.00		65,577.00	23,570.94	29,094.05	38,613.10
Salary & Wage Other	1,960.00		1,960.00			1,960.00	5,147.50	5,240.37	5,401.61
Salary and Wage Total	426,370.00		426,370.00	18,533.00	4.5%	407,837.00	270,101.36	273,818.80	340,270.96
Energy									
Non Energy Utilities									
Repairs and Maintenance	36,000.00		36,000.00			36,000.00	3,036.40		
Rental and Leases	3,000.00		3,000.00			3,000.00			
Other Property Related	170,751.00		170,751.00	3,241.00		167,510.00	16,099.18	14,556.12	16,285.80
Professional & Technical	108,000.00		108,000.00			108,000.00	3,616.50	11,059.00	13,087.00
Communications									
Recreation									
Other Purchased Services	33,835.00		33,835.00	1,525.00		32,310.00	30,307.00	22,168.00	24,336.76
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	7,878.00		7,878.00	1,567.00		6,311.00			1,096.77
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	23,774.00		23,774.00	2,564.00		21,210.00	12,284.20	12,705.88	13,595.26
Other Supplies & Equipment	750.00		750.00			750.00			100.00
Governmental Charges							136.00	107.50	75.50
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	383,988.00		383,988.00	8,897.00	2.4%	375,091.00	65,479.28	60,596.50	68,577.09
MWRA Assessment									
Capital Equipment									
Operating Budget	810,358.00		810,358.00	27,430.00	3.5%	782,928.00	335,580.64	334,415.30	408,848.05
Debt Service									
Reserve Fund									
TOTAL	810,358.00		810,358.00	27,430.00	3.5%	782,928.00	335,580.64	334,415.30	408,848.05

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Chief Wastewater Operator	1.00	N	7	8	83,637.00	5,018.00	2,500.00		91,155	
Public Works Inspector	1.00	N	6	8	79,602.00	3,980.00	2,500.00		86,082	
Working Foreman	1.00	N	7	5	75,982.00	3,039.00	2,500.00		81,521	50% Drains
Working Foreman	1.00	N	7	7	81,203.00	4,872.00	2,500.00		88,575	40% Drains
Wastewater Operator	1.00	N	5	8	75,774.00	4,546.00	2,500.00		82,820	
Heavy Motor Equipment Operator	1.00	N	4	2	57,741.00	0.00	2,500.00		60,241	
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	0.00	2,500.00		71,889	50% Drains
Public Works Craftsworker	1.00	N	4	7	69,389.00	3,469.00	2,500.00		75,358	
Public Works Craftsworker	1.00	N	4	6	67,205.00	672.00	2,500.00		70,377	50% Drains
Public Works Craftsworker	1.00	N	4	7	69,389.00	2,776.00	2,500.00		74,665	40% Drains
Public Works Craftsworker	1.00	N	4	3	60,174.00	0.00	2,500.00		62,674	
Transfer from Water	0.00				0.00	0.00	0.00	85,330	85,330	
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		3,580	3,580	
Division Totals	11.00				789,485.00	28,372.00	27,500.00	88,910	934,267	
Department Totals	11.00				789,485.00	28,372.00	27,500.00	88,910	934,267	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Chief Wastewater Operator	1.00	1.00	1.00	10	7	8	81,893	83,725	91,155	8.9%
Public Works Inspector	1.00	1.00	1.00	10	7	8	77,044	78,991	86,082	9.0%
Working Foreman	1.00	1.00	1.00	10	6	5	76,220	80,110	81,521	1.8%
Working Foreman	1.00	1.00	1.00	10	6	7	78,180	80,366	88,575	10.2%
Wastewater Operator	1.00	1.00	1.00	10	8	8	72,208	73,824	82,820	12.2%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	6	2	64,545	66,251	60,241	-9.1%
Heavy Motor Equipment Operator	1.00	1.00	1.00	10	5	7	64,857	63,921	71,889	12.5%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	66,418	68,689	75,358	9.7%
Public Works Craftsworker	1.00	1.00	1.00	10	5	6	64,857	64,233	70,377	9.6%
Public Works Craftsworker	1.00	1.00	1.00	10	6	7	64,857	66,574	74,665	12.2%
Public Works Craftsworker	1.00	1.00	1.00	10	5	3	65,034	66,418	62,674	-5.6%
Transfer from Water	0.00	0.00	0.00	0	0	0	70,210	83,090	85,330	2.7%
BUDGETARY ADJUSTMENT	0.00	0.00	0.00	0	0	0	3,255	3,370	3,580	6.2%
Division Totals	11.00	11.00	11.00				849,578	879,562	934,267	6.2%
Department Totals	11.00	11.00	11.00				849,578	879,562	934,267	6.2%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
	Salary and Wage Base								789,485	
	Longevity								28,372	
	Differential								27,500	
	Education								0	
	Extra Holiday								0	
	Other Pay								0	
	Stipends								0	
	Budget Adjustment								88,910	
	Total								934,267	

Department Information DSR1	
Department	Water Enterprise

Department Mission

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

On the Horizon

The overall budget On the Horizon statement can be found under the Department of Public Works. Like the rest of DPW, the Water Division has seen operational challenges and delays caused by the increase in material costs and the supply chain shortages. Additionally, the last year saw a new Superintendent, allowing for the Division to re-evaluate their operational processes and needs. The Water Division of the Department of Public Works to perform the daily maintenance tasks, both proactive and reactive to keep our sewer and drain systems operating. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year.

The Water Division will continue the maintenance, improvement, and repair of the overall water distribution system, including replacing fire hydrants, water services, water mains, water gate valves, and water meters. Water will continue their testing and inspection programs which look at all commercial, municipal, and industrial cross-connection and backflow prevention devices. Water completes annual leak detection services, proactively locating leaks and repairing them before they become a water break of a source of Un-Accounted for Water (UAW). The Massachusetts Department of Environmental Protection (MA DEP) developed their Primary Drinking Water regulations regarding PFAS (per- and polyfluoroalkyl substances) and are require monthly sampling protocols. Due to the hard work of the Water Division, Needham's PFAS levels are consistently below the Maximum Contaminant Level (MCL) of 20 ppt. Needham's averages are approximately 11 ppt. This has allowed the Water Division to request and receive permission to move to quarterly sampling.

There has been a shortage of those in the water industry with the appropriate distribution and treatment licenses. The Water Division will continue to evaluate ways to increase licensure of existing staff while recruiting new staff with the necessary licensure in addition to combating the workforce shortages seen in DPW, which have been prominent in the Water and Sewer Divisions. The Town will be implementing a new billing and collections software over the next year, which will impact the process of water billing.

Budget Statement

Salaries & Wages increasing $95,381, 6.34%
Expenses & Services increasing $203,120, 14.92%
Operating Capital increasing $53,605, 100%
Total Operating Submission increasing $352,106, 12.29%*
*not inclusive of MWRA, Debt Service, Reserve Fund

Salaries

The Town negotiated a new collective bargaining agreement with NIPEA which led to an increase in salaries for all employees, including many who had previously been at the top end of the pay scale. The total increase for Regular Salaries is $76,688, 6.44%.

The overtime programs from the prior year remain in place. Due to the increase in base pay, the budget for overtime programs has increased. The Overtime Budget has increased $17,099, 6.13%.

Department Information DSR1	
Department	Water Enterprise

The Temporary Salaries budget has increased due to an increase in the base pay for temporary positions. The programs have remained the same. The total increase for Temporary Salaries is $1,594, 5.59%.

The Other Salary and Wages has not increased as this reflects onetime benefit costs.

Expenses and Services

Energy

Energy Type	3 Year Consumption Average	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	1,911,381	$0.23	$2,200	$441,818	$2,174
Natural Gas	17,266	$3.30	$250	$57,229	$27,793

Vehicular Supplies

Fuel Type	5 Year Consumption Average	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	3,662	$5.48	$20,068	$7,115
Gasoline	6,30	$4.38	$29,915	$4,041

Highlighted Changes

There are substantial increases in the FY2024 budget submission. The most significant increases are seen in the budget submission for Public Works Supplies (118,981). The supply chain instability and the increase in market prices have caused many of the materials used for maintenance and repairs to increase substantially as well as an exponential increase in the budget for water treatment chemicals (93,819). These supplies are necessary for the Water Division to maintain the water infrastructure.

Line Item	Description	Change from FY23	Comments	Net Change
Energy	Electricity	$2,174	Based on 3 yr. consumption average	$29,967
	Natural Gas	$27,793	Based on 3 yr. consumption average	
Repairs & Maint. Services	Building Repairs and Maintenance	$15,000	Called out separately	$32,693
	Electrical, Mechanical On-Call Services	($20,000)	Consolidated under Emergency On Call Repair Services	
	Emergency On Call Repair Services	$30,000	Consolidated under Emergency On Call Repair Services	
	Fire/Security Monitoring, Generator Maintenance	$193	Based on contract pricing & 3.5% inflation	
	SCADA Maintenance & On-Call Services	$2,500	Based on previous spending	
	Well Redevelopment	$5,000	Based on increased need	

Department Information DSR1	
Department	Water Enterprise

Line Item	Description	Change from FY23	Comments	Net Change
Professional & Technical Services	Water Quality Sampling	$6,000	Increased sampling to start in FY2024	$6,000
Other Purchased Services	Police Details	$4,323	Increase based on increased need	$4,323
Gasoline & Diesel Fuel	Diesel	$7,115	Based on 3 yr. consumption average	$11,156
	Gasoline	$4,041	Based on 3 yr. consumption average	
Public Works Supplies	Asphalt	$737	5.4% increase based on contract pricing	$118,981
	Chemical Feed Pump Kits	$3,000	Based on increase in pricing	
	Meter Couplings	$2,000	21% increase based on contract pricing	
	Meter Parts - Various Sizes	$257	Based on contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Hydroflousilicic Acid	$7,607	45.8% increase based on contract pricing	
	Treatment Process Chemicals: Phosphate	$24,320	157.7% increase based on contract pricing	
	Treatment Process Chemicals: Sodium Hydroxide	$53,526	41.7% increase based on contract pricing	
	Treatment Process Chemicals: Sodium Hypochlorite	$8,366	49.4% increase based on contract pricing	
	Water Mains: Gate Valves	$3,059	21% increase based on contract pricing	
	Water Mains: Hydrant Parts/Boxes	$3,567	21% increase based on contract pricing	
	Water Mains: Repair Sleeves	$3,293	21% increase based on contract pricing	
	Water Services: Brass Fittings - Service connections	$7,229	21% increase based on contract pricing	
	Water Services: Copper Tubing	$972	21% increase based on contract pricing	
	Water Services: Repair Sleeves	$96	21% increase based on contract pricing	
	Water Services: Service Valves/Boxes	$952	21% increase based on contract pricing	

Department Information DSR1	
Department	Water Enterprise

Operating Capital

Filter Air Scour Actuator Valve

This request is for a replacement actuator valve used during filter air scouring. These actuator valves control whether the effluent pipes are opened or closed, allowing air to be pushed through the filter to break down and clean off potential impurities without contaminating the distribution system. The existing actuator valves are past their useful life.

Trailer

This request is for a new trailer to be used to transport excavation equipment. This would replace an existing trailer that is past its useful life.

Accomplishments and Activities

A new Superintendent of Water, Sewer, and Drains started in FY2022 after repeated turnover in that role. This allowed the Division to re-evaluate their operations.

The Water Division performed regular tasks in addition to larger projects as well as impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.

The Water Division repaired and/or replaced sixteen fire hydrants, repaired six water services, and repaired six water main breaks. The Division completed the water main, water services, and hydrant replacements on Country Way, which was originally intended to be outsourced. The Country Way project consisted of replacing approximately 900 feet of 8-inch diameter water main, replacing two hydrants, and renewing water services within the limit of work. Staff additionally completed water main improvements on Concord Street between Burnside Road and Bennington Road, installing new water main pie, water services, and an additional hydrant for fire protection. A water service break on an old steel pipe water service caused the Water Division to complete additional water service replacements from West Street through Thorpe Park onto Hunnewell street. Additionally, the Water Division continued to replace and install new water meters, respond to customer and resident calls, continued testing of all backflow protection devices, and surveyed facilities to ensure cross-connection compliance.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,598,687		1,598,687
b) Expenses	1,564,469		1,564,469
c) Capital	53,605		53,605
d) MWRA	1,464,186		1,464,186
e) Debt Service	1,250,000		1,250,000
f) Reserve Fund	75,000		75,000
g) Total DSR2 & DSR4 Request (a through d)	6,005,947		6,005,947

V2024

Department Expenditure Detail DSR2											
Department	Water Enterprise										
Object				Description						Amount	
DSR2A											
Permanent Personnel	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)				
	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	0	17	17	0	17	17	0	17		
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count		
							X				
Union Positions:	BCTIA		Fire A		Fire C		ITWA	X	NIPEA	X	Police		Police Superior		NA	

1. Salary and Wage Permanent Positions.			
a.	PRD1 Salary and Wages Base		1,282,667
b.	PRD1 Differentials (Conditions, Requirements, Shifts)		
c.	PRD1 Education		
d.	PRD1 Extra Holiday		
e.	PRD1 Longevity		22,770
f.	PRD1 Snow Program		43,438
g.	PRD1 Uniform		
h.	PRD1 Other Compensation		
i.	PRD1 Budget Adjustments		4,860
	PRD1 Sub Total		1,353,735
j	DSR3 Other Compensation		-85,330
	Sub Total 1		1,268,405
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)			
a.	Co-Op (1 position)		11,290
b.	Summer Help (2 positions for 15 weeks)		18,816
c.			
d.			
e.	DSR3 Total		
	Sub Total 2		30,106
3. Salary and Wage Overtime (Itemized Below)			
a.	Scheduled Overtime (contractually obligated)		52,461
b.	Training and Development		
c.			
d.			
e.	DSR3 Total		243,395
	Sub Total 3		295,856
4. Other Salary and Wage Expenses – (Itemized Below)			
a.	Incentive Programs		4,320
b.	Pay In Lieu of Accrued Leave		
c.	Program Stipend		
d.	Tuition Reimbursement		
e.	Working Out of Grade		
f.	DSR3 Other Compensation		
	Sub Total 4		4,320

Department Expenditure Detail DSR2		
Department	Water Enterprise	
5. Total Salary and Wages (1+2+3+4)		1,598,687
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (441,818) Natural Gas (57,229)	499,047
Repairs & Maintenance Services (524x – 525x)	Building Repairs & Maintenance (15,000) Emergency On Call Repair Services (30,000) Fire/Security Monitoring, Generator Maintenance (5,699) Maintenance of Altitude/Actuator Valves (10,000) SCADA Maintenance & On Call Services (15,000) Vehicle Repairs (5,000) Well Redevelopment (40,000)	120,699
Rental & Leases (527X)		
Other Property Related Services (529x)	Tree & Brush Clearing (7,000)	7,000
Professional & Technical Services (530x – 531x)	Backflow Testing and/or Cross Connection Survey for Facilities (4,000) Cross Connection Backflow Survey (2,600) CRWTF Sewer Residuals – MWRA (7,000) Engineering Services (10,000) Filter Media Testing (500) Leak Detection (42,300) Mandated Wetlands Delineation (500) Seminars & Training (10,000) Tank Inspections at Dunster & Birds Hill (3,000) Water Meter Testing Program (10,000) Water Quality Sampling (21,000) Water Treatment & Analysis (3,000) Well/Pump Performance Testing (3,000)	116,900
Communications (534x)	Landlines (9,500) Legal Notices (300) Postage – CCR & Misc. (5,000) Printing – CCR & Misc. (4,000) Water Conservation Program (15,600) Wireless Communications (9,740)	44,140
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Plumbing Services (1,000) Police Details (20,000) Trench Restoration (20,000)	41,000
Office Supplies (542x)	Office Supplies (1,000)	1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)	CRWTF (900)	2,900

Department Expenditure Detail DSR2		
Department	Water Enterprise	
	Dedham Ave Pump Station (1,500) St. Mary's Pump Station (500)	
Grounds Keeping Supplies (546x)	Landscaping Parts (1,000)	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batters, etc. (10,000)	10,000
Gasoline and Diesel Fuel (5481)	Diesel (20,068) Gasoline (29,915)	49,983
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies (300)	300
Public Works Supplies (553x)	Asphalt (14,387) Chemical Feed Pump Kits (5,000) CPVC Pipe & Valves (2,000) Gravel Fill (6,000) Laboratory Chemicals: Reagents (5,000) Laboratory Equipment (4,600) Meter Couplings (11,525) Meter Parts – Various Sizes (7,613) Process Analyzers (1,100) Tools, Hardware, & Paint Supplies (7,500) Treatment Process Chemicals: Hydroflousilicic Acid (24,227) Treatment Process Chemicals: Phosphate (39,746) Treatment Process Chemicals: Sodium Hydroxide (181,887) Treatment Process Chemicals: Sodium Hypochlorite (25,288) Water Mains: Gate Valves (17,628) Water Mains: Hydrant Parts/Boxes (20,554) Water Mains: Repair Sleeves (18,975) Water Meters – Various Sizes (200,000) Water Services: Brass Fittings – Service Connections (41,655) Water Services: Copper Tubing (5,599) Water Services: Repair Sleeves (553) Water Services: Service Valve/Boxes (5,483)	646,320
Other Supplies & Equipment (558x)	Educational Supplies (200) Health & Safety Equipment, Prescription Safety Glasses (500) Safety Clothing/Vest, Gloves, & Hard Hats (2,000) Work Clothing (3,380)	6,080
Governmental Charges (569x)	Certifications & Licenses (1,600) Other – DEP, SDWA (12,000)	13,600
Travel & Mileage (571x – 572x)	Seminars & Training (1,100)	1,100

Department Expenditure Detail DSR2					
Department	Water Enterprise				
Dues & Subscriptions (573X)	Professional Association Memberships (3,400)				3,400
Other Expenses (574 X – 579x)					
6. Total Expenses					1,564,469
DSR2C					
Capital Equipment Replacement (587X)	Filter Air Scour Actuator Valves (40,000)				40,000
7. Total Operating Budget Capital					40,000
8. Total Base Request (Line 5 + Line 6 + Line 7)					3,203,156
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X	
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission?	YES		NO	X	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility?	YES		NO	X	
Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?	YES		NO	X	
					V2024

Department Personnel Supplement DSR3						
Department	Water Enterprise					
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	CRWTF & Wells (Weekends & Holidays)	87,017			X	
2	Uni-Directional Hydrant Flushing	77,184			X	
3	Hydrant Dry Testing Program	16,884			X	
4	Unscheduled/Main Breaks, Leaks, Equipment Failures, Shutoffs, Resident Complaints, etc.	50,250			X	
5	Water Conservation	12,060			X	
6	Portion of Water Enterprise Salaries that Support Drains Operations	-85,330	X			
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I	Total	158,065				
Sections						
	Amount Reported Under DSR2A Section 1	-85,330				
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3	243,395				
	Amount Reported Under DSR2A Section 4					
II	Total	158,065				
						V2024

Water Enterprise Fund	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	Expenditures 2020
Salary & Wage Regular	1,268,405.00		1,268,405.00	76,688.00		1,191,717.00	914,777.09	971,236.42	934,364.36
Salary & Wage Temporary	30,106.00		30,106.00	1,594.00		28,512.00	570.40	440.55	5,184.40
Salary & Wage Overtime	295,856.00		295,856.00	17,099.00		278,757.00	249,329.86	191,828.33	179,118.11
Salary & Wage Other	4,320.00		4,320.00			4,320.00	64,335.54	23,761.37	14,338.56
Salary and Wage Total	1,598,687.00		1,598,687.00	95,381.00	6.3%	1,503,306.00	1,229,012.89	1,187,266.67	1,133,005.43
Energy	499,047.00		499,047.00	29,967.00		469,080.00	360,434.50	336,300.50	464,233.25
Non Energy Utilities									
Repairs and Maintenance	120,699.00		120,699.00	32,693.00		88,006.00	178,313.46	158,387.39	125,117.35
Rental and Leases								1,200.00	
Other Property Related	7,000.00		7,000.00			7,000.00	2,387.98	7,228.97	525.96
Professional & Technical	116,900.00		116,900.00	6,000.00		110,900.00	59,517.38	67,231.92	63,726.57
Communications	44,140.00		44,140.00			44,140.00	19,735.31	22,587.32	22,319.14
Recreation									
Other Purchased Services	41,000.00		41,000.00	4,323.00		36,677.00	23,112.50	7,896.00	18,430.40
Energy Supplies									
Office Supplies	1,000.00		1,000.00			1,000.00	1,361.38		3,087.97
Building & Equipment Rprs/Sp							685.47	5,465.03	63.47
Custodial Supplies	2,900.00		2,900.00			2,900.00	1,925.32	1,019.11	2,207.51
Grounds Keeping Supplies	1,000.00		1,000.00			1,000.00	4,954.96	2,350.00	520.00
Vehicular Supplies	59,983.00		59,983.00	11,156.00		48,827.00	36,323.94	19,806.25	20,212.39
Food & Service Supplies									
Medical Supplies	300.00		300.00			300.00		15.99	
Educational Supplies									
Public Works Supplies	646,320.00		646,320.00	118,981.00		527,339.00	420,210.74	339,676.89	428,392.42
Other Supplies & Equipment	6,080.00		6,080.00			6,080.00	3,679.74	1,959.17	2,220.96
Governmental Charges	13,600.00		13,600.00			13,600.00	11,309.88	12,758.55	10,548.60
Travel & Mileage	1,100.00		1,100.00			1,100.00	12.00		252.19
Dues & Subscriptions	3,400.00		3,400.00			3,400.00	1,900.00	2,044.00	2,380.50
Other							200.00	200.00	500.00
Expense	1,564,469.00		1,564,469.00	203,120.00	14.9%	1,361,349.00	1,126,064.56	986,127.09	1,164,738.68
MWRA Assessment	1,464,186.00		1,464,186.00			1,464,186.00	1,670,433.00	1,122,902.00	1,412,327.00
Capital Equipment	53,605.00		53,605.00	53,605.00			28,715.00	15,000.00	15,000.00
Operating Budget	4,680,947.00		4,680,947.00	352,106.00	8.1%	4,328,841.00	4,054,225.45	3,311,295.76	3,725,071.11
Debt Service	1,250,000.00		1,250,000.00			1,250,000.00	849,217.98	1,244,543.07	1,177,829.44
Reserve Fund	75,000.00		75,000.00			75,000.00			
TOTAL	6,005,947.00		6,005,947.00	352,106.00	6.2%	5,653,841.00	4,903,443.43	4,555,838.83	4,902,900.55

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Division Super Water & Sewer	1.00	G	12	Merit	124,214.00	0.00	0.00		124,214	
Assistant Superintendent	1.00	G	9	6	87,711.00	0.00	0.00		87,711	
Water Treatment Facility Manager	1.00	G	10	10	101,439.00	5,072.00	12,680.00		119,191	Special Duty
Administrative Analyst	1.00	G	6	5	72,072.00	0.00	0.00		72,072	
Finance Assistant	1.00	I	4	4	61,094.00	0.00	0.00		61,094	
Public Works Inspector	1.00	N	6	8	79,602.00	3,980.00	2,500.00		86,082	
Working Foreman	1.00	N	7	7	81,203.00	0.00	2,500.00		83,703	
Public Works Technician	1.00	N	5	9	77,542.00	1,163.00	2,500.00		81,205	
Water Treatment Operator	1.00	N	5	8	75,774.00	3,789.00	2,879.00		82,442	Water Pump Station License
Water Treatment Operator	1.00	N	5	8	75,774.00	3,031.00	2,879.00		81,684	Water Pump Station License
Heavy Motor Equipment Operator	1.00	N	4	7	69,389.00	2,776.00	2,500.00		74,665	40% Drains
Public Works Craftsworker	1.00	N	4	6	67,205.00	0.00	2,500.00		69,705	
Public Works Craftsworker	1.00	N	4	3	60,174.00	301.00	2,500.00		62,975	50% Drains
Laborer 3	1.00	N	3	5	59,030.00	0.00	2,500.00		61,530	
Laborer 3	1.00	N	3	5	59,030.00	0.00	2,500.00		61,530	
Laborer 3	1.00	N	3	9	66,456.00	2,658.00	2,500.00		71,614	40% Drains
Laborer 3	1.00	N	3	8	64,958.00	0.00	2,500.00		67,458	
Transfer to Sewer	0.00				0.00	0.00	0.00	(85,330)	(85,330)	Drains Program
BUDGETARY ADJUSTMENT	0.00				0.00	0.00		4,860	4,860	
Division Totals	17.00				1,282,667.00	22,770.00	43,438.00	(80,470)	1,268,405	
Department Totals	17.00				1,282,667.00	22,770.00	43,438.00	(80,470)	1,268,405	

PRD1 - FY2024 Position	FY22 FTE	FY23 FTE	FY24 FTE	FY22 Step	FY23 Step	FY24 Step	FY22 Final Budget	FY23 Current	FY24 Estimate	Change from 23
Division Super Water & Sewer	1.00		1.00	Merit	Merit	Merit	111,453	120,030	124,214	3.5%
Assistant Superintendent	1.00		1.00	4	5	6	79,331	82,914	87,711	5.8%
Water Treatment Facility Manager	1.00		1.00	8	9	10	110,322	113,990	119,191	4.6%
Administrative Analyst	1.00		1.00	2	3	5	62,498	70,317	72,072	2.5%
Finance Assistant	1.00		1.00	11	4	4	58,383	61,094	61,094	0.0%
Public Works Inspector	1.00		1.00	10	7	8	76,325	78,991	86,082	9.0%
Working Foreman	1.00		1.00	10	6	7	78,911	81,122	83,703	3.2%
Public Works Technician	1.00	1.00	1.00	10	8	9	69,207	70,733	81,205	14.8%
Water Treatment Operator	1.00	1.00	1.00	10	8	8	71,875	73,481	82,442	12.2%
Water Treatment Operator	1.00	1.00	1.00	10	8	8	69,541	72,794	81,684	12.2%
Heavy Motor Equipment Operator	1.00		1.00	10	6	7	64,545	66,574	74,665	12.2%
Public Works Craftsworker	1.00		1.00	10	6	6	64,857	66,574	69,705	4.7%
Public Works Craftsworker	1.00		1.00	7	5	3	61,674	61,674	62,975	2.1%
Laborer 3	1.00	1.00	1.00	10	7	5	61,475	62,132	61,530	-1.0%
Laborer 3	1.00	1.00	1.00	10	7	5	60,805	61,632	61,530	-0.2%
Laborer 3	1.00	1.00	1.00	10	7	9	58,825	64,057	71,614	11.8%
Laborer 3	1.00	1.00	1.00	5	7	8	52,626	62,132	67,458	8.6%
Transfer to Sewer	0.00		0.00	0	0	0	(70,210)	(83,090)	(85,330)	2.7%
BUDGETARY ADJUSTMENT	0.00		0.00	0	0	0	4,394	4,566	4,860	6.4%
Division Totals	17.00	7.00	17.00				1,146,837	1,191,717	1,268,405	6.4%
Department Totals	17.00	7.00	17.00				1,146,837	1,191,717	1,268,405	6.4%

PRD1 - FY2024 Position	FTE	Sch	Level	Step	FY24 Base	FY24 Longevity	FY24 Other Comp	FY24 Budget Adjustment	FY24 Estimate	Note
Salary and Wage Base									1,282,667	
Longevity									22,770	
Differential									43,438	
Education									0	
Extra Holiday									0	
Other Pay									0	
Stipends									0	
Budget Adjustment									(80,470)	
Total									1,268,405	

Department Spending Request Short Form	
Budget	Community Preservation Committee

Purpose

The Community Preservation Act (CPA) M.G.L. c. 44B, allows Massachusetts cities and towns to raise monies through a surcharge of up to 3% of the real estate tax levy on real property. These funds may then be used to acquire, create, rehabilitate and preserve open space; acquire and preserve historic resources; create, preserve and support community housing; and acquire, create, rehabilitate and preserve land for recreational use. Community housing may be rehabilitated or restored if purchased with Community Preservation funds. The legislation was updated in July 2012. Needham voted to accept the legislation in November 2004, with a 2% surcharge. The Community Preservation Committee (CPC) is appointed to make recommendations for use of the Community Preservation Fund.

The Community Preservation Committee develops and maintains an annual five-year look out on projects, with the assistance from the Town Manager and staff.

To apply for Community Preservation funding, proponents must first apply, and the Community Preservation Committee must deem it eligible for funding from guidance provided by the Community Preservation Coalition and as authorized from the Community Preservation Act. Once deemed eligible, the proponent will answer the Committee's due diligence questions and present the full scope of the project to both the Committee and during a public meeting. At the public meeting, the Committee encourages feedback from the public in support or non-support of the projects under review. The Committee will also present proposed projects to both the Select Board and the Finance Committee prior to their final recommendation for fund to Town Meeting.

Budget Statement

The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. Though typically not using the full amount each year, the Community Preservation Committee puts aside approximately 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund.

The Director of Finance and Administration for Public Services has been appointed by the Town Manager to serve as staff liaison to the Community Preservation Committee. The Community Preservation Committee's administrative budget typically pays for staff support of the Community Preservation Committee including a Recording Secretary and use of Town Council. Since the inception of the Community Preservation Committee, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. Funds are reserved for the Committee to do investigation and research related to proposed projects to determine their viability for funding and/or perform preliminary work to allow the project to move forward for funding such as permitting work, conservation requirements, and down payments for property.

The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests.

Accomplishments and Activities

The May 2022 Annual Town Meeting authorized $7,717,978 through reserve funds or by bond to support projects that support Community Housing initiatives identified in the Housing Authorities most recent report, growing beds for community use for the Needham Community Farm, design funding for the reconstruction of the Tennis Courts at Needham High School, and construction funding for the Historic Preservation of the Emery Grover School Administration Building.
The application deadline for funding that will be recommended at the May 2023 Annual Town

Department Spending Request Short Form		
Budget	Community Preservation Committee	
Meeting is December 1, 2022.		
Description	Purpose	Amount
Salary and Wage Expense	Staff Support for Community Preservation Committee	12,000
Other Property Related Services	Proposal support	55,000
Communications	Postage, Legal Notices	2,500
Office Supplies		2,500
Other Supplies & Equipment	Signs	2,000
Dues & Subscriptions	Community Preservation Coalition	8,000
Total Request		82,000
		V2024

Department Spending Request Short Form	
Budget	Minuteman Assessment (Revised)

Purpose

Minuteman School is a public regional vocational/technical high school. The District includes nine member towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.

Budget Statement

The Minuteman assessment is spread among the member towns and fluctuates based on the total change in the Minuteman budget versus member town enrollment. This budget estimate is based on budget growth assumptions and Needham's share of the total enrollment, as well as assumptions about Needham's share of the capital investment in the new High School. The final assessment will be available in early 2023. Historical full-time student enrollment is shown below:

Full-Time High School Student Enrollment

2014/2015 School Year	22
2015/2016 School Year	24
2016/2017 School Year	21
2017/2018 School Year	20
2018/2019 School Year	21
2019/2020 School Year	24
2020/2021 School Year	27
2021/2022 School Year	31
2022/2023 School Year	39

Accomplishments and Activities

There are 692 students enrolled at Minuteman this year, 610 of whom are from member towns. School administrators believe that if total enrollment remains static, the entire enrollment will be from member communities within a few years. This would eliminate out of district tuition and capital fees, which may result in an increase in the Town's assessment.

The Minuteman Assessment is based on the following components: minimum required contribution, operating assessment, transportation, debt and capital assessment, building project debt, and post-graduate assessments. The Minuteman School District has not completed its estimate of the assessments for member towns. Based on early projections and increasing Needham enrollment, the estimated budget represents a 15% increase over the FY2023 per student cost. The budget request will be updated when preliminary assessments are released. The original estimate was $1,572,899; the District sent out preliminary estimates in December and this request has been updated to reflect the estimate of $1,641,773.

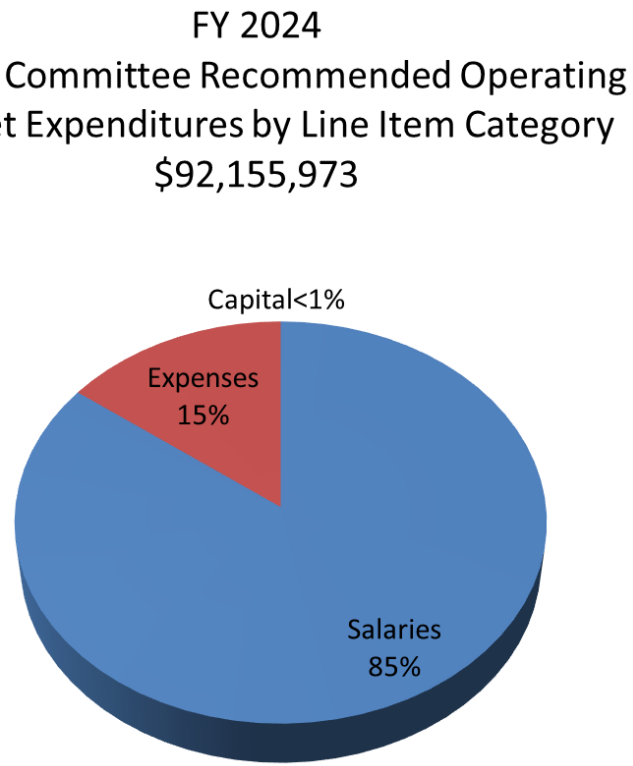
Description	Purpose	Amount
Minuteman Assessment	Tuition	1,641,773
Total Request		1,641,773

V2024

Minuteman	FY2024 DSR2 Request	FY2024 DSR4 Request	FY2024 Total Request	Total $ Change from Current Year	Total % Change	Budget 2023	Expenditures 2022	Expenditures 2021	FY2020 Expenditures
Assessment	1,641,773	0	1,641,773	274,034		1,367,739	1,230,287	1,112,549	1,084,783
TOTAL	1,641,773	0	1,641,773	274,034	20.0%	1,367,739	1,230,287	1,112,549	1,084,783

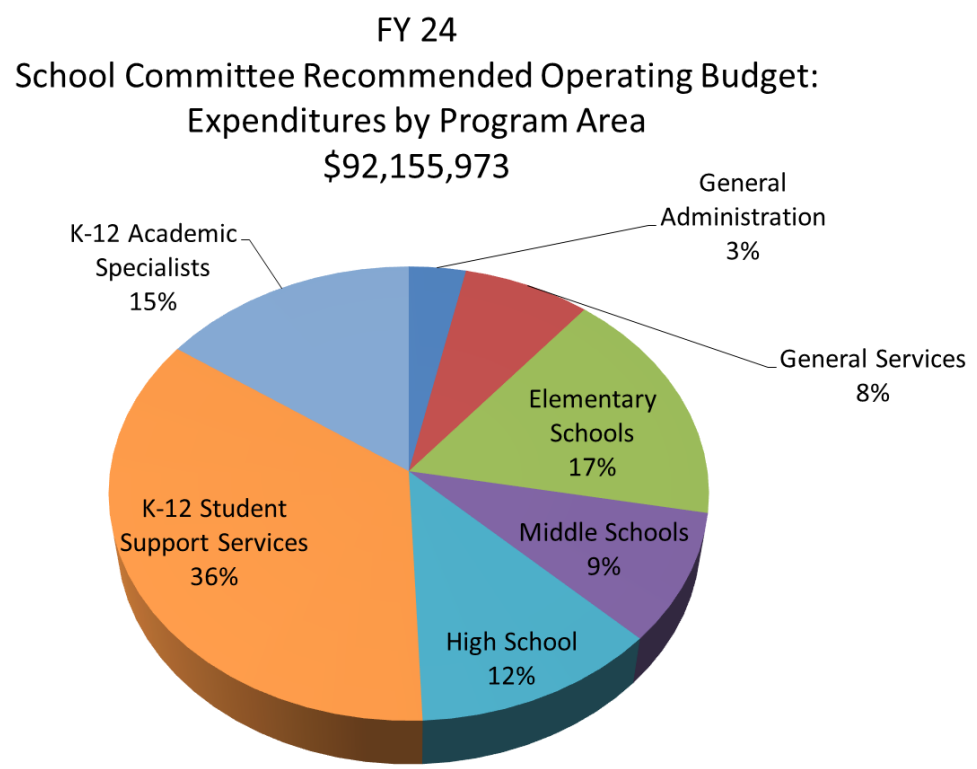
FY 2024 School Operating Budget

Expenditures by Line Item Category:



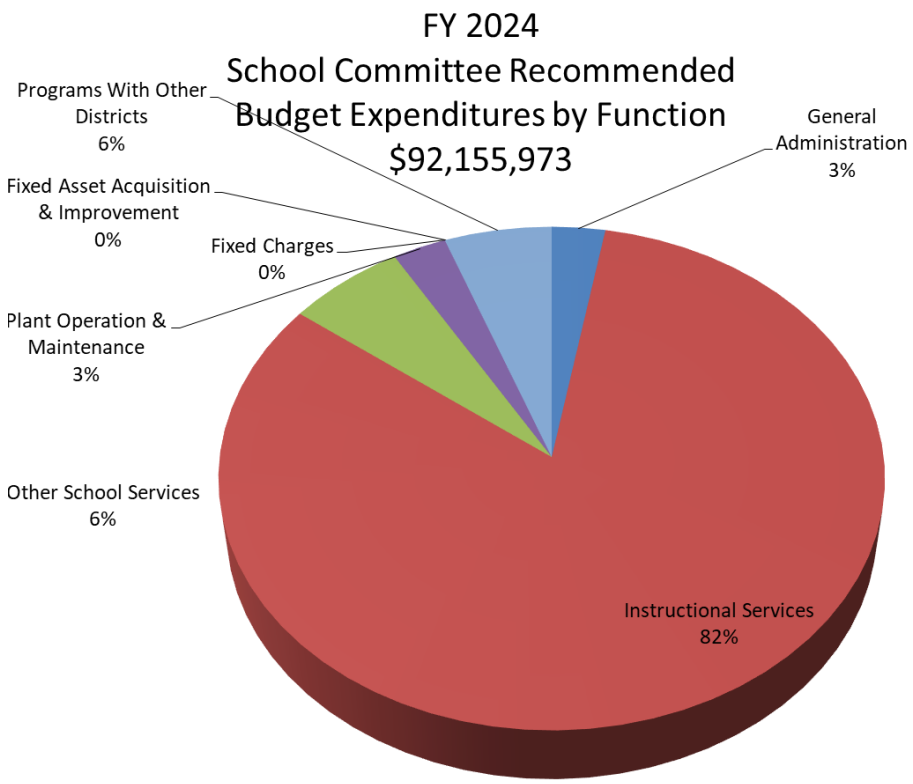
Category/ Line Item	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	64,007,889	68,046,138	70,219,803	74,493,899	79,544,187	78,553,740	4,059,841	5.4%	85.2%
Expenses	11,464,361	11,583,285	11,283,155	12,783,897	14,144,015	13,602,233	818,336	6.4%	14.8%
Capital Outlay	81,378	18,805	125,865	-	-	-	-	0.0%	0.0%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Program Area/ Department:



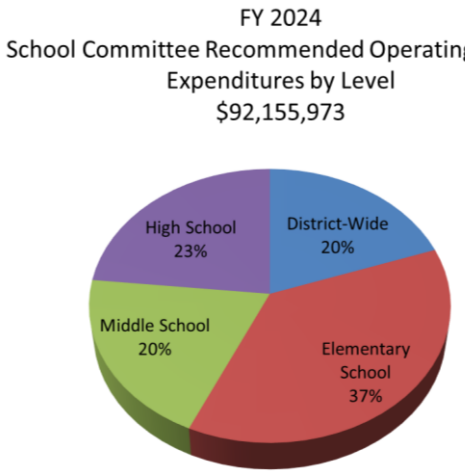
Program Area/Department	FY20 Actuals	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
General Administration	2,790,789	2,753,189	3,170,079	2,975,151	3,174,819	3,108,347	133,196	4.5%	3.4%
General Services	5,211,051	6,290,991	5,904,006	6,585,719	7,064,560	6,952,990	367,271	5.6%	7.5%
Elementary Schools	13,722,849	14,402,537	15,014,355	15,458,786	15,776,455	15,674,243	215,457	1.4%	16.8%
Middle Schools	7,260,905	7,717,398	8,053,408	8,324,054	8,553,932	8,538,380	214,326	2.6%	9.1%
High School	9,250,339	9,542,582	10,170,307	10,680,830	11,225,419	11,190,501	509,671	4.8%	12.0%
K-12 Student Support Services	25,849,033	27,260,782	26,450,981	29,886,359	33,331,030	32,617,887	2,731,528	9.1%	35.6%
K-12 Academic Specialists	11,468,660	11,680,750	12,865,688	13,366,899	14,561,988	14,073,626	706,727	5.3%	15.5%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Functional Area:



Expenditure Classification	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Rec	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
General Administration (1000)	3,992,989	4,031,824	3,529,906	4,429,892	2,656,872	2,590,400	(1,839,492)	-41.5%	2.8%
Instructional Services (2000)	61,559,347	65,211,075	68,157,430	72,084,041	77,374,061	76,016,474	3,932,433	5.5%	82.5%
Other School Services (3000)	4,220,317	4,658,511	4,823,711	5,171,296	5,834,625	5,726,455	555,159	10.7%	6.2%
Operation & Maintenance of Plant (4000)	410,011	402,900	1,326,229	573,527	2,610,640	2,610,640	2,037,113	355.2%	2.8%
Fixed Charges (5000)	14,500	14,500	14,500	2,000	-	-	(2,000)	-100.0%	0.0%
Acquisition, Imp. & Repl. of Fixed Assets (7000)	81,378	18,805	125,865	-	-	-	-	0.0%	0.0%
Programs With Other School Districts (9000)	5,205,088	5,310,611	3,651,183	5,017,043	5,212,005	5,212,005	194,962	3.9%	5.7%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Level:



Expenditures by Level	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
District-Wide	14,435,707	15,169,003	14,038,993	17,066,895	18,365,582	18,067,974	1,001,079	5.9%	19.6%
PreK- Elementary									
Broadmeadow	5,624,500	5,947,036	6,100,724	6,244,827	6,728,433	6,555,219	310,392	5.0%	7.1%
Eliot	4,450,344	4,831,134	5,118,816	5,407,336	5,674,135	5,575,657	168,321	3.1%	6.1%
Hillside	5,934,532	6,371,176	6,787,150	6,957,965	7,286,369	7,057,068	99,103	1.4%	7.7%
Mitchell	4,660,573	4,892,687	5,266,732	5,210,998	5,810,853	5,694,109	483,111	9.3%	6.2%
Newman	6,548,855	6,817,558	7,170,991	7,310,279	7,912,473	7,774,459	464,180	6.3%	8.4%
Preschool	1,275,701	1,497,053	1,300,994	1,365,810	1,606,001	1,597,101	231,291	16.9%	1.7%
Totals	28,494,505	30,356,644	31,745,407	32,497,215	35,018,264	34,253,613	1,756,398	5.4%	37.2%
Middle School									
High Rock	5,534,835	5,403,346	5,891,510	6,117,478	6,363,658	6,301,456	183,978	3.0%	6.8%
Pollard	9,529,614	10,360,983	10,822,218	11,197,430	12,136,787	12,000,175	802,745	7.2%	13.0%
Totals	15,064,449	15,764,329	16,713,728	17,314,908	18,500,445	18,301,631	986,723	5.7%	19.9%
High School	17,558,966	18,358,254	19,130,696	20,398,780	21,803,911	21,532,755	1,133,975	5.6%	23.4%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Object Detail:

Code	Category/ Line Item	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
	Salaries:									
51**	Salaries	64,007,889	68,046,138	70,219,803	74,493,901	79,544,187	78,553,740	4,059,839	5.4%	85.2%
	Subtotal	64,007,889	68,046,138	70,219,803	74,493,899	79,544,187	78,553,740	4,059,841	5.4%	85.2%
	Purch Svc/ Expense									
524*, 525*	Repairs & Maintenance	66,711	55,560	70,755	109,645	188,395	145,145	35,500	32.4%	0.2%
527*	Rentals & Leases	11,224	-	5,303	7,100	7,100	7,100	-	0.0%	0.0%
5300	Professional & Technical Svcs.	706,324	658,986	855,351	543,106	567,499	567,499	24,393	4.5%	0.6%
5303	P&T - Seminars & Training	104,511	47,634	90,104	108,899	134,700	120,750	11,851	10.9%	0.1%
5305	P&T - Software & License Fees	514,806	472,591	610,294	603,974	842,961	842,961	238,987	39.6%	0.9%
5309	P&T - Licensed Professionals	-	-	-	-	-	-	-	0.0%	0.0%
5311	Advertising	15,118	16,100	3,485	15,000	5,000	5,000	(10,000)	-66.7%	0.0%
5320	Tuition	5,305,087	5,412,942	3,791,861	5,117,043	5,318,005	5,312,005	194,962	3.8%	5.8%
533*	Transportation	2,034,405	1,826,387	2,134,084	2,204,434	2,629,892	2,629,892	425,458	19.3%	2.9%
5340	Communication	-	-	22,946	2,000	16,000	16,000	14,000	700.0%	0.0%
5341	Mail/Postage	46,934	45,068	46,237	21,000	46,500	46,500	25,500	121.4%	0.1%
5342	Landline	39,449	38,045	4,300	5,000	5,000	5,000	-	100.0%	0.0%
5343&5344	Wireless Communications	64,205	47,990	40,171	78,583	78,583	78,583	-	0.0%	0.1%
5345	Printing & Binding	3,245	180	5,483	10,146	10,146	10,146	-	0.0%	0.0%
5380	Other Services	752,242	710,587	1,106,654	972,603	1,058,819	992,079	19,476	2.0%	1.1%
5381	Other Purchased Services - COVID	-	302,313	164,779	-	-	-	-	0.0%	0.0%
5382	Other Purchased Services - Unit B	-	-	-	6,750	6,250	6,250	(500)	100.0%	0.0%
542*	Office Supplies	40,414	53,036	38,545	61,613	46,284	46,034	(15,579)	-25.3%	0.0%
5490	Food & Food Service Supplies	-	-	-	-	-	-	-	0.0%	0.0%
5500	Medical & Surgical Supplies	4,594	631	13,808	107,029	(172,019)	(172,019)	(279,048)	-260.7%	-0.2%
5510	Educational Supplies	456,861	652,552	517,349	549,274	563,605	558,605	9,331	1.7%	0.6%
5511	Testing Supplies	16,993	24,636	39,345	22,396	22,396	22,396	-	0.0%	0.0%
5512	Instructional Classroom Reference	156,452	56,127	177,327	220,941	229,441	229,441	8,500	3.8%	0.2%

Expenditures by Object Detail (cont.):

Code	Category/ Line Item	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
5517	Textbooks/ Workbooks	42,122	15,115	15,231	128,312	226,312	136,312	8,000	6.2%	0.1%
5522	Instructional Equipment	36,675	20,553	45,741	89,316	94,416	89,316	-	0.0%	0.1%
5523	Instructional Hardware	-	-	-	-	-	-	-	0.0%	0.0%
5524	Instructional Sofware	97,476	99,747	121,260	135,912	135,912	135,912	-	0.0%	0.1%
5525	Instructional Technology	699,948	419,949	927,627	1,139,938	1,460,488	1,227,438	87,500	7.7%	1.3%
5526	Instructional Tech Supplies/Toner	46,369	17,633	47,928	108,135	108,135	108,135	-	0.0%	0.1%
5580	All Other Supplies	1,114	144	-	83,000	83,000	83,000	-	0.0%	0.1%
5590	All Other Supplies - COVID	-	340,436	7,210	-	-	-	-	0.0%	0.0%
5710	In-State Travel/Conferences	20,971	24,561	16,285	44,219	37,419	37,419	(6,800)	-15.4%	0.0%
5720	Out-State Travel/Conferences	4,879	-	8,153	12,969	12,969	12,969	-	0.0%	0.0%
5730	Dues/Memberships	64,505	97,582	76,403	91,364	92,364	92,364	1,000	1.1%	0.1%
5740	Insurance Premiums	2,000	1,042	-	2,000	2,000	2,000	-	0.0%	0.0%
5780	Other Expenses	108,727	101,671	155,305	114,841	218,588	140,146	25,305	22.0%	0.2%
5783	Other Expenses - School COVID	-	23,487	123,634	-	-	-	-	0.0%	0.0%
5784	Other Expenses - Unit B	-	-	198	67,355	67,855	67,855	500	100.0%	0.1%
	Subtotal	11,464,361	11,583,285	11,283,155	12,783,897	14,144,015	13,602,233	818,336	6.4%	14.8%
	Capital Outlay									
5820	Buildings	-	-	82,967	-	-	-	-	0.0%	0.0%
5850,5870	Equipment	64,518	14,403	18,079	-	-	-	-	0.0%	0.0%
5851	Motor Vehicles	16,860	4,402	24,820	-	-	-	-	0.0%	0.0%
5856	Capital Technology	-	-	-	-	-	-	-	0.0%	0.0%
	Subtotal	81,378	18,805	125,865	-	-	-	-	0.0%	0.0%
	GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Program Area/Department Detail:

Program/Department	FY20 Actuals	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
General Administration									
School Committee	327,012	388,930	514,325	123,071	123,071	123,071	-	0.0%	0.1%
Superintendent	411,253	475,070	536,606	600,690	631,193	631,193	30,503	5.1%	0.7%
Personnel Resources	715,376	662,741	727,093	775,809	833,843	798,843	23,034	3.0%	0.9%
Student Development	437,861	301,986	321,395	336,291	353,497	353,497	17,206	5.1%	0.4%
Student Learning	279,381	277,633	341,866	305,168	274,011	274,011	(31,157)	-10.2%	0.3%
Financial Operations	619,906	646,829	728,792	834,122	959,203	927,731	93,609	11.2%	1.0%
External Funding	-	-	-	-	-	-	-	0.0%	0.0%
Subtotal	2,790,789	2,753,189	3,170,079	2,975,151	3,174,819	3,108,347	133,196	4.5%	3.4%
General Services									
Professional Development	278,360	225,629	296,180	381,381	416,935	386,935	5,554	1.5%	0.4%
Employee Assistance Program	10,500	18,000	18,000	18,000	18,000	18,000	-	0.0%	0.0%
Staff 504 Accomodations	688	35	-	1,000	1,000	1,000	-	0.0%	0.0%
Lane Changes/Sick Buy Back	-	-	-	341,102	375,752	375,752	34,650	10.2%	0.4%
Substitutes	297,525	250,967	376,841	575,875	641,705	605,761	29,886	5.2%	0.7%
Curriculum Development	83,964	136,914	163,039	210,541	226,648	226,648	16,107	7.7%	0.2%
General Supplies, Services & Equip.	504,782	1,794,009	740,079	400,218	136,965	105,965	(294,253)	-73.5%	0.1%
Remote Learning	-	-	-	-	-	-	-	0.0%	0.0%
Production Center/Mail Room	119,432	140,872	151,040	123,212	156,630	156,630	33,418	27.1%	0.2%
Administrative Technology	1,542,559	1,606,932	1,608,429	1,854,256	1,928,263	1,928,263	74,007	4.0%	2.1%
Transportation	2,373,241	2,117,633	2,550,399	2,680,134	3,162,662	3,148,036	467,902	17.5%	3.4%
Subtotal	5,211,051	6,290,991	5,904,006	6,585,719	7,064,560	6,952,990	367,271	5.6%	7.5%
Elementary Schools									
Broadmeadow Elementary	3,036,313	3,086,813	3,151,054	3,232,582	3,234,917	3,219,200	(13,382)	-0.4%	3.5%
Eliot Elementary	2,187,181	2,430,873	2,553,159	2,677,536	2,670,021	2,655,644	(21,892)	-0.8%	2.8%
Sunita Williams Elementary	2,711,908	2,903,461	3,037,527	3,099,740	3,121,621	3,080,601	(19,139)	-0.6%	3.3%
Mitchell Elementary	2,456,904	2,679,484	2,718,701	2,754,850	2,926,384	2,909,663	154,813	5.6%	3.1%
Newman Elementary	3,330,543	3,301,906	3,553,914	3,694,078	3,823,512	3,809,135	115,057	3.1%	4.1%
Subtotal Elementary	13,722,849	14,402,537	15,014,355	15,458,786	15,776,455	15,674,243	215,457	1.4%	16.8%
Middle Schools									
High Rock School	2,520,745	2,626,191	2,765,068	2,826,314	2,846,284	2,844,363	18,049	0.6%	3.0%
Pollard Middle School	4,740,160	5,091,207	5,288,340	5,497,740	5,707,648	5,694,017	196,277	3.6%	6.1%
Subtotal Middle	7,260,905	7,717,398	8,053,408	8,324,054	8,553,932	8,538,380	214,326	2.6%	9.1%
High School									
High School	8,734,938	8,992,341	9,481,318	9,939,555	10,417,070	10,382,152	442,597	4.5%	11.1%
High School Athletics	515,401	550,241	688,989	741,275	808,349	808,349	67,074	9.0%	0.9%
Subtotal High School	9,250,339	9,542,582	10,170,307	10,680,830	11,225,419	11,190,501	509,671	4.8%	12.0%

Expenditures by Program Area/Department Detail (cont.):

Program/Department	FY20 Actuals	FY21 Actual	FY22 Actual	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
K-12 Student Support Services									
Guidance	3,162,426	3,244,271	3,418,356	3,675,017	3,987,955	3,957,288	282,271	7.7%	4.3%
Psychology	489,057	524,743	573,455	584,023	660,992	660,992	76,969	13.2%	0.7%
Health/Nursing	1,026,368	1,081,680	1,245,382	1,218,976	1,557,298	1,473,104	254,128	20.8%	1.7%
Special Education	12,346,315	13,532,215	13,283,389	14,765,665	16,495,705	16,251,193	1,485,528	10.1%	17.6%
SPED Out of District Tuition	5,203,141	5,306,611	3,645,695	4,998,773	5,193,735	5,193,735	194,962	3.9%	5.5%
SPED Extended School Year	260,337	228,814	292,707	244,365	313,229	290,233	45,868	18.8%	0.3%
SPED Professional Services	722,671	630,372	825,182	808,184	868,184	868,184	60,000	7.4%	0.9%
SPED Home Hospital Tutoring	-	-	38,973	15,000	30,893	30,893	15,893	106.0%	0.0%
Vocational Education	-	-	-	-	-	-	-	0.0%	0.0%
Regular Education Tuition	1,946	4,000	5,488	18,270	18,270	18,270	-	0.0%	0.0%
Regular Education Home Hospital	-	-	12,725	15,000	23,500	23,500	8,500	56.7%	0.0%
English Language Learners (ELL)	601,126	626,036	701,210	744,972	903,548	830,710	85,738	11.5%	1.0%
Translation & Interpretation Svcs.	31,696	32,905	59,180	38,800	40,300	40,300	1,500	3.9%	0.0%
Reading Special Instruction	1,413,331	1,368,200	1,607,261	1,684,247	1,891,362	1,796,513	112,266	6.7%	2.0%
Math Special Instruction	558,736	647,702	708,948	995,549	1,145,731	1,037,899	42,350	4.3%	1.2%
Summer Bridge Program	2,953	-	575	37,740	127,946	103,250	65,510	173.6%	0.1%
Student 504 Compliance	25,243	31,609	30,697	38,000	68,558	38,000	-	0.0%	0.1%
K-12 Attendance	3,687	1,624	1,759	3,778	3,824	3,824	46	1.2%	0.0%
Subtotal	25,849,033	27,260,782	26,450,981	29,886,359	33,331,030	32,617,887	2,731,528	9.1%	35.6%
K-12 Academic Specialists									
Science Center	413,947	428,347	465,927	479,362	504,247	487,902	8,540	1.8%	0.5%
Computer Education	935,310	527,051	950,222	1,182,419	1,532,419	1,282,419	100,000	8.5%	1.6%
Media and Digital Learning	2,201,547	2,370,138	2,544,395	2,688,984	2,833,226	2,833,226	144,242	5.4%	3.0%
Physical Education	1,905,210	1,933,559	2,092,201	2,144,696	2,300,781	2,258,955	114,259	5.3%	2.5%
Health Education	65,405	67,515	78,095	84,724	90,447	90,447	5,723	6.8%	0.1%
K-12 Health & Phys Education	138,591	155,422	109,813	113,866	119,780	119,780	5,914	5.2%	0.1%
Fine Arts (Art)	1,571,707	1,612,329	1,744,805	1,612,969	1,755,402	1,746,913	133,944	8.3%	1.9%
Performing Arts (Music)	1,371,201	1,457,723	1,498,315	1,586,752	1,754,863	1,634,826	48,074	3.0%	1.9%
K-12 Fine & Performing Arts	183,989	188,990	194,274	250,372	251,665	251,665	1,293	0.5%	0.3%
World Languages	2,544,636	2,797,281	3,041,894	3,044,772	3,265,279	3,213,613	168,841	5.5%	3.5%
6-12 World Language Director	137,117	142,395	145,748	177,983	153,879	153,879	(24,104)	-13.5%	0.2%
Subtotal	11,468,660	11,680,750	12,865,688	13,366,899	14,561,988	14,073,626	706,727	5.3%	15.5%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Functional Area Detail:

Program/Department	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
General Administration (1000)									
School Committee (1110)	9,309	8,807	9,652	12,750	12,750	12,750	-	0.0%	0.0%
District Administration (1200)	1,669,788	1,616,164	1,774,724	1,890,762	1,892,360	1,892,360	1,598	0.1%	2.1%
Finance & Administrative Services (1400)	2,313,892	2,406,853	1,745,530	1,525,166	751,761	685,289	(839,877)	-55.1%	0.7%
Subtotal	3,992,989	4,031,824	3,529,906	3,428,678	2,656,872	2,590,400	(838,278)	-24.4%	2.8%
Instructional Services (2000)									
District-Wide Academic Leadership (2100)	3,457,275	3,780,301	3,822,063	3,992,208	4,346,525	4,330,180	337,972	8.5%	4.7%
School Building Leadership (2200)	4,110,482	4,309,576	4,449,752	4,575,419	4,751,187	4,776,761	201,342	4.4%	5.2%
Instruction - Teaching Services (2300)	48,202,530	50,821,001	52,823,901	56,146,942	59,884,673	59,007,316	2,860,374	5.1%	64.0%
Instructional Materials & Equipment (2400)	2,325,391	2,727,918	3,278,349	3,298,470	4,065,843	3,607,051	308,581	9.4%	3.9%
Guidance, Counseling & Testing Services (2700)	2,975,315	3,048,877	3,212,628	3,497,478	3,664,841	3,634,174	136,696	3.9%	3.9%
Psychological Services (2800)	488,354	523,402	570,737	584,023	660,992	660,992	76,969	13.2%	0.7%
Subtotal	61,559,347	65,211,075	68,157,430	72,094,540	77,374,061	76,016,474	3,921,934	5.4%	82.5%
Other School Services (3000)									
Attendance & Parent Liaison Services (3100)	3,687	1,624	1,759	32,578	32,624	32,624	46	0.1%	0.0%
Health Services (3200)	1,044,174	1,086,081	1,260,432	1,327,550	1,387,500	1,303,306	(24,244)	-1.8%	1.4%
Student Transportation Services (3300)	2,373,241	2,117,633	2,550,399	2,680,134	3,162,662	3,148,036	467,902	17.5%	3.4%
Food Services (3400)	-	605,082	-	-	-	-	-	0.0%	0.0%
Athletic Services (3510)	515,401	550,241	688,989	741,275	808,349	808,349	67,074	9.0%	0.9%
Other Student Activities (3520)	283,814	297,850	322,132	379,259	443,490	434,140	54,881	14.5%	0.5%
School Security (3600)	-						-	#DIV/0!	0.0%
Subtotal Middle	4,220,317	4,658,511	4,823,711	5,160,796	5,834,625	5,726,455	565,659	11.0%	6.2%
Operation & Maintenance of Plant (4000)									
Custodial Services (4110)	-		-	80,000	80,000	80,000	-	0.0%	0.1%
Heating of Buildings (4120)	-		-	-	-	-	-	0.0%	0.0%
Utility Services (4130)	-	5,000	300	5,000	5,000	5,000	-	100.0%	0.0%
Maintenance of Grounds (4210)	-		-	-	-	-	-	0.0%	0.0%
Maintenance of Buildings (4220)	-		-	-	-	-	-	0.0%	0.0%
Maintenance of Equipment (4230)	-		-	-	-	-	-	0.0%	0.0%
Extraordinary Maintenance (4300)	-		-	-	-	-	-	0.0%	0.0%
Networking & Telecommunications (4400)	212,294	216,723	1,152,777	1,208,879	2,244,528	2,244,528	1,035,649	85.7%	2.4%
Technology Maintenance (4450)	197,717	181,177	173,152	280,862	281,112	281,112	250	0.1%	0.3%
Subtotal	410,011	402,900	1,326,229	1,574,741	2,610,640	2,610,640	1,035,899	65.8%	2.8%

Expenditures by Functional Area Detail (cont.):

Program/Department	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Fixed Charges (5000)									
Employer Retirement (5100)	14,500	14,500	14,500	2,000	-	-	(2,000)	-100.0%	0.0%
Subtotal	14,500	14,500	14,500	2,000	-	-	(2,000)	-100.0%	0.0%
Community Services (6000)									
Civic Activities (6200)	70,000	-	-	-	-	-	-	0.0%	0.0%
Subtotal	70,000	-	-	-	-	-	-	0.0%	0.0%
Acquisition, Improvement & Replacement of Fixed Assets (7000)									
Acquisition & Improvement of Sites (7100)	-	-	2,967	-	-	-	-	0.0%	0.0%
Acquisition & Improvement of Buildings (7200)	-	-	80,000	-	-	-	-	0.0%	0.0%
Acquisition & Improvement of Equipment (7300)	64,518	14,403	18,079	-	-	-	-	0.0%	0.0%
Replacement of Equipment (7400)		-	-	-	-	-	-	0.0%	0.0%
Acquisition of Motor Vehicles (7500)	16,860	4,402	24,820	-	-	-	-	0.0%	0.0%
Replacement of Motor Vehicles (7600)	-	-	-	-	-	-	-	0.0%	0.0%
Subtotal	81,378	18,805	125,865	-	-	-	-	0.0%	0.0%
Programs With Other School Districts (9000)									
Programs with Other Districts in Mass (9100)	47,386	54,731	71,545	23,270	219,877	219,877	196,607	844.9%	0.2%
Tuition to Out-of-State Schools (9200)	314,508	133,676	17,469	61,282	-	-	(61,282)	-100.0%	0.0%
Tuition to Non-Public Schools (9300)	3,537,760	4,247,761	3,167,186	4,063,125	3,591,318	3,591,318	(471,807)	-11.6%	3.9%
Tuition to Collaboratives (9400)	1,305,434	874,443	394,983	869,366	1,400,810	1,400,810	531,444	61.1%	1.5%
Subtotal	5,205,088	5,310,611	3,651,183	5,017,043	5,212,005	5,212,005	194,962	3.9%	5.7%
GRAND TOTAL	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Expenditures by Level, School and Line Item Category:

District-Wide Expenditures

District Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	5,705,409	6,565,817	6,425,375	7,256,677	7,836,267	7,687,871	431,194	5.9%	8.3%
Purchase of Service	8,648,920	8,584,380	7,505,831	9,810,217	10,529,315	10,380,103	569,886	5.8%	11.3%
Capital Outlay	81,378	18,805	107,786	-	-	-	-	0.0%	0.0%
Totals	**14,435,707**	**15,169,003**	**14,038,993**	**17,066,894**	**18,365,582**	**18,067,974**	**1,001,080**	**5.9%**	19.6%

Elementary Expenditures

Broadmeadow Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	5,364,658	5,721,722	5,687,296	5,928,981	6,334,130	6,210,666	281,685	4.8%	6.7%
Purch of Svc/ Expense	259,842	225,313	413,428	317,346	394,303	344,553	27,207	8.6%	0.4%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	5,624,500	5,947,036	6,100,724	6,246,327	6,728,433	6,555,219	308,892	4.9%	7.1%

Eliot Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	4,234,083	4,582,355	4,810,711	5,157,561	5,349,451	5,302,023	144,462	2.8%	5.8%
Purch of Svc/ Expense	216,261	248,779	308,106	248,277	324,684	273,634	25,357	10.2%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	4,450,344	4,831,134	5,118,816	5,405,838	5,674,135	5,575,657	169,819	3.1%	6.1%

Williams Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	5,750,589	6,091,340	6,407,748	6,703,769	6,939,495	6,776,314	72,545	1.1%	7.4%
Purch of Svc/ Expense	183,943	279,837	379,402	254,196	346,874	280,754	26,558	10.4%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	5,934,532	6,371,176	6,787,150	6,957,965	7,286,369	7,057,068	99,103	1.4%	7.7%

Expenditures by Level, School and Line Item Category (cont.):

Mitchell Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	4,422,986	4,652,992	4,929,102	4,968,156	5,491,348	5,424,354	456,198	9.2%	5.9%
Purch of Svc/ Expense	237,587	239,694	337,629	242,842	319,505	269,755	26,913	11.1%	0.3%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	4,660,573	4,892,687	5,266,732	5,210,998	5,810,853	5,694,109	483,111	9.3%	6.2%

Newman Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	7,452,402	7,954,449	8,000,443	8,356,172	9,117,730	9,029,466	673,294	8.1%	9.8%
Purch of Svc/ Expense	372,154	360,162	471,542	318,912	400,744	342,094	23,182	7.3%	0.4%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	7,824,556	8,314,611	8,471,985	8,675,084	9,518,474	9,371,560	696,476	8.0%	10.2%

Subtotal Elementary Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	27,224,718	29,002,858	29,835,300	31,114,639	33,232,154	32,742,823	1,628,184	5.2%	35.5%
Purch of Svc/ Expense	1,269,787	1,353,786	1,910,106	1,381,573	1,786,110	1,510,790	129,217	9.4%	1.6%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	**28,494,505**	**30,356,644**	**31,745,407**	**32,496,212**	**35,018,264**	**34,253,613**	**1,757,401**	**5.4%**	**37.2%**

Middle School Expenditures

High Rock Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	5,038,102	5,171,207	5,443,756	5,626,453	5,828,112	5,797,160	170,707	3.0%	6.3%
Purch of Svc/ Expense	496,733	232,139	447,754	491,025	535,546	504,296	13,271	2.7%	0.5%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	5,534,835	5,403,346	5,891,510	6,117,478	6,363,658	6,301,456	183,978	3.0%	6.8%

Expenditures by Level, School and Line Item Category (cont.):

Pollard Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	9,220,303	9,966,371	10,340,333	10,844,077	11,699,605	11,615,143	771,066	7.1%	12.6%
Purch of Svc/ Expense	309,311	394,613	481,885	354,358	437,182	385,032	30,674	8.7%	0.4%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	9,529,614	10,360,983	10,822,218	11,198,435	12,136,787	12,000,175	801,740	7.2%	13.0%

Subtotal Middle School Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	14,258,405	15,137,577	15,784,089	16,470,530	17,527,717	17,412,303	941,773	5.7%	18.9%
Purch of Svc/ Expense	806,044	626,752	929,639	845,383	972,728	889,328	43,945	5.2%	1.0%
Capital Outlay	-	-	-	-	-	-	-	0.0%	0.0%
Totals	**15,064,449**	**15,764,329**	**16,713,728**	**17,315,913**	**18,500,445**	**18,301,631**	**985,718**	**5.7%**	**19.9%**

High School Expenditures

High School Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	16,819,356	17,339,886	18,175,039	19,652,055	20,948,049	20,710,743	1,058,688	5.4%	22.5%
Purch of Svc/ Expense	739,610	1,018,368	937,578	746,724	855,862	822,012	75,288	10.1%	0.9%
Capital Outlay	-	-	18,079	-	-	-	-	0.0%	0.0%
Totals	**17,558,966**	**18,358,254**	**19,130,696**	**20,398,779**	**21,803,911**	**21,532,755**	**1,133,976**	**5.6%**	23.4%

Total Expenditures	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Budget	FY24 Req	FY24 Rec	$ Inc/(Dec) Over FY23	% Inc/ (Dec)	% FY24 TL
Salaries	64,007,888	68,046,138	70,219,803	74,493,901	79,544,187	78,553,740	4,059,839	5.4%	85.2%
Purch of Svc/ Expense	11,464,361	11,583,286	11,283,155	12,783,897	14,144,015	13,602,233	818,336	6.4%	14.8%
Capital Outlay	81,378	18,805	125,865	-	-	-	-	0.0%	0.0%
Totals	**75,553,627**	**79,648,229**	**81,628,823**	**87,277,798**	**93,688,202**	**92,155,973**	**4,878,175**	**5.6%**	**100.0%**

Summary of FY24 Operating Budget Changes:

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Cost Center	PONG Priority	Description of Budgetary Increase	Department/ School	Total Request	Superintendent Chg	Total Recomm	School Cttee Chg	School Cttee Approved
842.12	***842.12***	***842.12***				***Approved FY23 Budget***	***$87,277,798***		**$87,277,798**		**$87,277,798**
					Level Service Requests						
					Level Service Contractual Salary Increases						
-	-	-		4.A	Contractual Salary Increase (Preliminary)		$2,751,117		$2,751,117		$2,751,117
0.50	**-**	-			***Subtotal: Contractual Salary Increases***		***$2,847,358***	***-$46,697***	***$2,800,661***	***-$3,873***	***$2,796,788***
					Level Service Requests: Elementary School						
-	-	-	3131	4.A	Substitute Teacher Wage	Substitutes	$12,350		$12,350		$12,350
-	-	-	3210	4.A	Expand School Bookkeeper from 11 to 12 Months	Broadmeadow Elementary	$2,236		$2,236		$2,236
(0.08)	(0.08)	(0.08)	3210	4.A	Reduce Unfilled Part-Time Office Aide Position	Eliot Elementary	-$2,236		-$2,236		-$2,236
(0.30)	(0.30)	(0.30)	3220	4.A	Expansion of Part-Time Assistant Principal to Full-Time	Eliot Elementary	$4,452		$4,452		$4,452
(2.00)	(2.00)	(2.00)	3220	4.A	Reduce Class Sections to Match FY24 Enrollment	Eliot Elementary	-$143,774		-$143,774		-$143,774
-	-	-	3220	4.A	Expand School Bookkeeper from 11 to 12 Months	Eliot Elementary	$2,391		$2,391		$2,391
1.00	1.00	1.00	3230	4.A	Regular Education Kindergarten Teaching Assistant	Sunita Williams Elementary	$29,258		$29,258		$29,258
1.00	1.00	1.00	3230	4.A	Full-Time Classroom Teacher for Enrollment	Sunita Williams Elementary	$71,887		$71,887		$71,887
0.20	0.20	0.20	3240	4.A	Expansion of Part-Time Assistant Principal to Full-Time	Mitchell Elementary	$27,897		$27,897		$27,897
1.00	1.00	1.00	3250	4.A	Regular Education Kindergarten Teaching Assistant	Newman Elementary	$29,258		$29,258		$29,258
0.20	0.20	0.20	3510	1.C	Part-Time Guidance Counselor Sunita Williams	Guidance	$23,092		$23,092		$23,092
0.20	-	-	3510	4.A	Part-Time Guidance Counselor Broadmeadow	Guidance	$23,478	-$23,478	$0		$0
0.30	0.30	0.30	3510	4.A	Part-Time Guidance Counselor Eliot	Guidance	$18,741		$18,741		$18,741
(0.50)	(0.50)	(0.50)	3511	4.A	Convert Part-Time Sunita Williams Psychologist to Team Chair	Psychology	-$55,260		-$55,260		-$55,260
-	-	-	3520	4.A	Additional Funding for Medical Supplies	Health/Nursing: School Health Serv	$473		$473		$473
1.00	1.00	1.00	3530	1.C	Full-Time Speech and Language Pathologist Assistant for Mitchell, Newman, and Broadmeadow	Special Education	$44,506	-$1,300	$43,206		$43,206
1.00	1.00	1.00	3530	4.A	Full-Time Broadmeadow SPED Program Specialist	Special Education	$43,207		$43,207		$43,207
(0.20)	(0.20)	(0.20)	3530	1.C	Convert Part-Time Broadmeadow Teaching Assistant to Part-Time Special Education Liaison	Special Education	$4,981		$4,981		$4,981
(1.50)	(1.50)	(1.50)	3530	1.C	Convert Eliot Teaching Assistant to Full-Time Special Education Liaison	Special Education	-$1,258		-$1,258		-$1,258
0.30	0.30	0.30	3530	1.C	Part-Time Newman Board Certified Behavior Analyst (BCBA)	Special Education	$21,529		$21,529		$21,529
0.20	0.20	0.20	3530	4.A	Part-Time Newman Speech and Language Pathologist	Special Education	$20,668		$20,668		$20,668
1.00	-	-	3530	4.A	Full-Time Inclusion Facilitator - Williams/Newman	Special Education	$98,934	-$98,934	$0		$0
1.00	1.00	1.00	3530	2.B	Full-Time Broadmeadow Connections Program Specialist	Special Education	$49,680		$49,680		$49,680
0.06	-	-	3530	4.A	Expand a Part-Time Broadmeadow Special Education Teaching Assistant to Full-Time	Special Education	$1,808	-$1,808	$0		$0
1.00	1.00	1.00	3530	4.A	Full-Time Mitchell Special Education Liaison	Special Education	$71,887		$71,887		$71,887
0.50	0.50	0.50	3530	4.A	Convert a Part-Time School Psychologist to IEP Team Chair and Add Per Diem Days	Special Education	$56,837		$56,837		$56,837
0.30	-	-	3550	4.A	Part-Time ELL Teacher Broadmeadow Elementary School	ELL	$32,189	-$32,189	$0		$0
0.10	-	-	3550	4.A	Part-Time ELL Teacher Newman Elementary School	ELL	$10,091	-$10,091	$0		$0
0.05	-	-	3560	4.A	Part-Time Literacy Specialist/ Coach at Eliot	K-8 Reading Instruction	$4,849	-$4,849	$0		$0
-	-	-	3560	4.A	Reading Screener for 1st and 2nd grade	K-8 Reading Instruction	$11,000		$11,000		$11,000
1.50	-	-	3561	4.A	Part-Time Math Specialist/Coaches at Sunita Williams, Mitchell, and Broadmeadow	Elementary Math Instruction	$107,832	-$107,832	$0		$0
0.45	-	-	3620	4.A	Part-Time Program Assistant	Elementary Science Center	$16,345	-$16,345	$0		$0
-	-	-	3620	4.A	Digital Licenses	Elementary Science Center	$4,500		$4,500		$4,500
-	-	-	3630	4.A	Replacement Digital Learning Devices (Year 2 of 3)	Educational Technology	$218,750	-$156,250	$62,500		$62,500

Summary of FY24 Operating Budget Changes (cont.):

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Cost Center	PONG Priority	Description of Budgetary Increase	Department/ School	Total Request	Superintendent Chg	Total Recomm	School Cttee Chg	School Cttee Approved
0.33	0.33	0.33	3640	4.A	Adjust Elementary Wellness Teacher FTE for Enrollment	Physical Education	$20,211		$20,211		$20,211
0.10	0.10	0.10	3650	1.C	Continue Funding for Elementary Specialist Staffing to Support Enrollment	Fine Arts	$6,247		$6,247		$6,247
0.50	0.25	0.25	3651	4.A	Part-Time Elementary String Teacher	Performing Arts	$35,944	-$17,972	$17,972		$17,972
-	-	-	3651	4.A	Third Grade Recorders	Performing Arts	$2,500	-$2,500	$0		$0
-	-	-	3651	4.A	Accompanist Rate Increase	Performing Arts	$3,420		$3,420		$3,420
(0.21)	(0.21)	(0.21)	3651	4.A	Continue Funding for Elementary Specialist Staff to Support Enrollment	Performing Arts	-$15,096		-$15,096		-$15,096
0.09	0.09	0.09	3660	4.A	Adjust World Language Teacher Staffing for Enrollment	World Languages	$5,222		$5,222		$5,222
8.59	***4.68***	***4.68***			***Subtotal: Level Service Elementary***		***$921,026***	***-$473,548***	***$447,478***	***$0***	***$447,478***
					Level Service Requests: Middle School						
-	-	-	3131	4.A	Part-Time Lunch Monitors	Substitutes	$15,985		$15,985		$15,985
-	-	-	3131	4.A	Substitute Teacher Wage	Substitutes	$6,238		$6,238		$6,238
(0.20)	(0.20)	(0.20)	3260	4.A	Reduce Vacant 0.2 FTE Classroom Teacher	High Rock Middle School	-$14,377		-$14,377		-$14,377
0.10	-	-	3300	4.A	Part-Time Engineering Teacher	Pollard Middle School	$8,489	-$8,489	$0		$0
0.10	0.10	0.10	3300	4.A	Part-Time Math Teacher	Pollard Middle School	$8,489	-$1,300	$7,189		$7,189
0.10	-	-	3510	4.A	Part-Time Guidance Counselor High Rock	Guidance	$7,189	-$7,189	$0		$0
0.30	0.30	0.30	3520	4.A	Part-Time Pollard Nurse	Health/Nursing: School Health Serv	$23,943		$23,943		$23,943
-	-	-	3520	4.A	Additional Funding for Medical Supplies and Audiometer Service	Health/Nursing: School Health Serv	$295		$295		$295
4.00	3.00	3.00	3530	3.B	New Pollard ILC Classroom	Special Education	$165,523	-$32,879	$132,644		$132,644
0.60	0.60	0.60	3560	4.A	Continue High Rock Literacy Specialist	K-8 Reading Instruction	$37,482		$37,482		$37,482
-	-	-	3630	4.A	Replacement Digital Learning Devices (Year 2 of 3)	Educational Technology	$87,500	-$62,500	$25,000		$25,000
0.40	0.40	0.40	3650	4.A	Part-Time Visual Art Pollard Middle School	Fine Arts	$23,209		$23,209		$23,209
-	-	-	3651	4.A	Pollard Auditorium Curtain	Performing Arts	$12,000	-$12,000	$0		$0
0.20	-	-	3651	4.A	Part-Time High Rock Strings	Performing Arts	$14,377	-$14,377	$0		$0
-	-	-	3651	4.A	Accompanist Rate Increase	Performing Arts	$1,368		$1,368		$1,368
0.20	-	-	3660	4.A	Part-Time ASL Teacher at Pollard	World Languages	$19,396	-$19,396	$0		$0
5.80	***4.20***	***4.20***			***Subtotal: Level Service Middle***		***$417,106***	***-$158,130***	***$258,976***	***$0***	***$258,976***
					Level Service Requests: High School						
-	-	-	3131	4.A	Substitute Teacher Wage	Substitutes	$2,467	-$35,944	-$33,477		-$33,477
0.35	0.35	0.35	3400	2.B	Part-Time English Teacher	Needham High School	$25,160		$25,160		$25,160
0.40	0.40	0.40	3400	4.A	Part-Time Social Studies Teacher	Needham High School	$27,398		$27,398		$27,398
0.20	0.20	0.20	3400	4.A	Part-Time Science Teacher	Needham High School	$13,074		$13,074		$13,074
-	-	-	3400	4.A	Digital Science Textbook Increase	Needham High School	$30,000		$30,000		$30,000
-	-	-	3400	4.A	MCAS Science Preparatory Course	Needham High School	$3,000	-$3,000	$0		$0
-	-	-	3400	3.C	Lab Aide Increase	Needham High School	$1,242	-$1,242	$0		$0
-	-	-	3400	4.A	Students Acting to Make A Difference Stipend Restructure	Needham High School	$17,286		$17,286		$17,286
-	-	-	3400	4.A	Expand 10-Month Department Secretary to 11-Month	Needham High School	$3,873	-$3,873	$0	$3,873	$3,873
-	-	-	3410	4.A	Increase in Athletics Subsidy for Fiscal Sustainability	Needham High School Athletics	$50,000		$50,000		$50,000
-	-	-	3410	4.A	Convert Full-Time Athletics Bookkeeper to Part-Time Bookkeeper and Part-Time Secretary	Needham High School Athletics	-$10,317		-$10,317		-$10,317
-	-		3410	4.A	Eliminate Snowboard Coach Stipend	Needham High School Athletics	-$1,727		-$1,727		-$1,727
-	-		3410	4.A	Convert Trainer and Assistant Trainer from Salary to Contractual	Needham High School Athletics	$0		$0		$0
0.20	0.20	0.20	3511	4.A	Part-Time NHS School Psychologist	Psychology	$16,296		$16,296		$16,296
-	-	-	3520	4.A	Additional Funding for Medical Supplies and Audiometer Service	Health/Nursing: School Health Serv	$314		$314		$314
(0.90)	(0.90)	(0.90)	3530	4.A	Convert NHS Teaching Assistants to Part-Time Post Graduate Special Education Liaison	Special Education	$4,305		$4,305		$4,305
(1.00)	(1.00)	(1.00)	3530	4.A	Convert NHS Teaching Assistants to Part-Time Special Education Teacher	Special Education	$21,134		$21,134		$21,134
(0.51)	(0.51)	(0.51)	3530	4.A	Convert a NHS Teaching Assistant to Part-Time Occupational Therapist (OT)	Special Education	$8,057		$8,057		$8,057
-	-	-	3530	4.A	Convert a Part-Time School Psychologist to IEP Team Chair and Add Per Diem Days	Special Education	-$2,271		-$2,271		-$2,271
0.30	0.30	0.30	3550	2.B	Part-Time ELL Teacher High School	ELL	$34,638		$34,638		$34,638
-	-	-	3630	4.A	Replacement Digital Learning Devices (Year 2 of 3)	Educational Technology	$43,750	-$31,250	$12,500		$12,500

Summary of FY24 Operating Budget Changes (cont.):

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Cost Center	PONG Priority	Description of Budgetary Increase	Department/ School	Total Request	Superintendent Chg	Total Recomm	School Cttee Chg	School Cttee Approved
-	-	-	3651	4.A	A Cappella Sunday NHS Permit Fee	Performing Arts	$8,840		$8,840		$8,840
-	-	-	3651	4.A	Accompanist Rate Increase	Performing Arts	$684		$684		$684
0.10	0.10	0.10	3651	4.A	Part-Time High School Theater Teacher	Performing Arts	$8,922		$8,922		$8,922
-	-	-	3660	4.A	Increase in Cost for STAMP 11th Grade	World Languages	$1,027		$1,027		$1,027
-	-	-	3660	4.A	Extempore	World Languages	$2,200		$2,200		$2,200
0.20	-	-	3660	4.A	Part-Time Mandarin Teacher	World Languages	$15,677	-$15,677	$0		$0
(0.66)	***(0.86)***	***(0.86)***			***Subtotal: Level Service High***		***$325,029***	***-$90,986***	***$234,043***	***$3,873***	***$237,916***
					Level Service Requests: District						
-	-	-	3020	2.3	Survey Tool Subscription	Superintendent	$22,000		$22,000		$22,000
(0.27)	(0.27)	***(0.27)***	3020	4.A	Reallocate NCE Marketing Resources	Superintendent	-$17,769		-$17,769		-$17,769
0.06	0.06	***0.06***	3031	4.A	Expand Part-Time Bookkeeper	Student Support Services	$3,428		$3,428		$3,428
0.57	-	-	3040	4.A	Part-Time Accounts Payable/Receivable Clerk	Financial Operations	$31,474	-$31,474	$0		$0
-	-	-	3131	4.A	Substitute Teacher Wage	Substitutes	$5,606		$5,606		$5,606
-	-	-	3133	4.A	Unpaid Student Meal Debt	General Supplies, Services & Equipn	$31,000	-$31,000	$0		$0
-	-	-	3133	4.A	Reallocate Funding for COVID-19 PPE and Cleaning/ Sanitizing Supplies	General Supplies, Services & Equipn	-$180,000		-$180,000		-$180,000
-	-	-	3150	4.A	Software as a Service Rate Increase: PowerSchool, et al	Administrative Technology	$17,887		$17,887		$17,887
-	-	-	3150	4.A	Contractual Professional Development Funds for ITS Staff	Administrative Technology	$500		$500		$500
-	-	-	3160	4.A	Additional Connolly Bus	Transportation	$71,820		$71,820		$71,820
-	-	-	3160	4.A	Pupil Transportation Radio Service Contract	Transportation	$14,000		$14,000		$14,000
-	-	-	3160	4.A	Special Education Out-of-District Transportation Funding Increase	Transportation	$327,000		$327,000		$327,000
0.60	0.60	***0.60***	3511	4.A	Part-Time Preschool Psychologist	Psychology	$68,118		$68,118		$68,118
1.20	0.60	***0.60***	3520	4.A	Part-Time Float Nurse Positions	Health/Nursing: School Health Serv	$87,553	-$45,402	$42,151		$42,151
-	-	-	3520	4.A	Required CLIA Waiver	Health/Nursing: School Health Serv	$180		$180		$180
-	-	-	3520	4.A	Convert Two Transportation Nurses from Hourly to Unit A	Health/Nursing: School Health Serv	$48,101		$48,101		$48,101
-	-	-	3520	4. A	Increase Nurse Sub Rate for Recruitment and Retention	Health/Nursing: School Health Serv	$4,952		$4,952		$4,952
0.09	0.09	***0.09***	3530	1.C	Part-Time District Physical Therapist	Special Education	$10,565		$10,565		$10,565
(1.82)	(1.82)	***(1.82)***	3530	4.A	Adjust Cost Share with Preschool Revolving and Recalibrate Preschool Fees	Special Education	-$157,232		-$157,232		-$157,232
0.45	0.45	***0.45***	3530	4.A	Full-Time Certified Occupational Therapist Assistant (COTA)	Special Education	$8,114		$8,114		$8,114
0.92	0.92	***0.92***	3530	4.A	Expand Part-Time Preschool Program Specialist to Full-Time	Special Education	$45,705		$45,705		$45,705
0.40	0.40	***0.40***	3530	2.B	Part-Time Speech and Language Pathologist	Special Education	$41,911		$41,911		$41,911
1.60	1.60	***1.60***	3530	4.A	Preschool Teaching Assistants for Schedule	Special Education	$46,813		$46,813		$46,813
1.00	1.00	***1.00***	3530	4.A	Preschool Special Education Classroom for New Preschool Class	Special Education	$83,187	-$6,300	$76,887		$76,887
1.60	1.60	***1.60***	3530	4.A	Two Full-Time Special Education Preschool Teaching Assistants For New Preschool Classroom	Special Education	$48,045	-$2,600	$45,445		$45,445
0.08	0.08	***0.08***	3530	4.A	Expand Part-Time Preschool Program Specialist to Full-Time	Special Education	$3,974		$3,974		$3,974
-	-	-	3531	1.C	Increase in Special Education Out of District Tuition	Special Education Out-of-District Tu	$194,962		$194,962		$194,962
-	-	-	3532	4.A	Extended School Year (ESY) Salaries	Special Education Summer Services	$32,000		$32,000		$32,000
-	-	-	3532	4.A	Increase Summer ESY Teaching Assistant Wage for Recruitment and Retention	Special Education Summer Services	$5,238		$5,238		$5,238
-	-	-	3534	4.A	Special Education Professional Services	Special Education Professional Servi	$60,000		$60,000		$60,000
-	-	-	3535	4.A	Special Education Home Hospital Services	Special Education Home Hospital Tu	$15,893		$15,893		$15,893
-	-	-	3543	4.A	Regular Education Home Hospital Tutoring	Regular Education Home Hospital Tu	$8,500		$8,500		$8,500
-	-	-	3551	2.2	Translation/Interpretation Services	Translation & Interpreting Services	$1,500		$1,500		$1,500
-	-	-	3562	2.2	Summer Bridge Program Staff	Summer Bridge Program	$37,740		$37,740		$37,740
1.00	-	-	3570	2.2	Full-Time 504 Accommodation Teaching Assistant	Student 504 Compliance	$30,558	-$30,558	$0		$0
7.48	***5.31***	***5.31***			***Subtotal: Level Service District***		***$1,053,323***	***-$147,334***	***$905,989***	***$0***	***$905,989***
21.71	***13.33***	***13.33***			***SUBTOTAL LEVEL SERVICE***		***$5,563,842***	***-$916,695***	***$4,647,147***	***$3,873***	***$4,651,020***

Summary of FY24 Operating Budget Changes (cont.):

Request TL FTE	Supt Rec TL FTE	SC Rec TL FTE	Cost Center	PONG Priority	Description of Budgetary Increase	Department/ School	Total Request	Superintendent Chg	Total Recomm	School Cttee Chg	School Cttee Approved
					Program Improvement Requests						
					Program Improvement Requests: Elementary School						
-	-	-	3132	1.C	K-5 Social Studies Curriculum	Curriculum Development	$13,000		$13,000		$13,000
0.14	-	-	3210	4.A	Convert Part-Time Office Aide to Full-Time General Education Teaching Assistant	Broadmeadow Elementary	$1,339	-$1,339	$0		$0
-	-	-	3210	4.C	Dismissal Management System	Broadmeadow Elementary	$2,000		$2,000		$2,000
0.20	-	-	3210	4.C	Part-Time Elementary Family Support and Engagement Coordinator	Broadmeadow Elementary	$14,377	-$14,377	$0		$0
0.20	-	-	3220	4.C	Part-Time Elementary Family Support and Engagement Coordinator	Eliot Elementary	$14,377	-$14,377	$0		$0
-	-	-	3230	4.A	Dismissal Management System	Sunita Williams Elementary	$2,000		$2,000		$2,000
0.20	-	-	3230	4.A	Part-Time Elementary Family Support and Engagement Coordinator	Sunita Williams Elementary	$14,377	-$14,377	$0		$0
-	-	-	3230	4.A	Restorative Justice Professional Development	Sunita Williams Elementary	$24,977	-$24,977	$0		$0
-	-	-	3230	4.A	Teacher Leader Stipend Request	Sunita Williams Elementary	$1,666	-$1,666	$0		$0
0.20	-	-	3240	4.A	Part-Time Elementary Family Support and Engagement Coordinator	Mitchell Elementary	$14,377	-$14,377	$0		$0
-	-	-	3240	4.A	Expand School Bookkeeper from 11 to 12 Months	Mitchell Elementary	$2,344	-$2,344	$0		$0
0.20	-	-	3250	3.A	Part-Time Elementary Family Support and Engagement Coordinator	Newman Elementary	$14,377	-$14,377	$0		$0
0.50	-	-	3520	3.A	Part-Time Sunita Williams Nurse	Health/Nursing: School Health Serv	$38,792	-$38,792	$0		$0
(0.40)	-	-	3530	4.A	Convert Full-Time Eliot SPED Teaching Assistant to Part-Time Special Education Teacher	Special Education	$15,174	-$15,174	$0		$0
0.13	-	-	3530	1.C	Part-Time Assistive Technology Specialist (Unit A)	Special Education	$8,985	-$8,985	$0		$0
-	-	-	3560	4.A	Science of Reading Aligned Curriculum	K-8 Reading Instruction	$90,000	-$90,000	$0		$0
0.25	-	-	3640	4.C	Part-Time Instructional Coach	Physical Education	$17,970	-$17,970	$0		$0
0.13	-	-	3660	2.2	Part-Time Instructional Coach	World Languages	$10,370	-$10,370	$0		$0
1.75	***-***	***-***			***Subtotal: Program Improvement Elementary***		***$300,502***	***-$283,502***	***$17,000***	***$0***	***$17,000***
					Program Improvement Requests: Middle						
-	-	-	3260	2.A	GSA, Genders & Sexuality Alliance Stipend	High Rock	$1,921		$1,921		$1,921
-	-	-	3260	2.A	Game & Card Club Stipend	High Rock	$1,921	-$1,921	$0		$0
-	-	-	3300	2.C	Pollard TV News Show Stipend	Pollard Middle School	$1,921	-$1,921	$0		$0
-	-	-	3300	4.C	Pollard Best Buddies Stipend Increase to Level II	Pollard Middle School	$959		$959		$959
-	-	-	3300	4.C	Pollard 5k Club Stipend	Pollard Middle School	$1,921	-$1,921	$0		$0
0.05	-	-	3530	1.C	Part-Time Assistive Technology Specialist (Unit A)	Special Education	$3,594	-$3,594	$0		$0
0.10	-	-	3640	4.C	Part-Time Instructional Coach	Physical Education	$7,188	-$7,188	$0		$0
0.10	-	-	3650	2.A	Part-Time Arts Integration at Pollard	Fine Arts	$8,489	-$8,489	$0		$0
0.16	-	-	3651	4.A	Part-Time Technical Theater Director (Middle and High School)	Performing Arts	$11,502	-$11,502	$0		$0
-	-	-	3660	2.C	STAMP Assessment for 8th Grade	World Languages	$10,129		$10,129		$10,129
0.05	-	-	3660	2.2	Part-Time Instructional Coach	World Languages	$4,148	-$4,148	$0		$0
0.46	***-***	***-***			***Subtotal: Program Improvement Middle***		***$53,693***	***-$40,684***	***$13,009***	***$0***	***$13,009***
					Program Improvement Requests: High						
0.40	-	-	3400	1.B	Part-Time NHS Restorative Practices Coach	Needham High School	$28,755	-$28,755	$0		$0
-	-	-	3400	3.C	NHS Ambassadors Advisor Stipend Increase	Needham High School	$1,921		$1,921		$1,921
-	-	-	3400	2.2	NHS Robotics Assistant Stipend (Cat III)	Needham High School	$1,921		$1,921		$1,921
-	-	-	3400	4.A	Food Security Club Advisor Stipend	Needham High School	$1,921	-$1,921	$0		$0
0.50	-	-	3400	4.A	Expand Part-Time Inclusive Practices Coach to Full-Time	Special Education	$56,764	-$56,764	$0		$0
-	-	-	3400	4.A	A Cappella Advisor Stipend	Needham High School	$5,763		$5,763		$5,763
-	-	-	3410	4.A	Scale Adjustment to Varsity Coaching Stipends	Needham High School Athletics	$6,093		$6,093		$6,093
1.00	1.00	1.00	3510	4.A	High School Guidance Department Chair	Guidance	$139,095		$139,095		$139,095

Summary of FY24 Operating Budget Changes (cont.):

0.20	-	-	3530	4.A	Part-Time NHS Pathways Science Teacher	Special Education	$14,377	-$14,377	$0		$0
0.03	-	-	3530	1.C	Part-Time Assistive Technology Specialist (Unit A)	Special Education	$1,797	-$1,797	$0		$0
0.05	-	-	3640	4.C	Part-Time Instructional Coach	Physical Education	$3,594	-$3,594	$0		$0
0.20	-	-	3640	4.A	Part-Time Wellness Teacher for Pathways and Connections Program	Physical Education	$13,074	-$13,074	$0		$0
0.34	-	-	3651	4.A	Part-Time Technical Theater Director (Middle and High School)	Performing Arts	$25,742	-$25,742	$0		$0
0.03	-	-	3660	2.2	Part-Time Instructional Coach	World Languages	$2,074	-$2,074	$0		$0
2.75	***1.00***	***1.00***			***Subtotal: Program Improvement High***		***$302,891***	***-$148,098***	***$154,793***	***$0***	***$154,793***
					Program Improvement Requests: District						
-	-	-	3030	4.A	Implementation Cost of Time Keeping System	Human Resources	$35,000	-$35,000	$0		$0
-	-	-	3031	4.A	Special Education and 504 Management System Implementation	Student Support Services	$7,500		$7,500		$7,500
-	-	-	3110	4.A	Professional Development for the District Leadership Team	Professional Development	$30,000	-$30,000	$0		$0
-	-	-	3150	4.A	Convert Computer Technician to Lead Technician	Administrative Technology	$8,570		$8,570		$8,570
-	-	-	3520	4.A	Increased District Health Office Supply Budget	Health/Nursing: School Health Serv	$468		$468		$468
-	-	-	3532	4.A	Increase Summer Nurse Rate for ESY	Special Education Summer Services	$1,300		$1,300		$1,300
-	-	-	3532	4.A	Summer Breakfasts and Lunches for Summer ESY Program	Special Education Summer Services	$22,996	-$22,996	$0		$0
1.00	-	-	3550	4.A	Full-Time Districtwide ELL Teaching Assistant	ELL	$30,558	-$30,558	$0		$0
-	-	-	3562	1.C	Summer Breakfasts and Lunches for Summer Bridges	Summer Bridge Program	$18,696	-$18,696	$0		$0
-	-	-	3562	1.C	Parks & Recreation Summer Bridges Tuition	Summer Bridge Program	$6,000	-$6,000	$0		$0
-	-	-	3562	1.C	Transportation for Summer Bridges	Summer Bridge Program	$26,638		$26,638		$26,638
-	-	-	3660	1.C	Professional Development: Interculturality, Hispanohablante culture(s) and Francophone culture(s)	World Languages	$1,750		$1,750		$1,750
1.00	***-***	***-***			***Subtotal: Program Improvement District***		***$189,476***	***-$143,250***	***$46,226***	***$0***	***$46,226***
5.96	***1.00***	***1.00***			***SUBTOTAL PROGRAM IMPROVEMENT***		***$846,562***	***-$615,534***	***$231,028***	***$0***	***$231,028***
869.76	**856.45**	**856.45**	-		**TOTAL FY24 SCHOOL BUDGET**		**$93,688,202**	**-$1,532,229**	**$92,155,973**	**$0**	**$92,155,973**
27.64	**14.33**	**14.33**			**$ / FTE INCREASE FROM FY23**		**$6,410,404**		**$4,878,175**		**$4,878,175**
3.28%	**1.70%**	**1.70%**			**% INCREASE FROM FY23**		**7.34%**		**5.59%**		**5.59%**

FY24 Operating Budget Staffing Detail by Department:

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 SC Approved	Teacher FY24 SC Approved	Aide FY24 SC Approved	Non Instr FY24 SC Approved	Total FY24 SC Approved
Administration											
School Committee	-	-	-	-	-	-	-	-	-	-	-
Superintendent	2.00	2.81	2.74	4.01	3.74	3.74	1.44	-	-	2.30	3.74
Human Resources	6.85	6.85	6.85	6.85	6.85	6.85	1.00	-	-	5.85	6.85
Student Support Services	3.81	2.80	2.80	2.80	2.86	2.86	1.00	-	-	1.86	2.86
Student Learning	2.00	2.00	2.00	2.00	2.00	2.00	1.00	-	-	1.00	2.00
Financial Operations	6.94	5.94	6.94	6.94	7.51	6.94	1.00	-	-	5.94	6.94
External Funding	-	-	-	-	-	-	-	-	-	-	-
Subtotal Administration	**21.60**	**20.40**	**21.33**	**22.60**	**22.96**	**22.39**	**5.44**	**-**	**-**	**16.95**	**22.39**
General Supplies & Services											
Professional Development	-	-	-	-	-	-	-	-	-	-	-
District	-	-	-	-	-	-	-	-	-	-	-
Broadmeadow	-	-	-	-	-	-	-	-	-	-	-
Eliot	-	-	-	-	-	-	-	-	-	-	-
Williams	-	-	-	-	-	-	-	-	-	-	-
Mitchell	-	-	-	-	-	-	-	-	-	-	-
Newman	-	-	-	-	-	-	-	-	-	-	-
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	-	-	-	-	-	-	-	-	-	-	-
Employee Assistance Program	-	-	-	-	-	-	-	-	-	-	-
Staff 504 Accomodations	-	-	-	-	-	-	-	-	-	-	-
Lane Changes & Sick Buy Back	-	-	-	-	-	-	-	-	-	-	-
Sub Callers	-	-	-	-	-	-	-	-	-	-	-
Substitutes	3.04	2.34	0.97	2.11	2.11	2.11	-	1.00	-	1.11	2.11
Curriculum Development	-	-	0.20	0.20	0.20	0.20	0.20	-	-	-	0.20
General Supplies, Services & E	-	-	-	-	-	-	-	-	-	-	-
Remote Learning	-	-	-	-	-	-	-	-	-	-	-
Production Center/Mail Room	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	1.00	1.00
Administrative Technology	12.76	12.96	12.96	12.96	12.96	12.96	-	-	-	12.96	12.96
Transportation	10.02	9.09	10.46	10.75	10.75	10.75	-	-	-	10.68	10.68
Subtotal Gen. Supply & Svc.	**26.82**	**25.39**	**25.59**	**27.02**	**27.02**	**27.02**	**0.20**	**1.00**	**-**	**25.75**	**26.95**
Elementary											
Broadmeadow	35.43	35.43	37.43	36.43	36.77	36.43	2.00	25.00	5.00	4.43	36.43
Eliot	27.09	29.59	33.49	31.59	29.41	29.21	2.00	20.00	3.50	3.71	29.21
Williams	33.74	37.54	37.13	36.13	38.34	38.14	2.00	26.00	6.00	4.14	38.14
Mitchell	33.46	34.76	35.66	33.66	34.06	33.86	2.00	23.00	5.00	3.86	33.86
Newman	41.66	39.79	44.18	41.86	43.06	42.86	2.00	30.00	6.00	4.86	42.86
Subtotal Elementary	**171.38**	**177.10**	**187.88**	**179.67**	**181.64**	**180.50**	**10.00**	**124.00**	**25.50**	**21.00**	**180.50**
Middle											
High Rock	26.44	26.84	28.44	26.64	26.44	26.44	3.10	20.20	-	3.14	26.44
Pollard Middle School	52.50	55.10	55.30	53.70	53.90	53.80	5.10	43.70	-	5.00	53.80
Subtotal Middle School	**78.94**	**81.94**	**83.74**	**80.34**	**80.34**	**80.24**	**8.20**	**63.90**	**-**	**8.14**	**80.24**
High School											
Needham High School	90.67	92.03	92.42	94.15	95.50	95.10	7.20	79.50	0.57	7.83	95.10
High School Athletics	2.50	2.50	2.50	2.50	2.50	2.50	1.00	-	-	1.50	2.50
Subtotal High School	**93.17**	**94.53**	**94.92**	**96.65**	**98.00**	**97.60**	**8.20**	**79.50**	**0.57**	**9.33**	**97.60**

FY24 Operating Budget Staffing Detail by Department (cont.):

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 SC Approved	Teacher FY24 SC Approved	Aide FY24 SC Approved	Non Instr FY24 SC Approved	Total FY24 SC Approved
Student Services											
Guidance	**32.60**	**34.00**	**34.10**	**36.50**	**38.30**	**38.00**	**2.00**	**34.00**	**-**	**2.00**	**38.00**
District	*2.00*	*2.00*	*2.00*	*2.00*	*2.00*	*2.00*	*1.00*	*-*	*-*	*1.00*	*2.00*
Broadmeadow	*2.30*	*2.70*	*2.80*	*2.80*	*3.00*	*2.80*	*-*	*2.80*	*-*	*-*	*2.80*
Eliot	*1.40*	*1.40*	*1.40*	*1.70*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Williams	*1.70*	*1.70*	*1.70*	*1.80*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Mitchell	*1.40*	*1.60*	*1.60*	*1.60*	*1.60*	*1.60*	*-*	*1.60*	*-*	*-*	*1.60*
Newman	*2.40*	*2.40*	*2.40*	*2.40*	*2.40*	*2.40*	*-*	*2.40*	*-*	*-*	*2.40*
High Rock	*2.70*	*2.70*	*2.70*	*2.70*	*2.80*	*2.70*	*-*	*2.70*	*-*	*-*	*2.70*
Pollard	*3.70*	*4.10*	*4.10*	*5.10*	*5.10*	*5.10*	*-*	*5.10*	*-*	*-*	*5.10*
HS	*14.60*	*15.00*	*15.00*	*16.00*	*17.00*	*17.00*	*1.00*	*15.00*	*-*	*1.00*	*17.00*
Preschool	*0.40*	*0.40*	*0.40*	*0.40*	*0.40*	*0.40*	*-*	*0.40*	*-*	*-*	*0.40*

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 Supt Rec	Teacher FY24 Supt Rec	Aide FY24 Supt Rec	Non Instr FY24 Supt Rec	Total FY24 Supt Rec
Psychology	**5.20**	**5.30**	**5.30**	**5.80**	**6.10**	**6.10**	**-**	**6.10**	**-**	**-**	**6.10**
Broadmeadow	*0.50*	*0.60*	*0.60*	*0.60*	*0.60*	*0.60*	*-*	*0.60*	*-*	*-*	*0.60*
Eliot	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Williams	*0.50*	*0.50*	*0.50*	*1.00*	*0.50*	*0.50*	*-*	*0.50*	*-*	*-*	*0.50*
Mitchell	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*	*0.50*	*-*	*0.50*	*-*	*-*	*0.50*
Newman	*0.60*	*0.60*	*0.60*	*0.60*	*0.60*	*0.60*	*-*	*0.60*	*-*	*-*	*0.60*
High Rock	*0.30*	*0.30*	*0.30*	*0.30*	*0.30*	*0.30*	*-*	*0.30*	*-*	*-*	*0.30*
Pollard	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
HS	*1.80*	*1.80*	*1.80*	*1.80*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Preschool	*-*	*-*	*-*	*-*	*0.60*	*0.60*	*-*	*0.60*	*-*	*-*	*0.60*

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 SC Approved	Teacher FY24 SC Approved	Aide FY24 SC Approved	Non Instr FY24 SC Approved	Total FY24 SC Approved
Nursing	**13.05**	**14.05**	**14.46**	**14.05**	**16.05**	**14.95**	**1.00**	**13.95**	**-**	**-**	**14.95**
District	*3.00*	*4.00*	*3.71*	*3.00*	*4.20*	*3.60*	*1.00*	*2.60*	*-*	*-*	*3.60*
Broadmeadow	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Eliot	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Williams	*1.00*	*1.00*	*1.00*	*1.00*	*1.50*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Mitchell	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Newman	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
High Rock	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Pollard	*1.50*	*1.50*	*2.00*	*1.70*	*1.80*	*1.80*	*-*	*1.80*	*-*	*-*	*1.80*
HS	*2.40*	*2.40*	*2.60*	*3.20*	*3.40*	*3.40*	*-*	*3.40*	*-*	*-*	*3.40*
Preschool	*0.15*	*0.15*	*0.15*	*0.15*	*0.15*	*0.15*	*-*	*0.15*	*-*	*-*	*0.15*
Special Education	**209.65**	**211.91**	**215.45**	**225.00**	**235.77**	**233.21**	**9.17**	**104.54**	**118.44**	**1.06**	**233.21**
District	*3.86*	*3.86*	*3.86*	*3.86*	*3.86*	*3.86*	*3.00*	*-*	*-*	*0.86*	*3.86*
Broadmeadow	*13.08*	*15.97*	*17.75*	*16.83*	*19.02*	*18.93*	*0.70*	*7.84*	*10.39*	*-*	*18.93*
Eliot	*15.47*	*16.82*	*15.87*	*16.26*	*14.28*	*14.65*	*1.00*	*7.75*	*5.90*	*-*	*14.65*
Williams	*35.04*	*35.46*	*37.39*	*37.27*	*38.08*	*37.55*	*1.00*	*10.86*	*25.69*	*-*	*37.55*
Mitchell	*12.20*	*11.79*	*14.14*	*12.88*	*14.73*	*14.70*	*0.70*	*6.07*	*7.93*	*-*	*14.70*
Newman	*19.01*	*21.20*	*19.14*	*18.91*	*20.55*	*20.02*	*0.80*	*10.09*	*9.13*	*-*	*20.02*
High Rock	*19.00*	*15.00*	*16.03*	*16.00*	*16.16*	*16.13*	*1.00*	*8.13*	*7.00*	*-*	*16.13*
Pollard	*32.84*	*36.14*	*35.37*	*36.74*	*40.97*	*39.94*	*0.47*	*19.47*	*20.00*	*-*	*39.94*
HS	*41.69*	*38.89*	*37.61*	*47.54*	*45.63*	*44.90*	*-*	*25.95*	*18.95*	*-*	*44.90*
Preschool	*17.46*	*16.78*	*18.29*	*18.71*	*22.53*	*22.53*	*0.50*	*8.38*	*13.45*	*0.20*	*22.53*
Summer Special Education	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Education Tuitions	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Vocational Education	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

FY24 Operating Budget Staffing Detail by Department (cont.):

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 SC Approved	Teacher FY24 SC Approved	Aide FY24 SC Approved	Non Instr FY24 SC Approved	Total FY24 SC Approved
English Language Learngers (ELL)	**7.00**	**7.10**	**7.30**	**7.30**	**9.00**	**7.60**	**0.80**	**6.80**	**-**	**-**	**7.60**
District	*0.80*	*0.80*	*0.80*	*0.80*	*1.80*	*0.80*	*0.80*	*-*	*-*	*-*	*0.80*
Broadmeadow	*0.70*	*0.70*	*0.70*	*0.70*	*1.00*	*0.70*	*-*	*0.70*	*-*	*-*	*0.70*
Eliot	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Williams	*1.20*	*1.20*	*1.20*	*1.20*	*1.20*	*1.20*	*-*	*1.20*	*-*	*-*	*1.20*
Mitchell	*0.50*	*0.60*	*0.60*	*0.60*	*0.60*	*0.60*	*-*	*0.60*	*-*	*-*	*0.60*
Newman	*1.30*	*1.30*	*1.30*	*1.30*	*1.40*	*1.30*	*-*	*1.30*	*-*	*-*	*1.30*
High Rock	*0.30*	*0.30*	*0.30*	*0.30*	*0.30*	*0.30*	*-*	*0.30*	*-*	*-*	*0.30*
Pollard	*0.70*	*0.70*	*0.70*	*0.70*	*0.70*	*0.70*	*-*	*0.70*	*-*	*-*	*0.70*
HS	*0.50*	*0.50*	*0.70*	*0.70*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Reading	**12.75**	**12.14**	**13.40**	**13.80**	**14.44**	**14.39**	**1.00**	**13.39**	**-**	**-**	**14.39**
District		*-*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*-*	*-*	*1.00*
Broadmeadow	*2.18*	*2.18*	*2.00*	*2.00*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Eliot	*1.54*	*1.54*	*1.70*	*1.70*	*1.74*	*1.69*	*-*	*1.69*	*-*	*-*	*1.69*
Williams	*2.18*	*2.18*	*2.00*	*2.00*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Mitchell	*1.69*	*1.68*	*1.70*	*1.70*	*1.70*	*1.70*	*-*	*1.70*	*-*	*-*	*1.70*
Newman	*2.58*	*2.58*	*2.40*	*2.40*	*2.40*	*2.40*	*-*	*2.40*	*-*	*-*	*2.40*
High Rock	*2.00*	*2.00*	*1.60*	*1.60*	*2.20*	*2.20*	*-*	*2.20*	*-*	*-*	*2.20*
Pollard	*0.60*	*-*	*1.00*	*1.40*	*1.40*	*1.40*	*-*	*1.40*	*-*	*-*	*1.40*
Math Instruction	**5.50**	**6.00**	**6.00**	**8.00**	**9.50**	**8.00**	**1.00**	**7.00**	**-**	**-**	**8.00**
District		*0.50*	*0.50*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*-*	*-*	*1.00*
Broadmeadow	*1.50*	*1.00*	*1.00*	*1.00*	*1.50*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Eliot	*1.00*	*1.00*	*1.00*	*1.50*	*1.50*	*1.50*	*-*	*1.50*	*-*	*-*	*1.50*
Williams	*1.00*	*1.00*	*1.00*	*1.00*	*1.50*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Mitchell	*1.00*	*1.00*	*1.00*	*1.00*	*1.50*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Newman	*1.00*	*1.50*	*1.50*	*2.00*	*2.00*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
High Rock	*-*	*-*	*-*	*0.50*	*0.50*	*0.50*	*-*	*0.50*	*-*	*-*	*0.50*
Pollard	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Student 504 Compliance	**-**	-	-	**-**	1.00	-	-	-	-	-	-
K-12 Attendance	**-**	-	-	**-**	-	-	-	-	-	-	-
Subtotal Student Services	**285.74**	**290.49**	**296.01**	**310.44**	**330.15**	**322.24**	**14.97**	**185.78**	**118.44**	**3.05**	**322.24**
K-12 Specialist Instruction											
Science Center	**5.46**	**5.75**	**8.99**	**5.45**	**5.90**	**5.45**	**0.60**	**1.50**	**2.80**	**0.55**	**5.45**
District	*0.21*	*0.21*	*1.50*	*1.10*	*0.81*	*0.81*	*0.60*	*-*	*0.21*	*-*	*0.81*
Broadmeadow	*0.79*	*0.85*	*1.38*	*0.67*	*0.76*	*0.67*	*-*	*0.16*	*0.40*	*0.11*	*0.67*
Eliot	*0.79*	*0.85*	*1.38*	*0.67*	*0.76*	*0.67*	*-*	*0.16*	*0.40*	*0.11*	*0.67*
Williams	*0.79*	*0.85*	*1.38*	*0.67*	*0.76*	*0.67*	*-*	*0.16*	*0.40*	*0.11*	*0.67*
Mitchell	*0.79*	*0.85*	*1.38*	*0.67*	*0.76*	*0.67*	*-*	*0.16*	*0.40*	*0.11*	*0.67*
Newman	*2.09*	*2.13*	*1.95*	*1.67*	*2.05*	*1.96*	*-*	*0.86*	*0.99*	*0.11*	*1.96*
Educational Technology	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
District	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Broadmeadow	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Eliot	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Williams	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Mitchell	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Newman	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
High Rock	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Pollard	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
HS	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*

FY24 Operating Budget Staffing Detail by Department (cont.):

	Total FY20 Actual	Total FY21 Actual	Total FY22 Actual	Total FY23 Approved	Total FY24 Request	Total FY24 Supt Rec	Admin FY24 SC Approved	Teacher FY24 SC Approved	Aide FY24 SC Approved	Non Instr FY24 SC Approved	Total FY24 SC Approved
Media & Digital Learning	**24.00**	**24.00**	**24.00**	**24.20**	**24.20**	**24.20**	**-**	**19.60**	**3.00**	**1.60**	**24.20**
District	-	-	-	-	-	-	-	-	-	-	-
Broadmeadow	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Eliot	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Williams	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Mitchell	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*2.20*	*-*	*2.00*	*-*	*0.20*	*2.20*
Newman	*2.50*	*2.50*	*2.50*	*2.50*	*2.50*	*2.50*	*-*	*2.30*	*-*	*0.20*	*2.50*
High Rock	*2.50*	*2.50*	*2.50*	*2.50*	*2.50*	*2.50*	*-*	*2.50*	*-*	*-*	*2.50*
Pollard	*3.40*	*3.40*	*3.40*	*3.40*	*3.40*	*3.40*	*-*	*2.80*	*-*	*0.60*	*3.40*
HS	*6.80*	*6.80*	*6.80*	*7.00*	*7.00*	*7.00*	*-*	*4.00*	*3.00*	*-*	*7.00*
K-12 Dir. Media & Tech Services	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**1.00**	**-**	**-**	**1.00**	**2.00**
Physical Education	**21.60**	**22.10**	**23.40**	**22.64**	**23.57**	**22.97**	**-**	**22.97**	**-**	**-**	**22.97**
Broadmeadow	*1.60*	*1.60*	*1.60*	*1.67*	*1.72*	*1.67*	*-*	*1.67*	*-*	*-*	*1.67*
Eliot	*1.20*	*1.20*	*1.60*	*1.47*	*1.52*	*1.47*	*-*	*1.47*	*-*	*-*	*1.47*
Williams	*1.50*	*1.50*	*1.60*	*1.67*	*1.05*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Mitchell	*1.50*	*1.50*	*1.80*	*1.53*	*2.26*	*2.21*	*-*	*2.21*	*-*	*-*	*2.21*
Newman	*2.00*	*2.00*	*2.30*	*2.00*	*2.37*	*2.32*	*-*	*2.32*	*-*	*-*	*2.32*
High Rock	*2.00*	*2.00*	*2.00*	*2.00*	*2.05*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Pollard	*4.20*	*4.70*	*4.70*	*4.70*	*4.75*	*4.70*	*-*	*4.70*	*-*	*-*	*4.70*
HS	*7.60*	*7.60*	*7.80*	*7.60*	*7.85*	*7.60*	*-*	*7.60*	*-*	*-*	*7.60*
Health Education	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**-**	**1.00**	**-**	**-**	**1.00**
High Rock	-	-	-	-	-	-	-	-	-	-	-
Pollard	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
HS	-	-	-	-	-	-	-	-	-	-	-
K-12 Dir. Health & Phys. Ed.	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**-**	**-**	**-**	**1.00**
Fine Arts	**17.00**	**17.10**	**17.46**	**16.76**	**17.36**	**17.26**	**-**	**17.26**	**-**	**-**	**17.26**
Broadmeadow	*1.00*	*1.00*	*1.00*	*0.93*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Eliot	*0.70*	*0.70*	*0.83*	*0.83*	*0.83*	*0.83*	*-*	*0.83*	*-*	*-*	*0.83*
Williams	*1.00*	*1.00*	*0.93*	*0.93*	*0.93*	*0.93*	*-*	*0.93*	*-*	*-*	*0.93*
Mitchell	*1.00*	*1.00*	*1.00*	*0.87*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Newman	*1.30*	*1.30*	*1.20*	*1.10*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
High Rock	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Pollard	*3.00*	*3.10*	*3.50*	*3.10*	*3.60*	*3.50*	*-*	*3.50*	*-*	*-*	*3.50*
HS	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*8.00*	*-*	*8.00*	*-*	*-*	*8.00*
Performing Arts	**15.27**	**14.90**	**16.36**	**16.72**	**18.29**	**16.84**	**-**	**16.41**	**0.43**	**-**	**16.84**
Broadmeadow	*1.58*	*1.40*	*1.50*	*1.68*	*1.53*	*1.48*	*-*	*1.48*	*-*	*-*	*1.48*
Eliot	*1.08*	*1.00*	*1.38*	*1.38*	*1.48*	*1.43*	*-*	*1.35*	*0.08*	*-*	*1.43*
Williams	*1.40*	*1.26*	*1.57*	*1.54*	*1.64*	*1.59*	*-*	*1.45*	*0.14*	*-*	*1.59*
Mitchell	*1.44*	*1.30*	*1.54*	*1.47*	*1.57*	*1.52*	*-*	*1.38*	*0.14*	*-*	*1.52*
Newman	*1.78*	*1.64*	*1.70*	*1.66*	*1.80*	*1.75*	*-*	*1.75*	*-*	*-*	*1.75*
High Rock	*2.03*	*2.00*	*2.03*	*2.03*	*2.23*	*2.03*	*-*	*2.00*	*0.03*	*-*	*2.03*
Pollard	*2.76*	*3.10*	*3.16*	*3.46*	*3.60*	*3.44*	*-*	*3.40*	*0.04*	*-*	*3.44*
HS	*3.20*	*3.20*	*3.50*	*3.50*	*4.44*	*3.60*	*-*	*3.60*	*-*	*-*	*3.60*
K-12 Dir. Fine & Perf. Arts	**2.15**	**2.15**	**2.15**	**2.75**	**2.75**	**2.75**	**1.00**	**-**	**-**	**1.82**	**2.82**
World Languages	**29.50**	**31.69**	**32.20**	**31.47**	**32.55**	**31.95**	**-**	**31.95**	**-**	**-**	**31.95**
Broadmeadow	*1.20*	*2.20*	*2.00*	*1.65*	*1.40*	*1.37*	*-*	*1.37*	*-*	*-*	*1.37*
Eliot	*1.00*	*1.00*	*1.00*	*1.23*	*1.33*	*1.30*	*-*	*1.30*	*-*	*-*	*1.30*
Williams	*1.20*	*1.00*	*1.53*	*1.40*	*1.03*	*1.00*	*-*	*1.00*	*-*	*-*	*1.00*
Mitchell	*1.20*	*1.15*	*1.47*	*1.03*	*1.73*	*1.70*	*-*	*1.70*	*-*	*-*	*1.70*
Newman	*1.50*	*1.50*	*2.00*	*1.70*	*1.76*	*1.73*	*-*	*1.73*	*-*	*-*	*1.73*
High Rock	*1.80*	*2.00*	*2.00*	*2.00*	*2.03*	*2.00*	*-*	*2.00*	*-*	*-*	*2.00*
Pollard	*6.30*	*8.04*	*7.00*	*7.25*	*7.48*	*7.25*	*-*	*7.25*	*-*	*-*	*7.25*
HS	*15.30*	*14.80*	*15.20*	*15.20*	*15.83*	*15.60*	*-*	*15.60*	*-*	*-*	*15.60*
K-12 Dir. World Languages	**1.00**	**1.00**	**1.00**	**1.40**	**1.00**	**1.00**	**1.00**	**-**	**-**	**-**	**1.00**
Subtotal K-12 Specialists	**119.97**	**122.68**	**129.56**	**125.38**	**129.61**	**126.41**	**4.60**	**110.69**	**6.23**	**4.97**	**126.48**
GRAND TOTAL	**797.62**	**812.53**	**839.03**	**842.12**	**869.76**	**856.44**	**51.61**	**564.88**	**150.74**	**89.21**	**856.44**

Special Financial Warrant Article Request DSR5			
Title	ICMA Local Government Management Fellow		
Fiscal Year	FY2024 & FY2025	Department	OTM/Human Resources
Funding Amount	$221,000	Funding Source	Warrant Article

Article Information

The Local Government Management Fellow (LGMF) will assist in following through with the recommendations made in the Leadership ICMA (L-ICMA) peer-to-peer project completed in 2022. The L-ICMA consultants worked to develop an analysis of and recommendations for strategies to guide the Town's Human Resources Department to enhance the diversification of the talent pool, and to provide and fund attractive employee benefits and programs. Among those recommendations, included 1) adding capacity to the HR Department to allow to function in a strategic way, 2) analyze specific costs and determine implementation plans for several new benefit offerings, 3) adjusting Town's compensation philosophy to be more incentive based, encouraging learning/development, performance and retention, and 4) Enhance proactive recruitment efforts through a variety of specific methods.

The International City/County Managers Association (ICMA) LGMF is a career-development opportunity designed to attract recent MPA/MPP graduates to be placed in full-time management-track local government positions. Finalists are selected by ICMA for participation in the program based on academic performance, demonstrated leadership potential, commitment to public service, communication skills, initiative, creativity, and positive attitude. Candidates in the program interview with host communities for temporary fellowship appointments at local governments across the country, during which they receive direct mentorship from a senior government leader at the organization.

Specific projects and tasks the LGMF will be responsible for include:

- Pilot strategies to enhance recruitment including but not limited to, participate in job fairs and career days, establish connections to community colleges and technical schools, develop a formal Town-wide internship program, enhance marketing strategies of the Town as an employer of choice, train hiring managers on interviewing and screening techniques.
- Build out the "Needham U" concept, to include a plan for sustaining training offerings throughout Town.
- Develop a specific strategy to transition from current leave policies and explore implementation of a PTO bank
- Finish updating Position Descriptions to conform with Classification and Compensation plan implemented in FY22.
- Conduct Compensation studies to ensure our positions remain competitive and ensure we are able to recruit and retain top talent and the Town remains an employer of choice.
- Research and draft policies enhancing specific benefits for consideration, including but not limited to: access to NPS for employees' children, paid family/parental leave, childcare assistance, housing assistance, student loan repayment assistance.

Disclosures	YES	NO
1. Was this request submitted last year?		X
2. Is this a recurring special financial warrant article?		X
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X

Special Financial Warrant Article Request DSR5		
Title	ICMA Local Government Management Fellow	
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X
10. Is this a personnel related request?	X	
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	
All "YES" responses must be explained Below		

Disclosure Explanation

#8. Request planned to be in place for more than one year
A LGMF assignment through ICMA operates on a two-year basis and is necessary to ensure completion of projects.

#10. Personnel Related Request
The primary portion of this request is for Personnel Funding to pay the LGMF a competitive salary and benefits. The roles and responsibilities of the position are equivalent to the existing Management Analyst position (Grade 8) on the Town's adopted Classification and Compensation plan, and as such a salary of up to $177,100 (Year 1: Step 8=$86,1000 + Year 2: Step 9=$91,000) is budgeted. The position will also require 1-time start-up costs including computer, workstation, software licensing, etc, valued at approximately $6,180. The position will be benefit-eligible and therefore $33,173.00 will be budgeted. Additionally, as required by the ICMA program, the Town must agree to pay travel expenses to attend the ICMA Annual Conferences and one of the following: ICMA Northeast Regional Conference, National Forum for Black Public Administrators Association (NFBPA) Annual Forum, or the Local Government Hispanic Network (LGHN) Biennial Conference, or Massachusetts Municipal Association (MMA) Annual Conference, which is valued at $4,500.

It should be noted that the ICMA will provide the following complementary benefits to the LCMG (no cost to Town):

- Complimentary ICMA Membership for two years ($200 value x2 years)
- Complimentary registration to ICMA Annual Conference ($850 value x2 years)
- Complimentary registration to an ICMA Regional Conference ($325 x2 years)
- Complimentary access to ICMA's Applied Knowledge Assessment ($150)
- Complimentary subscription to PM Magazine ($150 x2 years)

#12. Goal of a Board or Committee
The LGMF will work on various projects that are directly in line with multiple Select Board goals including:

FY2023-FY2024 Select Board Goals

- GOAL #4: Healthy and Socially Thriving – Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural, and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:
  - Fosters inclusion, diversity, and equity.
  - Provides diversity, equity and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.

Special Financial Warrant Article Request DSR5	
Title	ICMA Local Government Management Fellow

- Identifies and implements strategies to hire, support and retain diverse staff at every level of the organization; measures efforts and provides quarterly updates on progress.

- GOAL #6: Responsibly Governed – Needham provides excellent customer experience, responsibly manages the Town's assets, and makes data-driven decisions that are also informed by community engagement. Needham:
  - Models stewardship and sustainability of the Town's financial, human, information, and physical assets. Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.
  - Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all municipal business.
  - Supports, develops, and enhances relationships between the Town and community/regional partners.
  - Provides assurance of regulatory and policy compliance.
  - Reviews and updates Town policies and regulations.
- Including: #6.2 Support employee recruitment and retention initiatives.

V2024

Special Financial Warrant Article Request DSR5			
Title	Outside Recruiting Services		
Fiscal Year	FY2024	Department	OTM/Human Resources
Funding Amount	$60,000	Funding Source	Warrant Article

Article Information

Similar to many local government organizations and other employers, the Town of Needham has experienced a high volume of turnover since the onset of the pandemic in 2020 due to a number of factors:

- The effects of the pandemic caused employees across the world to reconsider the nature of their work and their career goals.
- The presence of remote work has expanded greatly within the private sector, giving job seekers many options when considering work-life balance in their next employer.
- Many employees who have been eligible for retirement for a number of years, decided to retire following the pandemic.
- As hiring and wages have picked-up throughout the Greater Boston economy, the private sector is quickly outpacing local government in wages in comparable jobs.
- Finally, the cost of living in the Greater Boston area is increasingly out of reach for many would-be candidates for Town jobs.

With all that said, the need to focus efforts on recruitment is critical and requires a significant specialized approach for each and every job.

The HR Department's plan to address these market conditions is a two-pronged approach:

1. First, to cover the often immediate and unanticipated impact of turnover experienced by departments, the utilization of temporary staffing agencies for hiring managers will keep operations running efficiently and minimize short term impact (see other DSR5).
2. Second, to ensure a thorough search for the best and most qualified candidate, the HR Department would like to offer dedicated recruiting services for department manager-level positions or other hard-to-recruit positions or industries.

A recent quote received from a local government recruiting firm priced this service at $6,000 per job. Utilizing vendors who specialize in recruiting based on our industry, will expand our outreach beyond traditional job boards, to the consultants' own network of active (or passive) job seekers. The Town will be able to identify specialized skills or priorities desired for each position, and the recruiter can take a customized approach to find a candidate who has relevant experience and training for the vacancy. Additionally, the Town will be able to task a consultant with expanding our outreach to more diverse candidate pools. Finding the best fit for each position would help retain candidates and lower the opportunity cost resulting from hasty hiring decisions. The funding of this request would have a tremendous impact on the quality of our hiring in key positions in an ultra-competitive market.

Finally, this follows through on a recommendation made by the Leadership ICMA (L-ICMA) peer-to-peer consulting project completed in 2022. This LICMA consultants developed recommendations to guide the Town's Human Resources Department on our recruitment and retention efforts. Among the 4 main recommendations was, "Enhancing proactive recruitment efforts through a variety of specific methods". The report goes on to state:

> "Recruitment efforts should focus on diversity, equity and inclusion and recruiting firms should be utilized for specific positions, such as executives and hard to fill. Recruitment firms can assist by being a conduit to bring talent into the selection process who may not

Special Financial Warrant Article Request DSR5	
Title	Outside Recruiting Services

otherwise apply."

Disclosures	YES	NO
1. Was this request submitted last year?		X
2. Is this a recurring special financial warrant article?		X
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		x
10. Is this a personnel related request?		x
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	

All "YES" responses must be explained Below

Disclosure Explanation

#8. Request planned to be in place for more than one year
The total funding request for this article is calculated based on approximately 10 recruitments at $6,000 per instance. The HR Department would carefully evaluate which individual vacancies would best be served by an outsider recruiter. Since turnover is unknown, it is proposed to have this funding source approved for use over multiple years, if necessary, and until the funding has run-out or becomes unnecessary or ineffective for some reason.

#12. Goal of a Board or Committee

FY2023-FY2024 Select Board Goals

- GOAL #4: Healthy and Socially Thriving – Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural, and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:
  - **Fosters inclusion, diversity, and equity**.
  - Identifies and implements strategies to **hire, support and retain diverse staff** at every level of the organization;
- GOAL #6: Responsibly Governed – Needham provides excellent customer experience, responsibly manages the Town's assets, and makes data-driven decisions that are also informed by community engagement. Needham:
  - Models stewardship and sustainability of the Town's financial, human, information, and physical assets. Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.
  - Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all municipal business.
- Including: **#6.2 Support employee recruitment and retention initiatives**.

V2024

Special Financial Warrant Article Request DSR5			
Title	Temporary Staffing		
Fiscal Year	FY2024	Department	OTM/Human Resources
Funding Amount	$40,000	Funding Source	Warrant Article

Article Information

Similar to many local government organizations and other employers, the Town of Needham has experienced a high volume of turnover since the onset of the pandemic in 2020 due to a number of factors:

- The effects of the pandemic caused employees across the world to reconsider the nature of their work and their career goals.
- The presence of remote work has expanded greatly within the private sector, giving job seekers many options when considering work-life balance in their next employer.
- Many employees who have been eligible for retirement for a number of years, decided to retire following the pandemic.
- As hiring and wages have picked-up throughout the Greater Boston economy, the private sector is quickly outpacing local government in wages in comparable jobs.
- Finally, the cost of living in the Greater Boston area is increasingly out of reach for many would-be candidates for Town jobs.

With all that said, the need to focus efforts on recruitment and retention is critical and requires a significant specialized approach for each and every job.

The HR Department's plan to address these market conditions is a two-pronged approach:

1. First, to cover the often immediate and unanticipated impact of turnover experienced by departments, the utilization of temporary staffing agencies for hiring managers will keep operations running efficiently and minimize short term impact.
2. Second, to ensure a thorough search for the best and most qualified candidate, the HR Department would like to offer dedicated recruiting services for department manager-level positions or other hard-to-recruit positions or industries (see other DSR5).

In an effort to address short-term and urgent staffing needs we recommend that the Town implement a temporary staffing program. This program will allow the Town to work directly with temporary staffing agencies to address staffing needs as they occur, when resulting from short-notice turnover, lengthened recruitment processes for difficult to fill vacancies, or temporary medical leaves of absences. Additionally, this program will allow departments to continue to operate efficiently as they work to find a permanent replacement. Temporary staffing requests will be evaluated based on the operational needs of the department and duration of the assignment. All temporary staffing requests must be evaluated and approved by the Human Resources Department.

In the FY2020, the HR Department was approved for a warrant article request of $37,600 to support a similar Temporary Staffing program. That multi-year funding amount proved to be a tremendous tool in our toolbox, in filling staffing holes in urgent needs. The staffing agencies that the Town worked with were able to get a staff person starting in a role within a few days of notification. That funding was used in the follow ways:

- Summer 2022 (FY23) – Administrative support in Park & Rec during height of summer programming, while one staff member was on temporary leave, and another was promoted outside of the division.
- 2021 (FY22) – Short-term temporary help during recruitment of Benefits Administrator

Special Financial Warrant Article Request DSR5	
Title	Temporary Staffing

- 2021 (FY22/FY21) – To fill temporary vacancy of Emergency Management Administrator during incumbent's military leave period
- 2019 & 2020 (FY20) – Administrative support during 2 simultaneous vacancies within Treasurer/Tax Collector's office

Current estimates put the "markup" rate of temporary staffing at 40% over the "raw" pay rate of our internal position rates. The current amount requested **is based on an <u>estimate</u>** of 5 assignments to cover for positions ranging from entry to supervisor level, for either 4 weeks on a full-time basis (37.5hrs) or 8 weeks on a half-time basis (18.75hrs) as follows:

Example Classification	**Example Titles**	**FY24 Raw Rate**	**40% Markup Rate**	**Total for 150hrs** *(4wks @ 1FTE or 8wks @.5 FTE)*
Grade 3/Step 5	Administrative Assistant; Laborer 3; Library Assistant	$30.16	$42.22	$6,332.66
Grade 5/Step 5	Admin Specialist; Equipment Mechanic; Engineering Technician	$34.34	$48.08	$7,211.40
Grade 6/Step 5	Admin Analyst; Tech Support Technician; Public Works Inspector	$36.96	$51.75	$7,761.92
Grade 9/Step 5	Procurement Officer; HVAC Supervisor; Fire Business Manager	$42.52	$59.53	$8,929.20
Grade 11/Step 5	Emergency Management Administrator; Building Maintenance Manager; Assistant Superintendent	$46.88	$65.63	$9,844.80
			TOTAL	**$40,079.97**

Disclosures	YES	NO
1. Was this request submitted last year?		X
2. Is this a recurring special financial warrant article?		X
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		x
10. Is this a personnel related request?		x
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	

All "YES" responses must be explained Below

Disclosure Explanation

#8. Request planned to be in place for more than one year
The total funding request for this article is calculated based on an estimate of need. It's possible the funding amount lasts multiple fiscal years, depending on need. The HR Department would carefully evaluate which individual vacancies would best be served by this service.

#12. Goal of a Board or Committee
It should be noted that providing this service is expected to have an impact on both the recruitment process, by allowing ample time to conduct a thorough search for the best candidates to fill the vacancy, but also to support retention as well. Unanticipated vacancies can have a serious impact on the workload and morale of departments, and by having this solution

Special Financial Warrant Article Request DSR5	
Title	Temporary Staffing

in place we expect it to limit those impacts and reduce risk of further turnover. Therefore, this funding request is related to the following Select Board goals:

FY2023-FY2024 Select Board Goals

- GOAL #4: Healthy and Socially Thriving – Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural, and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:
  - Identifies and implements strategies to **hire, support and retain diverse staff** at every level of the organization;
- GOAL #6: Responsibly Governed – Needham provides excellent customer experience, responsibly manages the Town's assets, and makes data-driven decisions that are also informed by community engagement. Needham:
  - Models stewardship and sustainability of the Town's financial, human, information, and physical assets. Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.
  - Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all municipal business.
- Including: **#6.2 Support employee recruitment and retention initiatives**.

V2024

Special Financial Warrant Article Request DSR5			
Title	Small Repair Grant Program		
Fiscal Year	2024	Department	Planning & Community Development
Funding Amount	$50,000.00	Funding Source	Tax Levy

Article Information

The Small Repair Grant Program provides financial assistance to low-and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to $5,000 in grant funding is currently available per participant, and applications are evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants. Eligible applicants must be 60 years or older or have a disability with incomes at or below 80% of area median income. Grants are awarded during two funding rounds per year. This request seeks to provide funding for the program in the 2024 fiscal year. Program funding in the amount of $50,000 was previously appropriated in the 2020 fiscal year, 2022 fiscal year and 2023 fiscal year.

Because CPA funding is restricted to housing improvements involving properties that were acquired or built with CPA assistance, funds from the General/Enterprise Fund have been used. Eligible work items include minor plumbing or electrical work, light carpentry, doorbell switches, window or door repairs or replacements, railing repairs, broken or clogged gutters or downspouts, step or porch improvements, work on locks, smoke/CO2 detectors, weather stripping, bathroom grab board, raised toilets, hand-held shower heads, among others.

The Small Repair Grant Program responds to findings and recommendations in the Council on Aging and Needham Public Health Division's Assessment of Housing and Transit Options for Needham seniors which indicated that one of the major barriers to aging in place involves the costliness of modifying existing homes to increase accessibility. Repairs made during the Program's first years of operations indicate that most repairs related to accessibility including walkway and railing improvements for example. Most repairs also involved work on the exterior of homes which was not surprising given the pandemic. Almost all of the grants involve the maximum amount available of $4,000 for the first year and $5,000 for the second and third.

All of the funding from the 2020 fiscal year appropriation was encumbered with 13 initial participants, however, one participant dropped out due to limited capacity to follow through on the work and another ultimately did not require the full amount of the awarded grant. Consequently, almost $11,000 was folded over to support 2022 fiscal year applicants.

The first round of the 2022 fiscal year involved six qualifying participants with a total funding commitment of $23,430. The second round of funding was launched in October 2021 with seven participants and $30,498 awarded. The first round of funding for 2023 involved four qualifying participants and $15,400 in awarded grant funding.

To date, a total of $108,328 has been committed with $85,000 not invoiced to date that includes most of the last allocation. This leaves a current balance of $41,672 available on which an additional funding round is anticipated this fiscal year.

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?		X

Special Financial Warrant Article Request DSR5		
Title	Small Repair Grant Program	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X
10. Is this a personnel related request?		X
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	
All "YES" responses must be explained Below		
Disclosure Explanation		
The funding request responds to a Select Board principle that the Town be an age-friendly community and also fosters a climate of safety for individuals in their homes.		
V2024		

Special Financial Warrant Article Request DSR5			
Title	Facilities Maintenance Warrant Article		
Fiscal Year	2024	Department	Department of Public Works – General Fund
Funding Amount	1,000,000	Funding Source	General Fund

Article Information

"To see if the Town will vote to raise and/or transfer and appropriate the sum of $1,000,000 for the purpose of funding the Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that $1,000,000 be transferred from Free Cash; or take any other action relative thereto."

The Facilities Maintenance Program includes the annual maintenance of public buildings used throughout Town and by the School Department, including, but not limited to, asbestos abatement, HVAC work, painting, and other repairs and necessary upgrades. In 2020, the School Facilities Master Plan was released, identifying a number of major repairs needed in the school buildings. DPW is requesting $1,000,000 to continue to address the recommended repairs in the Master Plan as well as other planned projects necessary to the continued operation of Town buildings. The anticipated projects for the FY2024 funding request include replacing doors and entrances at the Mitchell School and the CATH, replacing the boiler and repairing the auditorium ceiling at the High School, replacing flooring at the Newman, Pollard, and Eliot Schools, and conducting repairs to the Library's community room.

Also included under this article are planned maintenance programs that use a rotating annual schedule by building, such as duct cleaning at the High Rock School, Mitchell School, PSAB, and CATH, and wood floor refinishing at the High Rock School, Newman School, and High School. Additional projects will be identified as we approach FY2024.

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X
10. Is this a personnel related request?		X
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	

All "YES" responses must be explained Below

Disclosure Explanation

1. This request was submitted last year.
2. This is a recurring special financial warrant article intended to fund maintenance projects on public buildings throughout Town on an annual basis.
8. This program will continue as more maintenance projects on public buildings will be identified as necessary every year. However, the specific maintenance items completed under this request will occur in cycles, and as a result, will vary year to year.

Special Financial Warrant Article Request DSR5	
Title	Facilities Maintenance Warrant Article
12. This program will maximize the use of Town building assets and ensure that Town and School services are housed in buildings that provide suitable and appropriate environments.	
V2024	

Special Financial Warrant Article Request DSR5			
Title	Transportation Network Company – Transportation Improvements		
Fiscal Year	2024	Department	Department of Public Works – General Fund
Funding Amount	$9,507.40	Funding Source	Commonwealth Transportation Infrastructure Enhancement Trust Fund - MassDOT

Article Information

Text of Proposed Article: "To see if the Town will vote to appropriate funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund in the sum of $9,507.40 for the purpose of infrastructure improvements, said sum to be spent under the direction of the Town Manager, and take any other action relative thereto."

The Transportation Network Companies ("TNCs") in Massachusetts for the 2017 calendar year and the requirement of a $0.20 per-ride assessment. St. 2016, c. 187, § 8. The Transportation Network Company Division ("Division") of the Department of Public Utilities ("Department"), as the oversight authority for TNCs, has recently collected assessments from all TNCs and will be proportionately distributing the funds to municipalities.

Chapter 187 of the Acts of 2016 established a Commonwealth Transportation Infrastructure Fund ("Fund"). St. 2016, c. 187, § 8(a). As required, each TNC has submitted to the Division the number of rides from the previous calendar year that originated within each city or town and a per-ride assessment of $0.20, which has been credited to the Fund. St. 2016, c. 187, § 8(a). One-half (½) of the amount received from the Fund will be distributed proportionately to each city and town based on the number of rides that originated in that city or town. St. 2016, c. 187, § 8(c)(i).

The distributed funds are special revenue. The funds must be used "to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the city or town including, but not limited to, the complete streets program established in [G.L. c. 90I, § 1] and other programs that support alternative modes of transportation." St. 2016, c. 187, § 8(c)(i).

The exact amount will be determined as the time gets closer and is dependent on the Commonwealth.

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X

Special Financial Warrant Article Request DSR5				
Title	Transportation Network Company – Transportation Improvements			
10. Is this a personnel related request?				X
11. Is this a local option acceptance request?				X
12. Is this in support of a goal of a Board or Committee?				X
All "YES" responses must be explained Below				
Disclosure Explanation				
1. This request was submitted last year for the FY2023 amount. 2. This is a recurring special financial warrant article, as additional funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund may be available for the Town to spend in future years. 8. This ongoing program is planned to be in place for more than one year.				
V2024				

Special Financial Warrant Article Request DSR5			
Title	Town Owned Land Surveys		
Fiscal Year	2024	Department	Department of Public Works – General Fund
Funding Amount	100,000	Funding Source	General Fund

Article Information

Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of $100,000 for the purpose of funding the Town Owned Land Surveys, said sum to be spent under the direction of the Town Manager, and take any other action relative thereto."

The Town has acquired land over the years that has either never been surveyed or has outdated and unverified survey records. There have been times when the Town proceeded with construction on these parcels with surveys that were incomplete or incorrect, which caused delays and increased project costs. This request is to conduct surveys on land that the Town has acquired that would prevent these situations, reduce unnecessary expenses, and assist in long range planning. The survey work would include performing research, field work, analysis, the installation of bounds or markers, drafting work and recording of the completed plan. The proposed amount of $100,000 per year will support, on average, two surveys or one more complex survey.

Top Priorities for Surveys

- Wooded Area at Great Plain Avenue and Harris Avenue
- Wooded Lots surrounding the Ridge Hill property
- Wooded Lot in front of 478 Charles River Street
- Hatfield Park
- Vesta Park
- Dedham Avenue Parking Lot
- Wooded Area between May Street and Glendoon Avenue
- Wooded Area at Birch Street and West Street

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X
10. Is this a personnel related request?		X
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?		X

All "YES" responses must be explained Below

Disclosure Explanation

1. This request was submitted last year.
2. This is a recurring special financial warrant article. The Town has a backlog of surveys that need to be conducted, and it will take multiple years to work through the list.

Special Financial Warrant Article Request DSR5	
Title	Town Owned Land Surveys
8. This is an ongoing multiple-year program, intended to fund surveys at several locations across Town as needed.	
V2024	

Special Financial Warrant Article Request DSR5			
Title	Opioid Recovery and Mitigation Fund		
Fiscal Year	FY 2024 - 2033	Department	Health & Human Services /Public Health
Funding Amount	TBD - $217,288	Funding Source	General Fund (please see further detail below)

Article Information

The Public Health Division requests funding to support a multi-disciplinary financial Warrant Article focused upon harm reduction, reducing barriers to treatment, substance use prevention, and mental health promotion in Needham.

Background info:
From 2009 through September 2021, state records show that **18,061** Massachusetts residents died of opioid-related overdoses. More than 68% of those people – **12,372** Massachusetts residents – filled prescriptions for Schedule II opioids written by Massachusetts prescribers.

In July 2021, the Massachusetts Attorney General announced the state's participation in a $26 billion nationwide resolution with opioid distributors AmerisourceBergen, Cardinal and McKesson and opioid manufacturer Johnson & Johnson, resolving claims that those companies engaged in misconduct that enabled and perpetuated vast increases in opioid over-dispensing and diversion in Massachusetts. The resolutions are expected to bring more than $525 million into Massachusetts for prevention, harm reduction, treatment, and recovery. (source: MA DPH Bureau of Substance Addiction Services website)

Under the terms of a State-Subdivision Agreement (PDF) reached by the state and its municipalities and entered by a Massachusetts state court, 40% of the Massachusetts recoveries will be allocated to Massachusetts municipalities, 60% of the Massachusetts recoveries will be allocated to the statewide Opioid Recovery and Remediation Fund, and all the recoveries must be used to fund prevention, harm reduction, treatment, and recovery programs.

Based upon current projections, Needham will receive a bit more than $1 million dollars between now and 2038. Needham is not immune to the dangers of opioids – over a five-year period from 2017 through 2021, the Town averaged nearly 18 overdoses per year. And data from the 2021 MetroWest Adolescent Health Survey shows that more than a dozen Needham high school students have tried heroin at least once in their lives.

Year	Suspected Overdoses	Opiate Overdoses	Non-opiate Overdoses	Narcan Use Police	Narcan Use Fire
2017	28	14	4	5	5
2018	18	7	11	5	1
2019	14	7	7	3	2
2020	12	6	6	6	4
2021	17	8	9	4	4
2022 (6 months)	5	3	8	2	1

Special Financial Warrant Article Request DSR5	
Title	Opioid Recovery and Mitigation Fund

The Public Health and Youth & Family Services Divisions of Needham HHS will work closely with Needham Fire and Needham Police to implement a program of:

- **substance use prevention**, likely including positive community norms campaigns and protective factor promotion efforts;
- **mental health promotion**, likely including community education and counseling resources;
- **reducing barriers to treatment**, likely including recovery coach deployment, referral assistance and treatment placement services; and
- **harm reduction**, likely including expanded Naloxone availability and training along with needle disposal and other services.

Disclosures	YES	NO
1. Was this request submitted last year?		X
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?	X	
10. Is this a personnel related request?		X
11. Is this a local option acceptance request?		X
12. Is this in support of a goal of a Board or Committee?	X	
All "YES" responses must be explained Below		

Disclosure Explanation

Because the Opioid Settlement Abatement Payments are expected to continue through 2038, it is anticipated that a similar Warrant Article will be submitted once per fiscal year to move opioid settlement money into this Warrant Article to support the work noted above. Some additional settlement agreements are still working their way through the legal system, so it is possible that the anticipated funding level will increase modestly in future years.

The substance use prevention, substance use disorder treatment, mental health promotion, and harm reduction programs outlined above will address Board goals and community-wide ambitions, including:

Board of Health Cross-Cutting Goal #2: Mental and Behavioral Health Promotion and Collaboration

Select Board Goal #4 – Healthy and Socially Thriving "Supports the physical and mental well-being of its community members."

Special Financial Warrant Article Request DSR5	
Title	Opioid Recovery and Mitigation Fund

General Funds dollars equivalent to contributions from MA Opioid Recovery & Mitigation Trust Fund will be requested at May 2023 Annual Town Meeting. The request will likely be in the amount of $217,288. Future requests at Annual Town Meetings will like be between $40,000 and $70,000 per year.

V2024

EXECUTIVE SUMMARY

The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Select Board, submit in writing to the Board a careful, detailed estimate of recommended capital expenditures showing specific amounts necessary for each office, department, and activity, as well as a statement of the amount required to meet the debt service requirements and other indebtedness of the Town. This plan includes the proposed FY2024 Capital Budget, which will be recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2025-2028 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of the out-year projects may be recommended for funding in future capital budgets, the plan is fluid and projects may be added or removed as circumstances change. Proposed financing for the recommended FY2024 Capital Budget is shown in Table 1.

Table 1
Proposed Financing Plan

Fund	Cash	Debt	Other	Total
General Fund Tier 1	$6,707,428	$13,650,000	$2,425,000	$22,782,428
General Fund Tier 2	$1,649,679			$1,649,679
General Fund Total	**$8,357,107**	**$13,650,000**	**$2,425,000**	**$24,432,107**
Community Preservation Fund	$1,035,000			$1,035,000
Sewer Enterprise	$532,582			$532,582
Sewer Enterprise Tier 2	$52,059			$52,059
Water Enterprise	$771,633	$6,500,000		$7,271,633
Total (all funds)	$10,748,381	$20,150,000	$2,425,000	$33,323,381

Eight Facility Plan

In October 2016, the Select Board convened a Capital Facility Summit and committed to planning for the renovation, reconstruction, or construction of eight facilities: Rosemary Pool, the Public Safety Building, Fire Station #2, the Memorial Park Fieldhouse, the DPW Complex, the Hillside School (now Sunita L. Williams), Needham High School, and Emery Grover. Over the last six years, the Town has made significant progress on this plan.

Project	Status
Rosemary Pool	The Rosemary Recreation Complex includes two pools, parking, and office and programming space for the Park & Recreation and Health Departments. The facility opened in 2018, with the first full pool season operating in 2019.
Public Safety Building & Fire Station #2	Construction of the new Fire Station #1 was completed in 2020, and the Fire Station #2 reconstruction was complete in November 2021. Occupancy of the new Police Station occurred in the winter of 2022. The public safety communications network, including towers in four locations, is also complete.
Memorial Park Fieldhouse	The Town dedicated the newly constructed fieldhouse in September 2019.
DPW Complex	This project is progressing in phases. A new fuel station was installed in 2017, and construction of the Jack Cogswell Building storage facility was completed in the fall of 2019. Continued planning for the phased reconstruction of the DPW operations building at 470 Dedham Avenue is a priority of the Select Board. Funding for a refreshed feasibility study was approved at the 2022 Annual Town Meeting.
Sunita Williams Elementary School	The new school at 585 Central Avenue replaced the Hillside School on Glen Gary Road, and opened in September 2019.
Needham High School	The cafeteria was expanded in 2017, and the construction of eight new classrooms and "A" gym renovations were completed in 2018.
Emery Grover Building	The October 24, 2022 Special Town Meeting approved supplemental funding for the renovation of the Emery Grover School Administration Building. Construction is expected to begin in early 2023, and School Administration staff will be relocated to the Hillside School.

Other Highlights

In addition to the above projects, the School Committee is continuing its School Master Planning process to evaluate and plan for the future use of school facilities. An evaluation of funding options and alternatives is underway. The Public Works Facilities Feasibility Refresh Study will begin in early 2023 and will inform planning for the final project in the eight-building plan.

In the coming years, the Town will be required to make significant investments to improve stormwater quality. This effort will likely require funding in the operating budget (for maintenance) and capital budget (for construction items). The Select Board will consider options for funding the new investments, to include the option of instituting a stormwater fee and creation of a stormwater fund, and has allocated American Rescue Plan Act (ARPA) funds for this purpose.

Capital Planning 101

Capital Improvement Plan

A capital expenditure is defined by Needham General By-laws as the acquisition, construction, renovation, betterment, or improvement involving land, public buildings and facilities; water and sewer system laterals, mains and appurtenances; and equipment or vehicles; provided that the cost is $25,000 or more and the improvement will have a useful life of five years or more; or any planning, feasibility, engineering or design study in preparation for such capital expense.

The Capital Improvement Plan (CIP) is a multi-year tool used to coordinate the financing and timing of major public improvements for the Town of Needham. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost,

method of financing, and a schedule of implementation. Capital planning helps ensure that the community is positioned to:

- preserve and improve its basic infrastructure through construction, rehabilitation and maintenance;
- maximize the useful life of capital investments by scheduling major renovation, rehabilitation, or replacement at the appropriate time in the life cycle of the facility or equipment;
- identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage; and
- improve financial planning by balancing needs and resources and identifying potential fiscal implications.

Operating Budget and Capital Budget

The Town's capital budget and operating budget are developed separately but are closely linked. The annual operating budget provides for general municipal service delivery, to include personnel, supplies, and other contractual services, as well as certain capital equipment. Most appropriations in the annual operating budget are for a single fiscal year. In contrast, the capital budget is a multi-year plan designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures that take place beyond a single fiscal year, funding with debt because of significant costs shared by current and future beneficiaries, the systematic acquisition of equipment over an extended period in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets.

The operating and capital budgets are closely interwoven because operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects have an impact on operating costs once constructed or acquired. Town practice is to project the net effect of a capital project on the operating budget. While maintenance and repair costs may be lower in a new facility, larger and more modern facilities are often more costly to operate. In addition, since many capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and is incorporated into the Town's forecasting models. The necessity to incur some degree of debt in order to finance the CIP carries with it the burden to effectively manage that debt within the Town's financial resources.

Best Practices

The following best practices have been used in the development of the FY2024 Operating and Capital Budgets:

1. Current revenues must be sufficient to support current expenditures.
2. The operating and capital budgets will be developed in conformance with the Town's comprehensive financial policies and must not be reliant on one-time revenue or unsustainable practices.
3. The five-year Pro Forma budget is a preliminary planning tool and should be updated to ensure that underlying assumptions reflect changing conditions and data.
4. Debt must not be used to fund ongoing operating expenses and will only be issued for capital improvements greater than $250,000 with a useful life of five years or more.
5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower.
6. Adequate contingency funds will be maintained.

7. Appropriate maintenance and replacement funds will be allocated to ensure that capital facilities and equipment are properly maintained.
8. The operating and capital budgets must be resilient, allowing the Town to maintain existing service levels, withstand typical local and regional economic disruptions, and meet the demands of natural growth, decline, and change.
9. The operating and capital budgets must be sustainable, meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Budget Priorities

The Select Board has adopted the following core budget priorities for general government operations. These priorities serve as a key guideline in the evaluation of departmental spending requests.

- Support for investment in safe, well-maintained and attractive buildings and infrastructure and accommodate a diverse set of community needs. (SB Goal #1).
  - Prioritize the installation of a new, modernized phone system for the Needham Free Public Library and other Town Buildings.
  - Identify funding for School Master Plan projects.
- Ensure that Needham has the economic opportunities and resources for residents and businesses to thrive in our community. (SB Goal #2)
- Creating or strengthening a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively. (SB Goal #3).
  - Seek funding for noise reduction/Quiet Zone feasibility, design, and construction.
- Support initiatives to ensure that Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. (SB Goal #4).
  - Support funding for expanded services for mental and behavioral health needs.
- Support for initiatives that ensure that Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. (SB Goal #5)
- Support for an excellent customer experience, responsible management of the Town's assets, data-driven decision-making, and community engagement. (SB Goal #6)
  - Support for employee recruitment and retention initiatives.
  - Support the continuation of the communications role (PIO) through the operating budget.
  - Support for the maintenance of a debt service plan that balances capital needs with the Town's ability to pay, identification of alternative funding sources for capital needs, evaluation of financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.
  - Maximizes resources within the limits of Proposition 2 ½ to avoid operating overrides.
- Ensuring that Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems. (SB Goal #7)

- Achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.

Financial Benefits of Capital Planning
Needham's capital planning initiatives have contributed to the successful maintenance of a AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of Massachusetts municipalities and allows the Town to borrow at a lower interest rate. Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Needham by rating agencies and result in higher interest rates on bond issues and the diversion of tax dollars towards interest. Another financial benefit of the capital planning process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bonds are issued infrequently, and at times when the Town can take advantage of low interest rates.

Development of the CIP
The process for preparing the FY2024-2028 CIP and associated FY2024 Capital Budget involved active participation by the Town Manager, Assistant Town Managers, and requesting departments, boards, committees, and commissions. The Capital Budget is prepared in the context of a five-year determination of need by departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the CIP. The Town's capital improvement policies provide guidance for assessing capital needs. These policies, included in Section 5, define capital projects as those items requiring the expenditure of at least $25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

- the project is required to comply with State and/or Federal accessibility standards;
- the project is necessary to protect the health and safety of people; or
- 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 items requested for the improvement of operating efficiency and the equitable provision of services.

The development of the CIP occurs over the following approximate timeframe:

Late Summer — Following Town Meeting, departments are provided with their previously submitted five-year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. The Assistant Town Manager/Finance Director periodically reviews a five-year pro forma forecast, which is one of the tools used to forecast capital funding availability.

Autumn — The Town Manager and staff meet with each department to gain a better understanding of each request.

Late Autumn/Early Winter — The Assistant Town Manager/Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the capital budget as well as the five-year CIP, and the Town Manager presents the Select Board with a proposed five-year plan.

January – The Town Manager transmits the CIP, along with any recommendations made by the Select Board, to the Finance Committee by the Tuesday after the first Monday in January.

January/February/March — The Finance Committee reviews each project in the capital budget and makes recommendations on items included in the Town Meeting Warrant.

May — The Capital Budget is presented to Town Meeting for consideration.

Financing of Capital Projects

The number of capital projects to be funded must be considered in the context of the total Operating Budget, Capital Budget needs, and revenue growth. Capital improvement projects are funded through current receipts, reserves, and/or other funds such as grants.

Current Receipts – Current receipts include property tax revenue, local receipts (such as fees and charges), and state aid. This plan includes no projects to be funded from current receipts.

Free Cash **–** Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash should not be relied upon as a recurring revenue source, the Town's practice is not to rely upon it as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on Free Cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower. The recommended plan includes $6,707,428 in Tier 1 projects to be funded from Free Cash.

Capital Improvement Fund – In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used in future years to fund the acquisition of new equipment, and/or the replacement of existing equipment for which the Town may borrow for a period of five years or more. Projects must be included in the CIP in order to be eligible for funding through the CIF. This plan includes no projects to be funded from the Capital Improvement Fund.

Capital Facility Stabilization Fund – In 2007, the Town created a Capital Facility Stabilization Fund to allow the Town to reserve funds for design, maintenance, renovation, or reconstruction relating to the structural integrity, building envelope, or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure located on Town property and under the jurisdiction of the Town Manager, to include any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

Athletic Facility Improvement Fund – In 2012, the Town created an Athletic Facility Improvement Fund to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities. For the purpose of the fund, athletic facilities include any Town-owned building, structure, pool, synthetic turf and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized

athletic events for Needham children, adults, and school teams. This plan includes no projects to be funded from the Athletic Facility Improvement Fund.

Debt Service Stabilization Fund – The November 2, 2015 Special Town Meeting approved the establishment of a Debt Service Stabilization Fund to set aside funds to be available as necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund would provide added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected. The plan for the fund is designed to ensure that the monies are not depleted in a single year, and that the amount available for appropriation is known before the budget year begins. All appropriations to and from the fund require Town Meeting action. This plan includes no projects to be financed through use of the Debt Service Stabilization Fund for FY2024.

Retained Earnings – Two of the Town's operations – water and sewer – 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 Select Board's retained earnings policies are included in Section 5. 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 $532,582 in Tier 1 funding from Sewer Enterprise Fund retained earnings and $771,633 from Water Enterprise Fund retained earnings for FY2024.

Debt – The Select Board's debt management policies (Section 5) provide guidance in translating capital expenditures into annual debt service. Section 2 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 2. This plan includes $13,650,000 in projects to be funded through General Fund debt and $6,500,000 funded through Enterprise Fund debt.

Community Preservation Fund – The Community Preservation Act (CPA) allows cities and towns to raise monies through a surcharge on the tax levy. These funds may then be used to acquire, create and preserve open space, acquire and preserve historic resources, create, preserve and support community housing, and acquire, create and preserve land for recreational use. The CPA also provides for matching funds from the Commonwealth. The CPA requires that each fiscal year Needham must spend, or set aside for later spending, at least 10% of the annual revenues in the Community Preservation Fund for each of three CPA target areas: open space (but not including land for recreational use), historic resources, and community housing. The remaining 70% may be appropriated at the Town's discretion as long as it is used for the three target areas or recreation. The statute also permits the Town to appropriate up to 5% of the annual revenue estimate for the administrative expenses of the Community Preservation Committee (CPC). Projects submitted for inclusion in the CIP that qualify for CPA funding are forwarded to the CPC for its consideration. This plan includes a recommendation for $1,035,000 in projects contingent upon Community Preservation Funding for FY2024. The Community Preservation Committee has not yet made recommendations for FY2024 funding.

Other Available Funds – An Available Fund is actual monies which have become available and may be used to fund expenditures. Monies may become available after a project is completed and the cost was less than appropriated, monies that were previously set aside for future expenditure (e.g., stabilization fund), or monies that are received by the Town but must be

specifically identified as a funding source in the Town Meeting motion. An available fund may be restricted to certain purposes (e.g., surplus bond proceeds, special stabilization funds, sale of surplus real estate, grants), or may be non-restricted and hence can be appropriated for any legal purpose. Some Available Funds carry over from year to year and others expire at the end of the fiscal year and close out to fund balance. This plan includes $2,425,000 contingent on other available funds (American Rescue Plan Act or other State/Federal Funding) for FY2024.

The CIP Is a Flexible Planning Tool

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two-year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service and prevent unexpected changes in debt service payments.

Investment in Real Property, Facilities, and Infrastructure & Equipment, Technology and Fleet

While significant investments in many capital facilities are still required, the Town has made an extraordinary investment in public infrastructure over the past decade. 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. As noted previously, the Town has seen significant progress in several major building projects over the last few years. The Town has also continued its investment in athletic facilities, parks, and recreational amenities, such as Walker Gordon Field, Greene's Field and playground, Newman Fields, Eastman Trail, Rail Trail, Amity Path, the replacement of the synthetic turf fields at Memorial Park and DeFazio Complex, the renovation of Cricket Field, and the Rosemary Lake sediment removal project. Investment in equipment, technology and fleet is primarily in Public Safety, Public Schools and Public Works. Table 2 shows the Town's investment in facilities and infrastructure the five-year period FY2019 through FY2023, and Table 3 (next page) shows the Town's investment in equipment, technology, and fleet for the same period.

Table 2
Facility and Infrastructure Investment FY2019 to FY2023

Description	2019	2020	2021	2022	2023	Total	Average
Municipal Facilities	$74,641,000	$794,000	$0	$1,896,000	$442,500	$77,773,500	$15,554,700
Townwide Facilities and Community Services	$8,826,000	$3,662,000	$561,500	$2,568,091	$2,602,000	$18,219,591	$3,643,918
Public Works Infrastructure Program	$2,508,500	$2,219,550	$820,500	$2,639,000	$4,001,000	$14,199,550	$2,039,710
School Facilities	$2,796,000	$1,471,200	$1,016,000	$1,848,100	$24,061,250	$46,360,550	$4,459,860
Drains, Sewer, and Water Infrastructure	$2,395,000	$7,021,500	$270,000	$2,073,000	$610,000	$15,269,500	$2,931,900
Total Appropriations	$91,166,500	$15,168,250	$2,668,000	$11,024,191	$31,716,750	$171,822,691	$28,630,088

Table 3
Equipment, Technology, and Fleet Capital FY2019 to FY2023

Description	2019	2020	2021	2022	2023	Total	Average
All Other Functions	$68,970	$137,960		$56,000	$160,000	$422,930	$84,586
Public Facilities & Works	$176,500	$68,000	$192,000	$38,000		$474,500	$118,625
Public Safety	$43,424	$43,424	$109,309	$266,055	$53,174	$515,386	$103,077
Public School	$60,500	$35,000	$35,000	$25,000	$25,000	$180,500	$36,100
Equipment	**$349,394**	**$284,384**	**$336,309**	**$385,055**	**$238,174**	**$1,593,316**	**$342,388**
All Other Functions	$215,000	$85,600	$65,600	$48,500	$146,280	$560,980	$112,196
Public Facilities & Works					$50,000	$50,000	$10,000
Public Safety	$112,000	$852,550		$50,000	$50,000	$1,064,550	$212,910
Public School	$706,790	$684,820	$648,995	$540,914	$490,275	$3,071,794	$614,359
Technology	**$1,033,790**	**$1,622,970**	**$714,595**	**$639,414**	**$736,555**	**$4,747,324**	**$949,465**
All Other Functions		$33,085				$33,085	$8,271
Public Facilities & Works	$1,616,409	$1,245,083	$1,132,090	$1,255,028	$1,222,645	$6,471,255	$1,294,251
Public Safety	$840,163	$35,249	$392,981	$416,383	$84,845	$1,769,621	$353,924
Public School	$97,552	$158,718	$104,748	$102,838	$108,100	$571,956	$114,391
Fleet	**$2,554,124**	**$1,472,135**	**$1,629,819**	**$1,774,249**	**$1,415,590**	**$8,845,917**	**$1,770,838**
Total Appropriations	$3,937,308	$3,379,489	$2,680,723	$2,798,718	$2,390,319	$15,186,557	$3,062,691

Project Summaries – Recommended Projects for Fiscal Year 2024

GENERAL GOVERNMENT

TELEPHONE SYSTEM REPLACEMENT

This funding request is to study the requirements for replacing legacy telephone systems in Town facilities. Most Town facilities currently use legacy telephone ("landline") technology that is increasingly prone to degradation and failure. Due to the shift in the market from landlines to cellular data and voice over internet protocol (VOIP), replacement infrastructure, parts, and equipment required for the Town's systems are no longer able to be efficiently procured. Similarly, utilities that manage landline infrastructure have drawn down investment in said infrastructure, in line with market trends. This has led to an increasingly unreliable system prone to unscheduled outages and degraded performance over a system that provides a vital and equitable link between residents and Town government. In FY2024, the Town will conduct an analysis of existing infrastructure and systems as a necessary first step. The intent

of the study would be to provide options for the Town to consider regarding future telephone infrastructure and systems. (Submitted by Information Technology Center)

The Town Manager's recommendation for Telephone System Replacement is $50,000 to be funded by Free Cash.

TOWN BUILDING SWITCHES

This funding request is to replace communication switches in Town Facilities. Switching is an important aspect of the communications between the multiple buildings supported by the Information Technology Center (ITC). This request is to upgrade and replace switches in Town Hall, the Center at The Heights, and the Rosemary Recreation Complex – a total of seven switches. The most significant of these is the core switch managed in Town Hall. Because of the increased data transfer speeds between the buildings, it is important to maintain a current level of switching. Many of the current switches within the buildings today are five to six years old and will require replacement in the near future. This project will replace switches at one time to ensure that they are all at the same level of make and model and going forward having a regular routine for replacement for these buildings. (Submitted by Information Technology Center)

The Town Manager's recommendation for Town Building Switches is $130,000 to be funded by Free Cash.

PUBLIC FACILITY REPLACEMENT FURNITURE

This funding request is for the replacement of furniture in Town Hall and the Public Services Administration Building. These facilities were equipped with new furniture when they reopened and opened in 2011 and 2010 respectively. In FY2024, the furniture will be well over 10 years old, and many items require replacement due to heavy wear and tear. Inventory and requests for input on the status of furniture is conducted periodically, most recently in August 2022. In FY2023, furniture and equipment most in need of repair will be replaced using funding appropriated for this purpose at the 2022 Annual Town Meeting. The August 2022 review also yielded a large amount of furniture and equipment in need of replacement as soon as possible, for which remaining funding was not available in FY2023. (Submitted by Office of the Town Manager)

The Town Manager's recommendation for Public Facility Replacement Furniture is $40,000 to be funded by Free Cash.

VIDEO PROJECTION EQUIPMENT

This funding request is for the replacement of video projection equipment in the Rosemary Recreation Complex (RRC). RRC Smart TVs and display monitors were included in the base construction of the building. Normally, the Information Technology Center works on a five-year replacement cycle for this hardware – FY2024 will represent year six for this equipment. The ITC will coordinate with the Health and Human Services and Park and Recreation Departments to find replacement equipment that represents the needs of both departments. This request includes

purchase and estimated costs for installation and training. (Submitted by Information Technology Center)

The Town Manager's recommendation for Video Projection Equipment is $55,000 to be funded by Free Cash.

WIRELESS HARDWARE INFRASTRUCTURE

This funding request is for the replacement and upgrade of the wireless access points (WAPs) installed across multiple buildings as well as switches, the controller, and controller software. The controller is designed to manage the WAPs. Currently the Town has wireless access available in multiple buildings throughout Town. These buildings include Town Hall, Public Services Administration Building, The Center at The Heights, the Rosemary Recreation Complex, and Memorial Park Field House. The inclusion of the wireless infrastructure and hardware was part of the original construction for all the listed facilities and there was no previous capital request for any replacement or upgrade. There are currently several buildings that are struggling with access to the wireless network as currently installed. This project would help making the wireless access at larger events in Town buildings, such as Town Meeting and Rosemary Pool visitor access during the summer months. Moving forward, older WAPs will not be compatible with updated controller software. This project will look to replace these WAPs at one time to ensure that they are all at the same level of make and model and going forward having a regular routine for replacement for these buildings. (Submitted by Information Technology Center)

The Town Manager's recommendation for Wireless Hardware Infrastructure is $175,000 to be funded by ARPA.

PUBLIC SAFETY

PERSONAL PROTECTIVE EQUIPMENT

This funding request will replace Personal Protective Equipment (PPE) – known as "bunker gear" – for 20% of all firefighting personnel on an annual basis. This is to ensure the life span of the equipment does not exceed the 10-year guideline. All line personnel now have two sets of PPE available. By having a second set of PPE, fire personnel are able to clean one set after an incident while remaining in service for other emergencies. Properly maintaining PPE helps ensure its expected longevity and can significantly reduce long term health risks faced by personnel. (Submitted by Fire Department)

The Town Manager's recommendation for Personal Protective Personal Protective Equipment is $51,030 to be funded by Free Cash.

LIFEPAK 15 V4 MONITOR/DEFIBRILLATOR

This funding request will replace lifesaving hardware for public safety personnel. The Physio Lifepak 15 (LP15) is the cardiac monitor/defibrillator that the Department uses on frontline rescues. The Department has two frontline rescues with two backup units. The average lifespan for this lifesaving equipment is five years. At the time of

this request, the Town currently has only one operating LP15. The Town was notified that Stryker no longer has parts or services for older generation models. As a result, the Town is currently using a "loaner" LP15 from the manufacturer. Having an additional LP15 would enable the Town to act swiftly if one of the main LP15 devices were to have a service issue. (Submitted by Fire Department)

The Town Manager's recommendation for Lifepak 15 Equipment is $30,185 to be funded by Free Cash.

PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT

This funding request is to replace eight copiers in the following locations: Eliot School (2), High School (1), Mitchell School (1), Newman School (2), and Sunita Williams School (2). School photocopiers in all school buildings are used both by administrative and teaching staff. Copiers which are heavily used are replaced more frequently than copiers that are lightly used. The average life cycle is calculated at seven years, although planned replacement ages range from five to nine years, depending on use. It is important to replace machines regularly, even if they have not yet reached maximum copy allowances, given the additional operating expense associated with servicing and maintaining older equipment, as well as the difficulty in obtaining replacement parts. This analysis also assumes that copiers are re-deployed around the District as needed, to better match projected usage with equipment capacity. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Copier Replacement is $69,379 to be funded by Free Cash.

SCHOOL FURNITURE

This funding request is a recurring capital item to replace furniture in poor and fair condition and to provide new classroom future as needed for new enrollment or replacement purposes. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Furniture is $25,000 to be funded by Free Cash.

SCHOOL TECHNOLOGY

This funding request is a recurring capital item to fund the School Department technology replacement program. This program funds replacement of desktop computers, printers, classroom audio visual devices, specialized instructional labs, projectors, video displays, security cameras and electronic door access controllers. The request also incorporates funding for school technology infrastructure, which consists of servers, network hardware, wireless infrastructure, data cabling and access points. The FY2024 School Technology request includes $347,750 for hardware and $113,000 for infrastructure replacement. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Technology is $460,750 to be funded by Free Cash.

ROOF TOP UNIT REPLACEMENT (BROADMEADOW AND ELIOT SCHOOLS)
This funding request is for the replacement of roof top units (RTUs) at the Broadmeadow and Eliot Schools. RTUs distribute outside air to all spaces in a building, both heating and cooling the air as required. They are critical in maintaining safe and comfortable temperatures inside. RTUs age along with the buildings they support, and their maintenance needs also increase over time. When RTUs pass the end of their useful life, they function less efficiently and experience reoccurring problems with their condensers, controls, motors, and fans. The RTUs at the Broadmeadow and Eliot Schools are past the end of their useful life and are becoming increasingly inefficient, ineffective at dehumidifying, and costly to maintain. This project will also include the installation of a small boiler at each school dedicated to reheating overcooled dehumidified air during the summer and shoulder months. The current boilers struggle to run solely for reheat purposes because of their larger size, wasting energy. In the interest of sustainability and reducing greenhouse gas emissions, the funding requested would allow the Town to explore alternate energy options for the natural gas used by the RTUs. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Roof Top Unit Replacement (Broadmeadow and Eliot Schools) is $9,000,000 to be funded by General Fund debt.

PUBLIC WORKS

RTS PROPERTY IMPROVEMENTS
This funding request is to address some critical health and safety issues. A large amount of dust and particulate matter is kicked up into the air when trash is processed and loaded into trailers and recycling containers. Apart from making the environment difficult to work in, this presents a safety concern for the staff breathing the air in the buildings. The project is to repair or replace eight air vents in both the tipping floor and loading pit floor areas. The purpose of the vents is to pull dust and particulate matter in the work area and vent out through the roofs, but the existing vents are not operational. Functional vents would improve the air quality and visibility in those areas. (Submitted by Department of Public Works – Recycling and Solid Waste)

The Town Manager's recommendation for RTS Property Improvements is $135,000 to be funded by Free Cash.

ENERGY EFFICIENCY UPGRADES
This funding request is to fund energy efficient upgrades in Town and School facilities. Each year, the Building Maintenance Division submits a funding request for various projects that have been identified as opportunities to increase energy efficiency throughout the Town. These upgrades produce environmental benefits and cost savings. The Town will conduct a study of potential energy efficiency upgrades throughout various buildings. The results of that study, in conjunction with

recommendations from the Climate Action Plan Committee, will be used to determine future energy efficiency upgrade requests. (Submitted by Department of Public Works – Building Maintenance)

The Town Manager's recommendation for Energy Efficiency Upgrades is $250,000 to be funded by Free Cash.

NPDES SUPPORT PROJECTS (NOT IN RECOMMENDED TIER 1)

This funding request is to support identification of opportunities for stormwater-related improvements Such opportunities are vital towards the Town's full compliance with new federal stormwater standards. FY2024 funding is planned for the replacement of the Rosemary Dam sluice gate, which is in need of repair due to some leaking. The sluice gate is a mechanism that helps control the flow through the Rosemary Dam. It is vital to maintaining the water level of the pond and in helping to prevent excess runoff during rains. This request is for the funding to replace the existing sluice gate and retrofit the spillway within the existing structure. (Submitted by Public Works – Engineering)

The Town Manager's recommendation for NPDES Support Projects is $600,000 to be funded by ARPA and $260,000 in the Tier 2 category.

COMMUNITY SERVICES

CENTER AT THE HEIGHTS GENERATOR

This funding request is to install a permanent generator at the Center at the Heights (CATH). The Town has identified The CATH as an ideal location to serve as an emergency shelter, as it could provide a shelter and warming space as well as a restaurant-grade kitchen in case of emergency. However, the CATH was not designed or built with an emergency generator. The existing portable generator is insufficient as it does not support the electric load of the entire CATH building. (Submitted by DPW- Building Maintenance Division)

The Town Manager's recommendation for Center at the Heights Generator is $250,000 to be funded by Free Cash.

LIBRARY CHILLER REPLACEMENT

This funding request is for a replacement chiller at the Library. The chiller is a component of the building's HVAC system. The current chiller is past the end of its useful life, functions poorly, and has obsolete parts which require constant repair. Additionally, it utilizes R22, a refrigerant which the Environmental Protection Agency (EPA) has banned the production and import of as of January 1, 2020. The new chiller would also have an energy recovery system to reduce energy consumption, which the existing chiller does not have. (Submitted by DPW – Building Maintenance Division)

The Town Manager's recommendation for Library Chiller Replacement is $369,000 to be funded by Free Cash.

ACTION SPORTS PARK FEASIBILITY STUDY

This funding request is for a feasibility study relative to a potential Action Sports Park. Over the past two years, the Park & Recreation Commission and Park & Recreation Department have received numerous requests from residents for various amenities to be added to the Town. The Park & Recreation Commission along with the Needham Select Board have created a Working Group to take a wholistic look at all locations, current amenities, and ongoing requests from the residents. The Active Recreation Assets Working Group will serve in an advisory capacity to guide the Town in space planning for the future of active recreational opportunities in Needham. The feasibility study will look at both action sports complex and pickleball court options. (Submitted by Park and Recreation Department)

The Town Manager's recommendation for Action Sports Complex Feasibility Study is $35,000 in the Tier 2 category.

ATHLETIC FACILITY IMPROVEMENTS – MCLEOD FIELD

This funding request is for the construction phase of the McLeod Field Renovation. Over the course of several public meetings with residents and Town staff, the Park and Recreation Commission determined that conversion of the field from a baseball field to a softball field would better serve the needs of the community. The project will address existing drainpipe issues and the eroding subsurface of the field, while also incorporating improvements identified during the design phase as needed to ensure a quality softball field for all users. The construction phase of the project will include a repair of the drainpipe, resurfacing, a skin conversion for softball use, upgraded lighting and spectator seating, and the installation of an irrigation system, a scoreboard, and covered dugouts and warm up areas along with storage for equipment and upgraded electrical outlets. A lacrosse wall will be formalized for added field utility. (Submitted by Park & Recreation Department)

The Town Manager's recommendation for Athletic Facility Improvements – McLeod Field is $1,310,000 to be funded by General Fund debt.

DEFAZIO PLAYGROUND RENOVATION DESIGN

This funding request is for the design phase of the DeFazio Playground ("Tot Lot") renovation. The design will study, among other things, location, equipment, target age-groups, fences, pathways, shade, and other amenities. (Submitted by Park & Recreation Department)

The Town Manager's recommendation for DeFazio Playground Renovation Design is $35,000 contingent on CPA funding.

ATHLETIC FACILITY IMPROVEMENTS - CLAXTON FIELD LIGHTING INSTALLATION AND SOFTBALL FIELD SKIN REPLACEMENT

This funding request is for the construction phase of the Claxton Field lighting installation and softball field skin replacement. The lighting component of the project will address issues relative to converting from halide to LED lighting. The softball skin replacement component includes regrading, drainage improvements, and construction of covered dugouts, spectator seating, fencing, warm-up areas, and replacement equipment. (Submitted by Park & Recreation Department)

The Town Manager's recommendation for Athletic Facility Improvements – Claxton Field Lighting Installation and Softball Field Skin Replacement is $1,780,000 to be funded by $780,000 in Free Cash and $1,000,000 contingent on CPA funding.

GENERAL FUND FLEET REPLACEMENT PROGRAM

This funding request supports the Town's fleet replacement program, established in FY2015. The program includes a budget and schedule for the Town's rolling stock fleet of appropriately 220 vehicles, trailers, and large specialized attachments and the School Department fleet of 14 vans and buses. General purpose vehicles include pickup trucks, a variety of sedans, SUVs, vans, and police vehicles (87). They comprise approximately 39 percent of the entire fleet. General purpose vehicles are utilized in every department and are relatively inter-changeable. The replacement of these vehicles can proceed on a regular schedule and should be part of the of the Town's recurring costs. The Town relies on a number of trailers for the purpose of moving tools and equipment, hauling trash and debris, and transporting special equipment. The Town has 47 trailers which represents approximately 23 percent of the fleet. Specialized, high value vehicles and snow and ice equipment comprise the other 38 percent of the fleet. These vehicles and equipment are just as integral to Town operations as the general-purpose vehicles but serve the unique purposes of specific departments or divisions. Included in this group are the high value vehicles such as ambulances, large dump trucks, fire engines, street sweepers, and others for which appropriations need to be planned. Unless circumstances require otherwise, the proposed FY2024 fleet replacement schedule is as follows. (Submitted by Multiple Departments)

GENERAL FUND CORE FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
82	Ford F-150	Community Development	2011	Pick-Up	53,706
453	Ford Focus	Building Inspector	2016	SUV Hybrid	49,432
454	Ford Fusion	Building Inspector	2014	SUV Hybrid	49,432
455	Ford Focus	Building Inspector	2016	SUV Hybrid	49,432

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
456	Ford Fusion	Building Inspector	2014	SUV Hybrid	49,432
458	Ford Fusion	Building Inspector	2014	SUV Hybrid	49,432
701	Ford E-250 Pick-Up	DPW Building Maintenance	2014	Work Truck Class 3	92,216
CO1	Chevrolet Tahoe	Fire	2020	Public Safety Response Vehicle	70,114
Van 09	Toyota Sienna	School	2014	Passenger Van	71,698
Van 10	Toyota Sienna	School	2015	Passenger Van	71,698

GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
9	International 7400 Series	DPW Highway	2012	Heavy Duty Truck Class 8 Large Dump	347,431
41	Ford F-250	DPW Parks	2016	Work Truck Class 3	92,216
53	International S600 Roll Off	DPW RTS	2013	Work Truck Class 6	337,155
66	Ford F-550	DPW Highway	2015	Work Truck Class 5	142,050
68	Addition to Fleet	DPW Engineering	N/A	Pick-Up	99,410
73	Ford F-550	DPW Parks	2016	Work Truck Class 5	142,050
75	Ford F-550 Dump Truck	DPW Parks	2016	Work Truck Class 5	142,050
90	Specter Refuse Trailer	DPW RTS	2016	Specialty Trailer	120,797
259	Hudson Trailer	DPW Highway	2010	Trailer	OB
323	Pace Utility Trailer	DPW Highway	2010	Trailer	OB
L01	Sutphen Quint Ladder Truck	Fire	2004	Fire Ladder Truck	2,000,000
R03	Ford E450 Ambulance	Fire	2016	Ambulance (Renumber as R01)	498,951
112	Prinoth	DPW Highway	2011	Sidewalk Plow	206,561

The Town Manager's recommendation for General Fund Fleet Replacement is $4,735,263 with $1,962,084 funded by Free Cash, $2,000,000 funded by General Fund debt, and $773,177 in the Tier 2 category.

TRANSPORTATION NETWORK

TRAFFIC IMPROVEMENTS

This funding request supports projects recommended by the Traffic Management Advisory Committee (TMAC). The annual request will support one or two TMAC construction-related projects per year, such as 500 feet of roadway granite curb installation, two school zone installations, two average traffic calming installations, several radar sign installations, sign and/or pavement markings, or pedestrian improvements. The goal of the TMAC is to ensure the safety of pedestrians, motorists, and bicyclists. TMAC construction-related projects are not presently funded through the Department of Public Works operating budget. (Submitted Department of Public Works – Engineering)

The Town Manager's recommendation for Traffic Improvements is $50,000 to be funded by Free Cash.

QUIET ZONE SAFETY UPGRADES

This funding request supports the design please of an upgrade plan at each grade crossing in Needham with the goal of achieving a Quiet Zone designation from the MBTA. Design of the Great Plain Avenue crossing is underway, and the proposed funding would support design for the crossings at West Street, Rosemary Street, May Street, Oak Street, and at the Needham Golf Club. (Submitted by Public Works – Engineering).

The Town Manager's recommendation for Quiet Zone Safety Upgrades is $1,340,000 to be funded by General Fund debt.

PUBLIC WORKS INFRASTRUCTURE PROGRAM

This funding request supports the Public Works Infrastructure Program which allows the Department of Public Works to make improvements and repairs to Town infrastructure, including but not limited to roads, bridges, sidewalks, intersections, drains, brooks, and culverts.

STREET RESURFACING The Town aims to resurface 17 lane miles (or 120,000 square yards) per year, either through traditional milling and paving, micro surfacing, or rubber chip seal surface treatments, as appropriate. The cost per lane mile for resurfacing in FY2023 is $97,300 or more per lane mile. A basic overlay at 1.5 inches with asphalt berm curb and casting adjustments is $92,700 per lane mile. The cost of micro surfacing treatments and rubber chip seal surfacing treatments are approximately $7.40 per square yard. Target funding for street resurfacing in FY2024 is $1,285,000.

SIDEWALK PROGRAM FY23 contract pricing to reconstruct one mile of asphalt sidewalk with incidental costs is estimated to be $437,900 per mile ($83.00/linear foot). Contract pricing to install a mile of granite curb with minor drainage

improvements and incidental costs is estimated to be $417,000 per mile ($79.00/lf). These costs do not include engineering, design, tree removal and replacement, major drainage improvements, or major public or private property adjustments. Target funding for the sidewalk program in FY2024 is $855,000.

GUARDRAIL Many of the Town's guardrails are noncompliant with safety standards and the department is preparing a plan to upgrade existing guardrails to make them both compliant and aesthetically pleasing. In FY2024, the Town will address the guardrails on Dedham Avenue which do not meet state guidelines. Target funding for guardrail improvements for FY2024 is $220,000.

BROOKS AND CULVERTS The section of Rosemary Brook to be addressed (from Trout Pond north to Rosemary Lake) has sediment, vegetation, and eroded banks that cause flow capacity and water quality issues. This project would consist of removing sediment and vegetation and repairing and/or replacing failing walls. Target funding for brooks and culvert improvements for FY2024 is $221,500. (Submitted by Department of Public Works – Highway)

The Town Manager's recommendation for the Public Works Infrastructure Program is $2,000,000 funded by free cash in the Tier 1 category and 581,500 in the Tier 2 category.

SEWER ENTERPRISE FUND

SEWER FLEET REPLACEMENT - SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
11	Ford Explorer	Sewer	2013	SUV Hybrid	52,059
17	Ford F-550	Sewer	2012	Work Truck Class 5	148,477
103	Deere Backhoe	Sewer	2012	Backhoe	200,105

(Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Sewer Fleet Replacement is $400,641 of which $348,582 is proposed to be funded by Sewer Enterprise Fund Retained Earnings, and $52,059 in the Tier 2 category.

COOKS BRIDGE SEWER PUMP STATION FEASIBILITY STUDY

This funding request supports a feasibility study for the potential replacement of the Cooks Bridge Sewer Pump Station. The current pump station is currently located by the playground of the Needham Housing Authority and is becoming unreliable and unsustainable. This feasibility study would look at other potential locations for the

replacement pump station as well as the possibility of switching to a gravity system. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Cooks Bridge Sewer Pump Station Feasibility Study is $54,000 funded by Sewer Enterprise Fund Retained Earnings.

SEWER SYSTEM INFILTRATION/INFLOW

This funding request supports the replacement of the existing sewer flow monitoring system. The current system detects potential inflow and/or infiltration issues in the sewer system. This current system requires unsustainable levels of maintenance. The new system will require fewer sustainment resources and introduce updated software. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Sewer System Infiltration/Inflow is $130,000 funded by Sewer Enterprise Fund Retained Earnings.

WATER ENTERPRISE FUND

CHARLES RIVER WATER TREATMENT PLANT HVAC UPGRADES DESIGN

The Charles River Water Treatment Plant is over 20 years old. The heating, ventilation, and air conditioning (HVAC) controls are at the end of their useful life. Some of the controls are no longer supported by the manufacturer, making repairs and maintenance difficult. Like the HVAC controls, the boilers are also approaching the end of their useful lives. Many of the parts needed to maintain the boilers are no longer manufactured, and they have become more and more inefficient. Adding to this problem, the setup of the boiler room makes it difficult to reach some of the equipment that is most in need of repair. Finally, the facility needs a dehumidification system, as the high levels of humidity in the warmer months can create unsafe working conditions for the staff and a potential for mold growth. This funding would be used to commission an outside engineer to analyze the boiler room and the entire HVAC system to determine the best plan to upgrade the outdated equipment and better utilize the existing space. The design phase will also explore opportunities for increased energy efficiency and additional electrification of the HVAC systems.

The Town Manager's recommendation for Charles River Water Treatment Plant HVAC Upgrades Design is $34,000 to be funded by Water Enterprise Fund Retained Earnings.

WATER SYSTEM DISTRIBUTION IMPROVEMENTS (SOUTH STREET)

This funding request supports the construction phase of the water main replacement on South Street from Charles River Street to Chestnut Street. This water main has a frequent breakage history that warrants its replacement to prevent future service disruptions and damage. 9,000 linear feet of the 16-inch water main will be removed and replaced. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Water System Distribution Improvements (South Street) is $6,500,000 funded by Water Enterprise Fund debt.

WATER SUPPLY DEVELOPMENT

This funding request supports the design phase of a proposed redundant well. A redundant well is critical to the long-term strategy for maintaining capacity in the Town's water supply from the Charles River Well Field. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Water Supply Development is $595,000 funded by Water Enterprise Fund Retained Earnings.

WATER FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
21	Ford F-250	Water	2016	Work Truck Class 2 Pick-Up	90,074
846/78	Ford Escape Hybrid	Water	2011	Pick-Up	52,059

(Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Water Fleet Replacement is $142,133 funded by Water Enterprise Fund Retained Earnings.

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Select Board Goal Statement
Adopted September 27, 2022
Revised January 24, 2023

PURPOSE
The purpose of the Select Board Goals is to effect positive change, set policy direction for Town government, and guide the development of the budget.

GOAL #1: Livable Needham plans for and invests in safe, well-maintained, and attractive buildings and infrastructure that accommodate a diverse set of community needs. Needham:

- Promotes and sustains a secure, clean, and attractive place to live, work and play.
- Provides a variety of housing types with a full range of affordability.
- Provides high-performing, reliable and affordable public infrastructure, and Town services.
- Encourages and appropriately regulates sustainable development.
- Supports and enhances neighborhood livability and walkability for all members of the community.
- Coordinates with state and federal leaders to ensure access to safe, reliable, and efficient public transit.
- Coordinates major infrastructure projects and communicates with impacted members of the Needham community.
- Prioritizes the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
- Explores targeted opportunities for parcel acquisition.
- Works with stakeholders to manage the impact of the COVID-19 Pandemic on the Town of Needham.
- Supports the PPBC's recommended funding levels.

FY2023-2024 Initiatives	Description
1.1	Begin the Ridge Hill/Nike Assessment Phase 2 Project, including working with the Community Farm to decide on the long-term plan for the farm at the site as well as considering potential future uses of the site. (FY2024)
1.2	Work with the Planning Board on next steps related to the MBTA Community Housing Guidelines and the update to the Town's Affordable Housing Plan. Review updated demographics and impact on anticipated transit-oriented development and schools.
1.3	Evaluate RTS Service Delivery Model to Guide Long-term Investment and Review Operational Efficiencies in the Short-term.
1.4	Maintain/repair the barn at Ridge Hill.

1.5	Identify funding for School Master Plan projects and participate in the planning process.
1.6	Work with stakeholders to secure funding for an arts and culture strategic plan.
1.7	Work with the Park & Recreation Commission, Conservation Commission, and other stakeholders to set priorities for capital spending.;
1.7.1	Identify opportunities for expanded active and passive recreation facilities including but not limited to an action sports park and additional boat ramps.
1.7.2	Improve trailhead access to ensure clear and accessible access; consider creating a trails app. (FY2024)
1.8	Evaluate expansion of off-leash dog areas.
1.9	Evaluate next steps for use of the Stephen Palmer Building.
1.10	Upgrade Town Seal to improve graphic quality and historical accuracy. (FY2024)
1.11	Evaluate opportunities for undergrounding of electrical wires. (FY2024)
1.12	Review and implement an alternative service delivery method for weights and measures inspections.
1.13	Create a voluntary local historic district under Chapter 40C for the property of Elizabeth and Maurice Handel at 3 Rosemary Street, built by Jonathan and Jemima Kingsbury in 1779, the oldest house in 02494 and the 11th oldest in Needham.

GOAL #2: Economically Vital – Needham has the economic opportunities and resources for residents and businesses to thrive in our community. Needham:

- Supports an environment for creativity, innovation, and entrepreneurship.
- Promotes a well-educated, skilled, and diverse work force that meets employers' needs.
- Fosters a collaborative and resource-rich regional business climate.
- Attracts, sustains, and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members.
- Supports financial security, economic opportunity, and social mobility for all.
- Evaluates ways to increase minority and women-owned business participation in construction, building maintenance projects, and other Town programs.

FY2023-2024 Initiatives	Description
2.1	Evaluate Chestnut Street Redevelopment. (FY2024)
2.2	Evaluate Expansion of Snow Removal Efforts, including sidewalk plowing strategies. (FY2024)

GOAL #3: Accessible & Connected – Needham has a multi-modal transportation system that gets people where they want to go, when they want to get there, safely, and cost-effectively. Needham:

- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient, and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion, and facilitates strong regional multimodal connections.
- Provides effective infrastructure and services that will encourage diverse populations to connect to nature and the larger community.
- Promotes transportation options to ensure we remain an age-friendly community.

FY2023-2024 Initiatives	Description
3.1	Evaluate parking needs, options, types, and zoning in the Needham Center and Needham Heights business districts, identify technology to manage parking.
3.2	Evaluate the role and composition of the TMAC, Transportation Committee, Rail Trail Advisory Committee and Complete Streets Committee.
3.3	Seek funding for noise reduction/Quiet Zone feasibility, design, and construction.
3.4	Evaluate future use of the rail corridor between Dover and Newton.
3.4.1	Evaluate funding options for the Rail Trail extension from High Rock Street to Needham Junction.
3.4.2	Evaluate the feasibility of a shared use way between Needham Heights and the City of Newton.
3.5	Evaluate and make a final determination of the appropriate plan for Downtown Redesign Phase 2.
3.6	Prioritize funding for the Central Avenue/Centre Street Bridge.
3.7	Evaluate the feasibility of last mile in-Town transportation options (if earmark is not funded, explore funding sources).

GOAL #4: Healthy and Socially Thriving – Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural, and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:

- Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all socioeconomic and age groups.
- Supports the physical and mental well-being of its community members.
- Fosters inclusion, diversity, and equity.
- Promotes the installation of art and opportunities for community-led art projects.
- Provides diversity, equity and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community.

- Identifies and implements strategies to hire, support and retain diverse staff at every level of the organization; measures efforts and provides quarterly updates on progress.

FY2023-2024 Initiatives	Description
4.1	Work with the Needham Golf Club to extend the lease of Town land to allow Club to finance improvements.
4.2	Explore the option of petitioning to rename Hemlock Gorge to "Nehoiden's Grant." (FY2024)
4.3	Identify ways to institutionalize community conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences.
4.4	Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress.
4.5	Explore benefits of creating a dedicated position for Diversity, Equity & Inclusion efforts.
4.6	Provide support to other Boards & Committees on how to apply NUARI principles to their work, including training opportunities and sample goals.
4.7	Conduct focus groups with BIPOC community members to identify strategies for ensuring that all members of the community feel welcome as outlined in the NUARI vision statement and guiding principles.
4.8	Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion. Consult with the HRC on their role and next steps.
4.9	Develop a plan for a community observance of Juneteenth.
4.10	Consider options for recognizing Indigenous People's Day and Columbus Day/Italian Heritage Day. **(FY2024)**
4.11	Implement Valor Act and consider aligning the administrative process for both the Valor Act and the Senior Corps programs.

GOAL #5: Safe – Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. Needham:

- Enforces the law while considering the needs of individuals and community values.
- Plans for and provides equitable, timely and effective services and responses to emergencies and natural disasters.
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, streets, sidewalks, bike lanes, schools, and public places.

- Encourages shared responsibility, provides education on personal and community safety, and fosters an environment that is welcoming and inclusive.
- Utilizes Complete Street principles to evaluate and prioritize pedestrian safety on our roadways.
- Prioritizes emergency planning and trainings for Town staff and the community to increase our collective preparedness and resilience.

FY2023-2024 Initiatives	Description
5.1	Actively monitor progress on the law enforcement recommendations that the Police Chief presented to the Select Board on June 8, 2021.
5.2	Work with public safety unions to reach agreement on alternatives to the Civil Service system; work with all stakeholders to implement alternative recruitment and promotion systems for public safety employees.
5.3	Work with the Chief of Police on updating the annual reporting and evaluating the possibility of creating a quarterly status report.

GOAL #6: Responsibly Governed – Needham provides excellent customer experience, responsibly manages the Town's assets, and makes data-driven decisions that are also informed by community engagement. Needham:

- Models stewardship and sustainability of the Town's financial, human, information, and physical assets.
- Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all municipal business.
- Supports, develops, and enhances relationships between the Town and community/ regional partners.
- Provides assurance of regulatory and policy compliance.
- Reviews and updates Town policies and regulations.
- Identifies opportunities for departmental consolidation and efficiency improvement.
- Identifies opportunities for streamlining permitting processes. Provides open access to information, encourages innovation, enhances communication, and promotes community engagement.
- Meets regularly with other boards and committees.
  Seeks input from other boards and the community during the annual goal setting process.

FY2023-2024 Initiatives	Description
6.1	Review the funding goal and use of all stabilization funds in conjunction with the Finance Committee and stakeholder boards and committees.
6.2	Support employee recruitment and retention initiatives.

6.3	Evaluate the possibility of developing a Community Master Plan. (FY2024)
6.4	Develop a Select Board/Committee code of conduct.
6.5	Expand Select Board community engagement efforts and ensure continuation of the Town's communications staffing. **Pilot a Select Board Office Hours Program.**
6.6	Collaborate with stakeholders on the development of short videos on how Town government works.
6.7	Update the Select Board's Appointment Protocol (BOS-ADMIN-003).
6.8	Review Elected/Appointed status.
6.9	Conduct a general governance review including the role of the Personnel Board.
6.10	Work with the Finance Committee to create a working group exploring the operating budget process and other finance-related issues.
6.11	Review and recodify the non-criminal disposition by-law.
6.12	Review and update alcohol regulations.
6.13	Complete formal appointment of Town Counsel.
6.14	Update policy governing use of public outdoor spaces under the jurisdiction of the Select Board (e.g., Town Common, Avery Square, Amity Path, etc.)

GOAL #7: Environmentally Sustainable – Needham is a sustainable, thriving, and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems. Needham:

- Maintains a sense of urgency around climate change.
- Promotes sustainability, including transitioning from fossil fuels to clean, renewable energy.
- Ensures the efficient use of natural resources.
- Protects and enhances the biodiversity and productivity of ecological systems.

FY2023-2024 Initiatives	Description
7.1	Develop a Climate Action Plan.
7.2	Identify parcel acquisition to comply with Land & Water Conservation Fund requirements.
7.3	Sponsor a tree summit. **(FY2024)**
7.4	Work with the Planning Board to explore zoning options to allow solar canopies on public and private property.
7.5	Evaluate regulations governing asbestos and lead protection/mitigation on knockdowns. **(FY2024)**
7.6	Review/establish electric vehicle charging rates.
7.7	Recommend community energy aggregation.
7.8	Evaluate adoption of net zero building code. (FY2024)

7.9	Begin development of sustainability guidelines for the construction and renovation of existing and future municipal buildings, and large commercial buildings.
7.10	Support and encourage improved access to equitable solar energy opportunities, including assessment, planning, and funding.

CAPITAL IMPROVEMENT POLICIES

A. General Provisions

1. Capital items for the purpose of this Capital Improvement Plan shall be defined as follows:
   - Items requiring an expenditure of at least $25,000 and having a useful life of more than five years.
   - Projects consisting of real property acquisitions, construction, capital asset improvements, long-life capital equipment, or major maintenance/repair of and existing capital item, as distinguished from a normal operating expenditure.
   - Items obtained under a long-term lease.
2. Town departments will submit spending requests that provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.
3. All assets will be maintained at a level that protects capital investment and minimizes maintenance and replacement costs.
4. All equipment replacement needs for the coming five years will be projected and the projection will be updated each year.
5. Future operating and maintenance costs for all new capital facilities will be fully costed out.

B. Capital Improvement Fund (CIF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003 and Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a General Fund Cash Capital Equipment and Facility Improvement Fund hereinafter referred to as the Capital Improvement Fund or CIF (Article 58/2004 ATM). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital.
2. Appropriations from the CIF are restricted to the following items for which the Town may borrow for a period of five years or more: the acquisition of new capital equipment and the replacement of existing capital equipment.
3. Only General Fund capital items that have been recommended in the Capital Improvement Plan for the current year, are eligible for funding from the CIF.
4. Appropriations into the CIF and interest earnings on the Fund become part of the Fund.

C. Capital Facility Fund (CFF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a Capital Facility Fund (Article 10/2007 ATM). The purpose of this Fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, or reconstruction relating to the structural integrity, building envelope, or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities.

2. For the purpose of the Fund, the term "capital facility" shall refer to any building or structure which is located on Town property and is under the jurisdiction of the Town

Manager.

3. The term "building or structure " shall include, but not be limited to, 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

4. Appropriations into the CFF and interest earnings on the Fund become part of the Fund.

D. Athletic Facility Improvement Fund (AFIF)

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established an Athletic Facility Improvement Fund under Article 39 of the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation, to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities.

2. For the purpose of the fund, the term "athletic facility" shall refer to any Town-owned building, structure, pool, synthetic and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults, and public school teams.

E. Debt Service Stabilization Fund

1. In accordance with the provisions of Massachusetts General Laws Chapter 40 Section 5B, as amended by Section 14 of Chapter 46 of the Acts of 2003, and as further amended by Section 19 of Chapter 140 of the Acts of 2003, the Town of Needham has established a Debt Service Stabilization Fund to allow the Town to plan for long-term capital expenses and, from time to time, by appropriation, reserve funds to pay the debt service for engineering and design, renovation, reconstruction or construction of Town facilities.

Approved May 1991; Revised December 20, 2005; Revised May 11, 2010; Revised October 8, 2013; Revised December 20, 2016, Revised December 20, 2022

DEBT MANAGEMENT POLICIES

1. Proceeds from long-term debt will not be used for current, ongoing operations.

2. The Town will strive to limit total debt service, including debt exclusions and self-supporting debt, to ten percent (10%) of gross revenues.

3. The Town will allocate or reserve three percent (3%) of projected General Fund revenue (e.g. property taxes less debt exclusions, state aid, and local receipts) for debt service.

4. The Town will limit annual increases in debt service to a level that will not materially jeopardize the Town's credit rating.

5. For those previously authorized bonded projects with residual balances, the Town Manager shall propose the reallocation of these balances for other capital projects in conformance with Massachusetts General Laws Chapter 44, Section 20.

6. For those previously authorized projects funded with available revenue (tax levy or reserves), that have residual balances in excess of $25,000, the Town Manager shall propose the reallocation of these balances for other future capital projects in conformance with Massachusetts General Laws Chapter 44, Section 33B. This practice will avoid abnormally inflating general fund surplus with one-time receipts.

7. For those previously authorized projects funded with available revenue (tax levy or reserves), with residual balances of less than $25,000, the Assistant Town Manager/Finance Director may authorize the Town Accountant to close these balances to the appropriate fund surplus.

8. The Town will attempt to limit bond sales in any calendar year to $10,000,000 in order to maintain bank qualifications and thereby receive lower interest rates on bonded debt.

9. Long-term borrowing will be confined to capital improvements too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than $250,000 with operating revenues.

10. Bonds will be paid back within a period not to exceed the expected useful life of the capital project.

11. To the extent practicable, user fees will be set to cover the capital costs of enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.

12. Ongoing communications with bond rating agencies will be maintained, and a policy of full disclosure on every financial report and bond prospectus will be followed.

Approved May 1991; Revised December 1998, April 7, 2009; Revised December 20, 2022

RETAINED EARNINGS POLICY FOR WATER AND SEWER ENTERPRISE FUNDS

It shall be the policy of the Select Board to maintain a level of unreserved retained earnings sufficient to address the financing of: working capital; revenue shortfalls; unanticipated increases in MWRA wastewater assessments; and unanticipated and emergency expenditures.

Unreserved retained earnings are cumulative surplus funds, as certified by the Massachusetts Department of Revenue, that are available for appropriation by Town Meeting to support any capital expense of the enterprise or to reduce user charges.

The rationale for, and the calculation of, unreserved retained earnings to be maintained by the Town are described below and are referred to as the "Liquidity Method" and the "Credit Quality Method." Retained earnings targets shall be calculated using both methods, and shall be set using the method which represents the higher number in any given year. Under the Liquidity Method**,** the total amount of retained earnings to be maintained shall be equal to 80 percent of the sum of the following individual calculations. The factor of 80 percent is based on the assumption that the likelihood of all factors occurring in one fiscal year is small; therefore there is no need to maintain one hundred percent of the calculated level of retained earnings**.** Under the Credit Quality Method, the total amount of retained earnings should not be less than fifteen percent of the operating revenue of the most recent audited fiscal year.

Liquidity Method

Working Capital: For those periods where monthly expenses exceed available cash, the water and sewer enterprises must have access to working capital to finance operations. In the absence of retained earnings, operations would require the use of General Fund cash which would reduce General Fund cash available for investment, and consequently reduce General Fund Revenue. To avoid the use of General Fund cash as working capital for the water or sewer operations, retained earnings shall be maintained at a level to provide sufficient working capital to finance the operations of these enterprise funds. The amount retained for this purpose shall be equal to the average of the largest monthly operating deficit of the prior three years.

Consumption Contingency: Annual water and sewer revenue is a function of the amount of water purchased by customers. If, in any year, purchases are less than projected, a revenue shortfall will occur. Retained earning shall be maintained at a level sufficient to offset any loss in revenue due to unanticipated decreases in purchases. That level shall be equal to the difference of the consumption used for rate making purposes versus the lowest level of consumption for the prior six fiscal years, multiplied by the current sewer rates and water rates shown as Step 3 of the Town's step rate structure. Step 3 is selected as it generally represents the point at which discretionary purchases of water begin. The scenario envisioned here is a wet year in which customers will not need to make discretionary purchases of water.

MWRA Assessment Mitigation: The Town's MWRA wastewater assessment is levied on a fiscal year basis, yet it is a function of the volume of effluent discharged into the MWRA system in the prior calendar year. The Town's wastewater system is subject to high levels of infiltration and inflow (I/I) given its age. Infiltration and inflow can substantially increase the volume of effluent discharged into the MWRA system. Following a year in which high levels of I/I occur, the Town's MWRA assessment will increase at a rate that substantially exceeds the average increase for all MWRA members. An increase of this magnitude can adversely affect rates charged to Town customers. Consequently, retained earnings shall be maintained at a level sufficient to mitigate rate increases needed to fund large increases in the Town's assessment. That level shall be equal to the largest annual amount - for the prior six year period – by

which the average rate of increase in assessments for all MWRA members exceeds the rate of increase in the Town's assessment, multiplied by the most current MWRA assessment.

Unanticipated Budgetary Fluctuation: Retained earnings shall be maintained at a level sufficient to fund unanticipated or emergency capital or operating expenditures**.** It shall be a goal to maintain an amount equal to 6% of the annual sewer operating budget and 10% of the annual water-operating budget.

Restoration of Depleted Retained Earnings: If, in any year, retained earnings fall below the targets established by this policy, it shall be the policy of the Select Board to set future rates to restore retained earnings to the target level over the following three year period.

Adopted by the Needham Select Board on April 20, 1999; revised June 6, 2003, revised January 12, 2010.

GLOSSARY

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

Account - A classification of appropriation by type of expenditure.

Accounting Period – A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Actuarial - A methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

ADA - Americans with Disabilities Act

Athletic Facility Improvement Fund - This fund was created at the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for the renovation and reconstruction of the Town's athletic facilities, with particular emphasis on the turf fields installed at the Memorial Park and DeFazio Field.

American Rescue Plan Act - The American Rescue Plan Act of 2021, also referred to as ARPA, was signed into law by President Joseph Biden on March 11, 2021. ARPA is a $1.9 trillion Federal rescue package designed to ease the United States' recovery from the economic and health effects of the COVID-19 pandemic. The Act provides financial relief to state and local governments to support public health and promote economic recovery. The Act also provided funding for state and local governments to invest in infrastructure, such as water, sewer, and broadband services.

Appropriation – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

Assessment – The official valuation of property for purposes of taxation.

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

Balanced Budget – A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

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

Bond – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with

periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Bond Anticipation Note (BAN) – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. Notes are retired from proceeds from the bond issue to which they are related and/or from a cash payment and/or Town appropriation.

Capital Budget - A plan for capital expenditures for projects to be included during the first year of the capital improvement plan.

Capital Exclusion – A *temporary* increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require 2/3 vote of the entire Select Board 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 of 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 on a multi-year basis.

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.

CARES Act – The Coronavirus Aid, Relief, and Economic Security Act, also referred to as the CARES Act, was signed into law by President Donald Trump on March 27, 2020. This was a $2.2 trillion economic stimulus package in response to the economic fallout of the COVID-19 pandemic in the United States. The Act provided funding to state and local governments for certain expenses incurred due to COVID-19.

Cash Basis - A basis of accounting under which transactions are recognized only when cash

changes hands.

Chapter 90 – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the life of capital facilities; routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 reimbursement only for pre-approved projects.

Cherry Sheet - Originally printed on a cherry-colored form, this document reflects all Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

Collective Bargaining - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

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

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

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

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

Debt Exclusion – A *temporary* increase in the Town's levy limit (and possibly the levy ceiling) to exclude the payment of debt from the limits of Proposition 2½. The debt service is added to the levy limit for the life of the debt only. To place a debt exclusion question on the ballot

requires a 2/3 vote of the entire Select Board. The debt exclusion question requires a majority vote by voters for passage.

Debt Exclusion Offset – Other funds that are received and are used to reduce the amount of the debt paid by the tax levy.

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 Select Board.

Debt Service – The amount paid annually to cover the cost of both principal and interest on a debt issuance until its retirement.

Debt Service Stabilization Fund - This fund was created at the November 2015 Special Town Meeting. The purpose of this fund is to allow the Town, from time to time, by appropriation to set aside funds to be available if necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund provides added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected.

Department - A service providing entity of the town government.

Division - A budgeted sub-unit of a department.

Encumbrance – The setting aside of funds to meet known obligations.

Enterprise Fund – A municipal fund established for the operation of a municipal utility, health care, recreational, or transportation facility whereby the operations are fully funded by the fees associated with that enterprise rather than by the tax levy. The "surplus" or retained earnings generated by the operation of the enterprise remain with the fund to offset future capital improvements, extraordinary maintenance expenses, or to reduce future fees and charges of the fund.

Expenditure Account Code - An expenditure classification according to the type of item purchased or service obtained, for example, regular compensation, energy expense, communications, educational supplies, and vehicle equipment.

Fiscal Year - The twelve-month financial period used by the Town beginning July 1 and ending June 30 of the following calendar year. The Town's fiscal year is numbered according to the year in which it ends.

Fixed Assets – Assets of a long-term character, which are intended to continue to be held or used, such as land, building, and improvements other than buildings, machinery, and equipment.

Formula Grant – Federal funding for which the allocation methodology is strictly determined in federal statute or regulation, and for which a government agency prepares a single

application and receives subsequent years' allocation without re-application.

Free Cash – Free cash is the amount of the General Fund unassigned fund balance that may be used as a source to fund appropriations. The Massachusetts Department of Revenue certifies the amount of "free cash" resulting from closing the financial books as of June 30, the end of the fiscal year. Free cash may only be used as an appropriation source after the certification process by the Department of Revenue is complete. For example, the July 1, 2022 certified amount may be used to fund supplemental appropriations voted during fiscal year 2023 or applied as a revenue source to support the fiscal 2024 appropriations that may be voted in the spring of 2023.

Fringe Benefits – Employee-related costs other than salary, e.g., insurance and retirement costs.

Full Faith and Credit – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

Full-time Equivalent Position (FTE) - A concept used to group together part-time positions into full-time units.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources with all related liabilities, obligations, reserves, and equities that are segregated for specific activities or objectives. Among the fund types used by the Town are General, Special Revenue, Capital Projects, Trust, and Enterprise.

Fund Balance - Fund balance is the difference between assets and liabilities in a governmental fund. The fund balance consists of two categories – reserved or unreserved. The fund balance that is reserved means that the resources are in a form that cannot be appropriated and spent (such as buildings) or that the resources are legally limited to being used for a particular purpose. The fund balance that is unreserved represents resources that may be used for any purpose. However, the specific amount of the unreserved balance that is allowed to be appropriated and spent is determined by the Department of Revenue annually. The amount that is determined to be available is referred to as Free Cash.

FY - Fiscal Year

GASB – This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

GASB 34 – The Governmental Accounting Standards Board's Statement Number 34 requires government entities to report infrastructure assets in their statement of net assets. The Town of Needham has implemented statement number 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

GASB 45 – The Governmental Accounting Standards Board's Statement Number 45 requires government employers to measure and report the liabilities associated with other (than

pension) postemployment benefits (or OPEB). The Town of Needham has implemented statement number 45. GASB 45 requires that the Town accrue the cost of the retiree health insurance and other post employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

Generally Accepted Accounting Principles (GAAP) - The basic principles of accounting and reporting applicable to state and local governments, including the use of the modified accrual or accrual basis of accounting, as appropriate, for measuring financial position and operating results. These principles must be observed to provide a basis of comparison for governmental units.

General Fund - The fund into which the general (non-earmarked) revenues of the municipality are deposited and from which money is appropriated to pay the general expenses of the municipality.

General Obligation Bonds – Bonds for the payment of which the full faith and credit of the issuing government are pledged.

Infrastructure – The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

Lease-Purchase Agreements – Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

Levy Limit – Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

Mandate – A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

Massachusetts Water Pollution Abatement Trust (MWPAT) - The Massachusetts Water Pollution Abatement Trust in partnership with the Massachusetts Department of Environmental (MassDEP) provides low interest loans to municipalities and other governmental entities to finance water quality improvement and public health-related projects.

Massachusetts Water Resources Authority (MWRA) - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information. Revenues are recognized when they become both measurable and available to finance expenditures of the

current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Note Payable – In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

Official Statement - The municipal equivalent of a bond prospectus.

Operating Budget - A budget making appropriations for the ordinary maintenance or administration of activities for the fiscal year.

Operating Equipment - Equipment that has a life expectancy of more than one year and a value of less than $25,000 dollars. Equipment with a useful life of five or more years and a value greater than $25,000 dollars is capital equipment.

Overlay Surplus - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. At the end of each fiscal year, unused overlay surplus is "closed" out to fund balance, in other words, it becomes a part of Free Cash.

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 Select Board.

Pay-As-You-Go – A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Pay-As-You-Use – A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

Performance Measure - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

Proposition 2½ - That measure which limits municipal property taxes to 2½ percent of the community's full and fair cash value (levy ceiling), and which limits the amount of revenue a municipality can raise through property taxes (levy limit) to 2½ percent each year, plus a factor for new growth. A municipality may exceed its levy limit in two ways: override or debt exclusion.

Provisional Capital – A capital request that is submitted by a department to identify a future need or obligation, but the department is not in the position to provide the necessary details so that the request can be evaluated.

Reserve Fund - An amount set aside annually by a vote of Town Meeting to provide a funding source for extraordinary or unforeseen expenditures. Only the Finance Committee can authorize transfers from the reserve fund. Any balance remaining in the reserve fund at the

end of the fiscal year is "closed" out to fund balance and ceases to be available.

Special Revenue Fund - Used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or sources for major capital projects) that are legally restricted to expenditures for specific purposes. A special revenue fund is accounted for in the same manner as a General Fund.

Stabilization Fund – Massachusetts General Laws Chapter 40, Section 5B allows municipalities and districts to create one or more stabilization funds, which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose. Creation of a fund requires a two-thirds vote of Town Meeting. The Treasurer shall be custodian of the fund(s) and may invest the proceeds legally; any interest earned shall remain with the fund.

Technology Infrastructure - The hardware and software that support information requirements, including computer workstations and associated software, network and communications equipment, and system-wide devices.

Town Meeting - Town Meeting is both an event and a governmental body. As an event, it is a gathering of a Town's representative Town Meeting Members (TMM), and is referred to as "the Town Meeting." As a governmental body, it is the legislative body for the Town of Needham, and is referred to simply as "Town Meeting."

Trust Funds - Funds held by the Town in a fiduciary role, to be expended for the purposes specified by the donor.

Uniform Procurement Act – Enacted in 1990, Massachusetts General Laws Chapter 30B establishes uniform procedures for local government to use when contracting for supplies, equipment, services and real estate. The act is implemented through the Office of the Inspector General.

Warrant - The warrant lists a Town Meeting's time, place, and agenda. A warrant is also known as a warning. A Town Meeting's action is not valid unless the subject was listed on the warrant.

Updated 12/28/2022

Town Manager Budget Guidelines

Budget Process

This booklet includes instructions, forms, and key dates for submitting budget requests for fiscal year 2024.

The annual budget cycle begins soon after the start of the current fiscal year. Preliminary budget requests from all municipal departments are submitted in the fall, and each department manager is scheduled to meet with the budget review team to review their operating budget submissions. As in past years, I will invite the Finance Committee liaisons to participate in these preliminary budget reviews. All departmental spending requests are then submitted together to the Finance Committee by the second Wednesday in December.

During the months of December, January and February, the Finance Committee holds hearings with departments. At the same time, the budget review team will be working to balance spending requests with available revenue. The Town Manager's balanced budget proposal is then forwarded to the Finance Committee by January 31st.

Spending Requests

There are two levels of spending requests – base requests and performance improvement requests.

Base Budget Requests – Also referred to as level-service requests, the base budget request assumes that the same level of service will be provided by the department in fiscal year 2024 as was planned for fiscal year 2023. Base budget requests should include:

1. Adjustments for salaries and wages, expenses, and operating capital due to changes in staff, contract pricing, service fluctuations, etc.
2. Statutory and regulatory mandates which the Department is responsible.
3. Salary and wage increases provided for by collective bargaining agreement or personnel policy, as provided on the PRD1 forms; and
4. Other items considered necessary and approved by the Town Manager.

Performance Improvement Requests – While opportunities for Performance Improvement funding are always limited, department managers are invited to submit such requests on the DSR4 form. Performance Improvement requests for additional headcount must include a detailed analysis of the condition giving rise to the request, and a description of other alternatives for providing the service that were explored by the department. This category of spending requests includes items such as:

1. Funding to meet significant inflationary pressure or target population increases; and
2. Funding for contractual or personnel services that will improve service delivery, result in future cost-savings (such as through reduced legacy costs), or are deemed necessary to meet goals and objectives set by the Town and its policy-making boards. Performance Improvement requests should articulate how the funding will contribute to ensuring that Needham is a livable, economically vital, accessible and connected, healthy and socially thriving, safe, responsibly governed, and environmentally sustainable community.
3. In recognition that successful operations need to look out beyond one fiscal year, departments are encouraged to include funding requests for the operating budget that are forthcoming not in FY2024, but in a future year. This assists the Town in planning future funding demands.
4. **New for FY2024:** Department managers must contact the Director of Human Resources to discuss each request for additional staffing including new FTEs and increases in hours for existing personnel. You must submit a sign off from Human Resources with each DSR4 request that states Human Resources has reviewed the request with your department. Your meeting with Human Resources must be completed by October 18, 2022.

Operating Budget Submission Requirements

Please comply with the following submission requirements:

1. Review all the text and make sure it is fresh and up to date.
2. Provide short and concise narratives.
3. Include relevant charts and tables to support the budget request.
4. Include a chart in the Budget Statement section of the DSR1 form that clearly identifies requested line-item changes by category. A sample is included in the budget guidelines.
5. Proofread the text for spelling and grammar.
6. Round to whole dollar amounts.
7. Check the math, then recheck the math, and last recheck your math.
8. When referring to a fiscal year, use the format: "**FY2024**".
9. Follow the required margins and font instructions.
10. Eliminate any dead space.
11. Do not include pictures in the narrative. Pictures should be reserved for Town Meeting presentations and the Annual Town Report.
12. Do not attach any supplemental material that is not embedded in the DSR1.
13. Print and review the document before filing to make sure it fits properly on the page.
14. Ask an employee in another department to read the document for tone, spelling, spacing, clarity, etc. Members of the budget review team are sure to ask who reviewed your document!
15. If you are uncertain whether an item should be filed as a DSR4 or as a special financial warrant article (DSR5), please contact the Assistant Town Manager/Director of Finance for guidance. Note that requests for studies should be submitted on the DSR5 unless they are leading to a construction project, in which case they should have been submitted during the capital planning process.

Many individuals have devoted considerable time and effort to developing the budget forms, calculating the PRD1 data, and preparing for the budget process. This allows department managers greater opportunity to analyze historical spending patterns, make necessary adjustments, evaluate the operations of your departments, identify areas for improved efficiency and service delivery, and translate those ideas into understandable and persuasive spending requests. As you will be presenting and defending information provided to you by others, it is critically important that you understand all of the material. If you have any questions or need additional information, please contact the Finance and Human Resources Departments as necessary.

I appreciate your commitment to the Town and our constituents – be they businesses, residents, or other departments. Your thoughtful and professional participation in this process will help us all meet the challenges ahead.

Thank you,

Kate Fitzpatrick

Town Manager
September 19, 2022

TOWN OF NEEDHAM

Fiscal Year 2024
Budget Guidelines

Kate Fitzpatrick
Town Manager

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PREPARATION HINTS

Please do not change any **margin settings** [All are set at 1"] or the **font styles or sizes** [the primary font is VERDANA 10]. They have been predetermined so that the Town Manager's Budget will have a uniform look throughout and can be more easily bound so that text will not be hidden. If you need or want to bring attention to a particular word, phrase, or sentence you may **bold** or underline as appropriate. You may also use highlighting or *italics*, but please be aware that they don't photocopy as well.

Personnel: In accordance with the State's accounting rules for operating budgets, payment of salary and wages are to be charged to the fiscal year in which the related time falls. This means that in the first or last week of any fiscal year, and more often than not both, the accounting for the payment wages is split between two fiscal years. Budgeting for salary and wages should be based on 52.2 weeks (or 52 weeks plus one extra working day). The estimated dollar impact of the additional day is shown on its own line near the bottom of the PRD1 schedule as "Budgetary Adjustment". **All individual positions are calculated based on 52 weeks.**

Calculating Overtime: *The amount for budgeting general overtime should not be more than overall wage growth, unless you document in your budget submission the reason for a higher amount and the calculation used for the submitted amount. Generally, increases in the overtime budget should not be more than 4.25%.*

Energy and Fuel Prices: The Town budgets for all General Fund electricity and natural gas expenses under one budget – Needham Electric, Light and Gas Program. This has been done to manage the Town's solar program, to improve the transparency of energy use and to help expedite movement towards the Town's "Green" goals. Heating oil, gasoline, and diesel fuel are budgeted and managed in individual operating budgets. In lieu of specific documentation, the following prices per unit (see below) may be used in developing your department spending request for Fiscal Year 2024. Departments must provide the actual consumption data for **2022, 2021, and 2020** in their budget submission if the budget includes funding requests for the items below. In order to calculate your requested budget amount for the supplies below, you may use the higher of the three-year average or the FY2022 actual, multiplied by the rates below. In addition, you must also include in the budget request any flat dollar charges (including the monthly service fees) paid for the service. These are the fees that will be paid during the period of July 1, 2023 through June 30, 2024.

Gasoline 87 Octane	$4.38/gal
Diesel Low Sulfur	$5.48/gal
Heating Oil #2	$5.22/gal
Electric	$0.23/kwh
Natural Gas	$3.30/therm

Expenses: There are no automatic across-the-board percent changes for any expense; calculations must be based on the best information that is available to you at the time of submission, and you must be able to document how you came to the requested amount.

***** It is very helpful for you to first complete the Excel budget worksheet (EBW1) before completing the Department Spending Request forms. *****

BUDGET SUBMISSION CHECKLIST

1. Read the Budget Guidelines.

2. Attend one of the Budget Submission Overview sessions presented over ZOOM. The first session is scheduled for **Wednesday, September 21, 2022 at 9:30 a.m.** and the second session is scheduled for **Wednesday, September 21, 2022 at 2:30 p.m.** Advance registration is required. **We have added a third session scheduled for Monday, September 26, 2022 at 2:00 p.m.**

3. Complete all required forms. Most forms will be found in the TEAMS group labelled **FY2024 Budget Submission.** The Excel Budget Worksheet (EBW1) will be posted to your department's TEAMS channel by the Assistant Town Manager/Director of Finance after you attend the Budget Training Session. If you cannot access the file, please contact the Assistant Town Manager/Director of Finance to make other arrangements.

4. **Revised:** Complete the Schedule of Fees, Fines, and Charges form and return to the Assistant Town Manager/Director of Finance by **Thursday, October 6, 2022. The information is to be saved to the TEAMS channel labelled "**Schedule of Fees, Fines, and Charges".

5. Schedule your appointments with Building Maintenance (contact Cecilia Simchak) Human Resources (contact Chuck Murphy-Romboletti) and/or Information Technology Center (contract Roger MacDonald) to review any request related to a repair to a building or facility, increase in the number of positions, creation of new positions, or increase in hours for an existing position, or for the purchase, upgrade, or replacement of technology. Sign off from the department is required to have your submission accepted for consideration.

6. **Revised and New:** Most software related expenses, except for software related specifically to a single department, are budgeted by the Finance Department. A request for new technology hardware for a new position, additional positions, or for an existing employee who currently does not have the equipment being requested is to be submitted by the department. Replacement technology hardware is requested through the Finance Department. Any request whether new or existing technology must be reviewed with the Director of Management Information Systems by **Friday, October 7, 2022**. You may schedule a meeting by emailing rmacdonald@needhamma.gov. ***You must disclose to the Finance Department the number of Office 365 licenses needed for FY2024. You must also disclose the number of email accounts needed. The annual fee will continue to be paid by the Finance Department, but only if disclosed by the department to Finance and ITC concurs.***

7. **Revised:** Building related budget requests that do not constitute capital improvement are budgeted in the Department of Public Works, Building Maintenance Division. Illustrative examples of such requests include, but are not limited to, additional custodial staff, painting of offices, new rugs, blinds, and portable air conditioners. Your request is to be submitted via email to csimchak@needhamma.gov by **Friday, October 7, 2022.** Your request will be evaluated by the Department of Public Works prior to any submission to the Town Manager.

8. **New:** A request for a new position, an additional position, or an increase in hours for an existing position, is not only to be submitted on the DSR4 Form, but also reviewed

with Human Resources. Each request must be reviewed by Human Resources by **Tuesday, October 18, 2022** in order to be submitted to the Town Manager. Your request is to be submitted via email to cmurphy-romboletti@needhamma.gov.

9. Review and verify the Position Register Detail worksheet (PRD1). Any change to the PRD1 must be sent to Assistant Town Manager/Director of Finance who will determine whether a change is necessary.

10. Review your narrative to ensure it is written for the layperson.

11. Re-check all dollar amounts – round to the nearest dollar. Do not include cents on any of the forms. Re-check all totals to make certain they total correctly.

12. Submit all spending request forms electronically by saving the forms under your Department's designated budget submission folder found in TEAMS group labelled FY2024 Budget Submission. **Requests are due 12:00 p.m. Tuesday, October 25, 2022.**

13. Prepare for your appointment to discuss your Department's requests.

KEY DATES FOR THE FY2024 BUDGET PROCESS

(REVISED)

Date	Activity
9/13/2022	Select Board Closes Special Town Meeting Warrant
9/13/2022	Town Manager Budget Consultation with the Select Board
9/14/2022	Town Manager Budget Consultation with the Finance Committee
9/16/2022	Deadline to meet with Building Maintenance and Information Technology Center to review capital requests
9/19/2022	FY2024 Operating Budget Guidelines Released
9/21/2022	FY2024 Operating Budget Submission Overview Session I 9:30 A.M. to 11:30 A.M. (ZOOM) – Preregistration Required
9/21/2022	FY2024 Operating Budget Submission Overview Session II 2:30 P.M. to 4:30 P.M. (ZOOM) – Preregistration Required
9/26/2022	FY2024 Operating Budget Submission Overview Session III 2:00 P.M. to 4:00 P.M. (ZOOM) – Preregistration Required
10/6/2022	Schedule of Fees and Charges Due by 12:00 P.M.
10/17/2022	Final Capital Requests Due by 12:00 P.M.
10/24/2022	Special Town Meeting
10/25/2022	Department Spending Requests Due Thursday by 4:00 P.M.
10/31/2022	Town Manager Budget and Capital Meetings with Departments Begin
11/15/2022	Town Manager Budget Consultation with Select Board
11/22/2022	Town Manager Reviews the Preliminary Five Year Capital Improvement Plan with the Select Board
12/6/2022	Town Manager Provides an Update to the Five Year Capital Improvement Plan to the Select Board
12/14/2022	Department Spending Requests are due to Finance Committee from the Town Manager and School Superintendent
12/20/2022	Select Board votes on CIP Recommendations (if action was not taken on December 6, 2022)
1/3/2023	Town Manager Budget Consultation with the School Committee
1/3/2023	FY2024 – FY2028 Capital Improvement Plan Release
1/31/2023	Town Manager's Balanced Budget Due to the Finance Committee
2/6/2023	Warrant Articles for 2023 Annual Town Meeting Due to the Select Board
2/22/2023	Finance Committee FY2024 Draft Budget Due to the Town Manager
3/15/2023	Finance Committee Budget Recommendations are Due for Inclusion in the Annual Town Meeting Warrant
4/11/2023	Town Election
5/1/2023	Annual Town Meeting
7/1/2023	Start of Fiscal Year 2024

AN OVERVIEW TO THE DEPARTMENT SPENDING REQUEST FORMS

Spending Request Forms

The spending request forms are to be used at the department-wide level and may be used at the division levels of the organization. Department managers should not prepare forms for programs, but if the department manager needs or wants to identify a particular program or the costs associated with it, this can be explained under operational considerations on the Department Information (DSR1) form. At a minimum, most department managers will complete the Department Information form and the Department Expenditure Detail (DSR2) form which consists of three parts: personnel, expenses, and operating budget capital, and the Excel Budget Worksheet (EBW1). Department managers wanting to submit requests for additional hours for existing positions, for additional new staff positions, or for new services must use the Performance Improvement Funding Request (DSR4) form. How this information is to be entered on the EBW1 form will be explained at the budget submission training. A department seeking funding that would not be part of the operating budget or qualifies as capital, or seeks approval of a financial related item that may require separate Town Meeting action, or would only be considered if an alternative source of funds is secured, should be submitted on Special Warrant Article Request (DSR5) form.

EBW1: Excel Budget Worksheet – you should complete the worksheet **before you begin to fill out the DSR forms.** The purpose of this worksheet is to have departments enter their spending request amounts by the account numbers that the expenditures are tracked in the Town's accounting system. This information will be uploaded into Infinite Visions (IV). After Town Meeting has acted on the budget, and any changes that may have been made by Town Meeting have been reflected in the spending request, the budget data will then be transferred into the General Ledger. This will allow departments to begin preparation for the new fiscal year sooner. The worksheet that you will complete shows the Department's current budget as it was posted into IV prior to the start of the fiscal year. There are columns to enter your DSR2 and DSR4 spending request amounts. The worksheet will total, show the dollar change from the current year for each account number and will show the percent change the requested total is to the current year total budget.

DSR1: Department Information – the purpose of this form is for the department to provide a narrative about the department, including financial and services demands. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This form should include information relative to the department's accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department's spending request is to be summarized at the bottom of the form.

DSR2: Department Expenditure Detail – the purpose of this form is to provide budgetary information about personnel and non-personnel costs. The form is broken into subsections for

personnel salary and wage costs, and a line by line expense detail.

The DSR2A section provides the reader with an overview of the staffing levels broken out by the major salary and wage items for the department. If applicable, information for line one of the form (Salary and Wage Permanent Positions) has been provided to you on the Position Register Detail (PRD1) worksheet. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, substitute, or other non-permanent positions. The department manager should determine what amounts, if any, are necessary to fund these services. If the amount changes from the current year you must explain the basis for the change. This information is to be requested under line 2 of the form. If there is scheduled overtime or other compensation that is not incorporated in the PRD1 worksheet, those should be shown in the respective lines, e.g., payment in lieu of vacation, stipends not inherent to a permanent position, seasonal labor, etc.

The DSR2 form is also broken out between expenses (DSR2B) and operating budget capital (DSR2C). This section provides a line by line expense detail of services, supplies and other costs. You must provide a short description of the major items which make up the total object code request. There are examples of the type of expenses that may fall under the different object codes provided in **Appendix A.**

DSR3: Department Personnel Supplement - the purpose of this form is to allow departments to provide additional information about positions that are not detailed on the PRD1 schedule, or wage expenses that are not easily discernable from the information provided under sub sections 2, 3, and 4 of the DSR2 form.

DSR4: Performance Improvement Funding Request - the purpose of this form is to allow departments to identify specific funding requests above the Base Request that would, if funded, provide the resources to allow the department to improve, expand, and/or address unmet needs. Requests for additional hours, additional positions, or new positions must be included on the DSR4 form, and not embedded in the Department Expenditure Detail (DSR2) form. The details for additional personnel resources must be shown on the DSR4S (supplemental form for personnel requests) form. Each position requested and each request for an increase in hours must be submitted on its own DSR4S form. No personnel-related request will be considered if the DSR4S form is not completed and submitted. The form design allows the department to submit not only for the coming fiscal year, but also for a future fiscal year**.**

DSR5: Special Financial Warrant Article Request - the purpose of this form is to allow departments to submit other types of financial requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form **must** be used if a request requires a Town Meeting appropriation (e.g., senior corps program), or seeks alternative funding such as CPA. **This form will be provided to the Finance Committee and Select Board at the same time the department spending requests are provided.**

PRD1: Position Register Detail - this worksheet was prepared by the Finance and Human Resources departments. This information provided most if not all of the figures that have been prepared and for you to report on DSR2. This register shows the positions that are **currently funded for FY2023** in the department's budget and projected compensation for each position based on the incumbent (as of September 15, 2022). If a position has been filled within the last year, we budget FY2024 at the new hire's estimated step for FY2024*. We ask that you review the PRD1 for accuracy. **Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is reflective of all existing personnel and the pay rates are correct.** The schedule **does not** include overtime or other non-definitive salary and wage items such as payment in lieu of paid time off, tuition reimbursement, seasonal labor, etc. The department manager should be in a much better position to determine the amounts, if any, are necessary to funds those costs. The schedule **does not** include any additional positions or any increase in hours for existing positions. This information is to be requested and itemized in the DSR4 form. Please note any changes proposed to the PRD1 form must be approved by the Assistant Town Manager/Director of Finance.

Schedule Fees and Charges – this is an internal document to be prepared by the department and submitted to the Finance Department to disclose all the non-tax and non-state aid revenue collected by the department. The information is important in order to ensure that the Town is conducting regular reviews of the various revenues collected and that rates are current. The Town will produce a comprehensive schedule of fees which will be for public inspection.

Department Information
DSR1 Form
Instructions

DSR1 – Department Information

This form serves as a cover letter to explain the spending request for next year. The form focuses on factors affecting the cost of services, and explains programs that are operated through revolving funds, grants, or donations. This section should include information relative to the department's accomplishments over the past year, goals for the coming year, and should identify efforts undertaken in the area of performance measurement (benchmarking, program evaluation, and/or customer satisfaction). The department's spending request is to be summarized at the bottom of the form.

1. **Department:** Fill in the name of the department.

2. **Department Mission:** This section is to provide a description of the Department, including the primary business centers. Explain the primary functions the department provides to the Town. For most departments a single paragraph should be sufficient to provide an overview.

3. **On the Horizon:** This section is to provide information regarding any internal and external pressures that are affecting the department and are driving cost increases. **If your department increase request is a result of inflation, you must explain and provide examples of the increased cost.** Explain the challenges the department had to overcome in order to continue to be of service to the public. Discuss projects and activities that the department is or will be undertaking within the next two to four years. Explain what resources will be required to address these issues.

4. **Budget Statement:** Explain the dollar changes to your department's FY2024 request from the current appropriated budget for FY2023. **You must clearly identify and explain any increase or decrease from the current budget**. *Here is an example of the format that was utilized by DPW which is preferred style.*

Line Item	Division	Description	Change from FY22	Comments	Net Change
Energy	Sewer	Electricity	$10,916	Based on 3-year consumption average	$10,517
	Sewer	Natural Gas	($399)	Based on 3-year consumption average	
Repairs & Maint. Services	Drains	Trench Restoration	$1,000	Based on an increased need	$26,130
	Sewer	Alarm & Sprinkler Maint.	$14	Based on current contract pricing & 3.5% inflation	
	Sewer	Generator Maint.	$108	Based on current contract pricing & 3.5% inflation	
	Sewer	Mechanical On Call Services	$25,000	Based on an increased need	

Line Item	Division	Description	Change from FY22	Comments	Net Change
	Sewer	Overhead Door Maintenance	$8	Based on current contract pricing & 3.5% inflation	
Other Property Related Services	Drains	Debris Disposal - Catch Basin	$1,085	3.1% inflation based on current contract pricing	$2,496
	Drains	Debris Disposal - Sweeping	$1,411	4.3% inflation based on current contract pricing	
Communications	Sewer	Cell Phone	$400	Based on current pricing	$400
Other Purchased Services	Drains	Street Sweeping	$1,093	Based on current contract pricing & 3.5% inflation	$4,947
	Sewer	Police Details	$730	Based on updated police detail rates	
	Sewer	Sewer Flow Meter Annual Maint.	$1,899	Based on current contract pricing & 3.5% inflation	
	Sewer	Sewer Flow Meter Upgrades	$1,225	Based on current contract pricing & 3.5% inflation	
Building & Equipment Supplies	Sewer	Pump Station Supplies	$400	Based on an increased need	$400
Gasoline & Diesel Fuel	Drains	Diesel	$530	Based on 3-year consumption average	$4,399
	Sewer	Diesel	$835	Based on 3-year consumption average	
	Sewer	Gasoline	$3,034	Based on 3-year consumption average	
Public Works Supplies	Sewer	Asphalt	$3,000	10% increase on current market inflation	$13,326
	Sewer	Manhole Frames & Covers	$217	Based on current contract pricing & 3.5% inflation	
	Sewer	Pump Replacement Parts	$10,000	Based on an increased need	
	Sewer	Sewer Pipe	$109	Based on current contract pricing & 3.5% inflation	

You should identify changes in **personnel** levels which have occurred over time and whether the department may be seeking additional hours for existing positions, or additional positions. However, if you are seeking such an increase the request must be made through the **DSR4 form** and not embedded in the Base Request. **You must schedule a meeting with Human Resources to review the request.** You should also disclose any increased costs in **expenses** which have impacted the department's ability to provide the expected level of service for the current year budget, and/or any increase in the **expense** dollar request over the current fiscal year budget. Indicate whether the cost is fixed and/or non-discretionary, or whether it is discretionary based on numbers served. Indicate which expenses are covered by related program/service generated revenue which is credited to the general fund, as opposed to a reserve or revolving fund, (e.g., each additional parking permit tag sold generates more income, but also requires an appropriation to pay for the physical tag to be

increased as well).

The department should also identify programs that are supported or administered by the Department which are funded in part or fully by a **revolving fund**, **grant**, or **donation**. Also identify activities that are supported by volunteers. However, do not include in the budget request any amounts that will be paid by a revolving fund, grant, or donation. You must disclose in your narrative any Federal and/or State grants that have been relied upon to support ongoing programs or that make available resources which allow the Department to perform its primary responsibilities. **You should disclose all grants received during FY2022 and FY2023 (to date) that have been provided due to COVID-19 and/or other fiscal stimulus funds.** You must also answer the question on the DSR2 form whether there are grants.

This section should also include details of any significant changes that would affect the revenue estimate for the fiscal year, (e.g., change to the fee structure, change in level of demand for a service, creation, or elimination of a program or service). Any adjustment to a charge or fee for next year that is pending action by a Board, Committee, or Town Meeting must be disclosed with a justification as to why you expect the change to be approved and included in the revenue estimate.

5. **Accomplishments and Activities:** Discuss recent accomplishments and goals met in the past year, provide information on workload and performance related activities, ideally three or more years of results is preferred.

6. **Spending Request Recap**: This section is to summarize the spending requests identified under DSR2 and DSR4 Forms, and any additional amounts which are appropriated under separate budget lines at Town Meeting. The DSR2 totals are to be shown under the Base Request column; DSR4 requests are totaled and shown in their own column. If your Department's spending request includes a different appropriation line description (e.g., Snow and Ice), type in the title under the description column and enter the amount(s) under the respective columns.

Department Information DSR1			
Department	(see instruction #1)		
Department Mission			
(see instruction #2)			
On the Horizon			
(see instruction #3)			
Budget Statement			
(see instruction #4)			
Accomplishments and Activities			
(see instruction #5)			
Spending Request Recap (see instruction #6)			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d)			
e) Total DSR2 & DSR4 Request (a through d)			
V2024			

Department Expenditure Detail
DSR2 Form
Instructions

DSR2 – Department Expenditure Detail

The purpose of this form is to provide budgetary information about personnel and non-personnel costs. The form is broken out by subsections for personnel salary and wage costs, and a line by line expense detail.

DSR2A Section - Personnel

The purpose of this section is to provide the personnel budget data for the department. Information for line 1 has been provided to you on the PRD1 worksheet. The forecast assumes an annualized salary level based on the rate of pay on the last day of the fiscal year (06/30/24) for a period of **52** weeks. You are more familiar with individual situations, and we will rely on you to review the information carefully. You have been provided specific details of compensation by position on the PRD1 worksheet. The PRD1 worksheet lists the permanent full-time and part-time positions; it does not list seasonal, temporary, or non-permanent positions (positions which rates of pay are found in Schedule C). If there is scheduled overtime or other compensation that is not calculated in the PRD1 worksheet, these should be shown in the respective lines. **Requests for new positions must be included on the DSR4 form, and not embedded in the DSR2A.** Please remember to disclose any significant changes from the prior year and identify the reasons under the **Operational Considerations** section of the DSR1 form.

1. **Department:** Fill in the name of the department and if desired, the division.

2. **Permanent Personnel:** Enter the head count for the number of full time positions under the **FT Head Count** column, the number of "permanent part time" benefit-eligible positions under the **PT Head Count** column, and the appropriate calculation of the two columns as **Full Time Equivalent (FTE)** under that column (this information has been provided to you on the PRD1 form). You should enter the number that was funded in the prior fiscal year, the current fiscal year, and the expected number of positions that will be funded within the **Base Request** for next fiscal year. Please note that the FTE count should **NOT** include the portion of the position that is grant and/or revolving fund supported, or temporary, seasonal, and other **Schedule C** positions regardless of the funding source. The FTE total for FY2024 must equal the total shown on the PRD1 report. Please contact the Assistant Town Manager/Director of Finance if you have questions.

3. **Personnel Non-Budget:** Identify whether the department will rely on any positions funded by a grant and/or revolving fund to provide services next year (FY2024). Indicate the number of full-time and part-time positions that are funded by these sources. Do not double count positions – these positions should not be duplicative of the figures entered in the lines above (item 2) that are funded by the operating budget.

4. **Union Positions:** Identify the number of funded positions by union that are part of the department operating budget. If there are no union positions in the department, mark "NA"

5. **Salary and Wage Permanent Positions (line 1):** Fill in the total salary and wage amount to fund the full time positions and "permanent part time" positions (these are usually positions working an average of 20 hours or more per week, but may be less than 20 hours provided the work is on a regular basis and the position is held by a specific individual **– a position that is filled in by more than one individual or a rotating or as needed basis is considered temporary help – see #6**) in the Base Request. This information is obtained from PRD1 worksheets. Although we make every effort to be accurate, we rely on the department manager to ensure that the PRD1 is correct. The amount shown on the PRD1 worksheet are to be sub totaled by the amount that is classified in the General Ledger as regular personnel expense and the amount that is classified as other personnel expense. Other personnel expenses are salary and wage items that are coded within the 519x series (i.e., education pay, uniform pay, etc.) If there is other compensation that was not included in the PRD1 form but is paid to full time or permanent part time employees, you will need to add and itemize this information under the "Other Salary and Wage Expenses" section (see instruction #7). Some examples of other salary and wages would be payment in lieu of accrued leave, tuition reimbursement, training, and stipends not specific to the position or part of a collective bargaining agreement. Calculate the total of the lines (a – i) and enter the amount to the right of **Sub Total 1**. *This total must agree with the PRD1 sheet.*

6. **Salary and Wage Seasonal and Temporary Positions (line 2):** Fill in title or general description of the positions or work that would be funded. You should also include temporary part-time, intermittent and substitute workers, and seasonal help under this section; many of these positions are listed on Schedule C, but not all positions are listed under Schedule C. Provide an explanation of how the total was determined, e.g., number of hours, number of dates, events, etc. Calculate the total of the seasonal and temporary positions and enter the amount to the right of **Sub Total 2**.

7. **Salary and Wage Overtime (line 3):** Fill in the total overtime budget request. Provide an explanation for the overtime. Calculate the total of the overtime and enter the amount to the right of **Sub Total 3**.

8. **Other Salary and Wage Expenses (line 4):** Itemize other salary and wage expenses which are not included in line one, two, or three e.g., payment in lieu of vacation, tuition reimbursement, stipends, etc. Then calculate the total of the individual entries, if any, shown on lines a, b, c, d, e, and f. Calculate the total of the other salary and wage expenses enter the amount to the right of **Sub Total 4.**

9. **Total Salaries and Wages (line 5):** Combine the totals of 1, 2, 3, and 4 and enter the amount to the right of **Total Salaries and Wages.**

If you have difficulty determining the amount for any position, please contact the Human Resources office.

DSR2B & DSR2C Sections – Expenses and Capital.

This section provides a line by line expense detail of services, supplies, materials, tools, equipment, and operating budget capital requested by the department. You must provide a short description of the major expenses that make up the total for each object code. Some

examples of the type of expenses which would be included under the respective object codes are shown on the form. It is up to each department manager to determine whether to prepare division based expense requests or a combined single total department request, (remember divisions are not programs, e.g., Highway is a division of DPW, but traffic control is a program within the highway division of DPW). Use as many lines as necessary to provide the appropriate amount of detail.

10. **Object/Description:** The shaded column on the left lists the basic object codes (we have included the primary object code digits (the first three of the four digits) for your reference as to the expenses that are to be reported on the line). To the right is an area intended to describe the significant components that make up the total for each accounting object code. For a listing of which object codes fall under the account group, refer to the **Account Codes** found in **Appendix A.** Describe the major items that make up the expense line. In parenthesis enter the total which corresponds to the identified expense described to the immediate left, e.g., for the "Communications" expense code the components that make up the total object are:

Object	Description	Amount
Communications (543X)	Postage ($1,200) Cellular Service ($840) Photocopying Fees ($500) Legal Notices ($775) Other Communication Expenses ($115)	$3,430

The individual components must total the amount typed under the "Amount" column (see item 10).

11. **Amount:** Enter the total of the itemized expenses shown to the immediate left.

12. **Total Expenses (line 6):** Calculate the total of all object lines and enter the amount to the right of the shaded area**.**

13. **Total Operating Budget Capital (line 7)**: Calculate the total of any capital items requested through the operating budget in line and enter the amount to the right of the shaded area**. Operating Budget Capital** items are those items which either have a total cost of less than $25,000 or have a primary operational useful life of less than 5 years.

14. **Total Base Request (line 8):** Enter the combined total of lines five, six, and seven.

15. **Does the Department depend on any Federal or State grants to provide services?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department receives or relies on any Federal or State grants to fund services or to provide resources (supplies, contractors, services, multiparty agreements, etc.) that the Department relies on to do its primary responsibilities. This should be explained in the Department narrative in the DSR1 form.

16. **Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or**

software with the budget submission?: Indicate with an "X" in the appropriate box (YES or NO) whether the Department submitted, by the deadline, any requests for the replacement and/or upgrade of technology and or software the Information Technology Center (ITC).

17. **Did the Department submit any requests for FY2024 to the Department of Public Works to improve or upgrade a public building or facility?:** Indicate with an "X" in the appropriate box (YES or NO) whether the Department submitted any requests to improve or upgrade a public building or facility.

18. **Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources?:** Indicate with an "X" in the appropriate box (YES or NO).

19. **Recheck your work.**

Department Expenditure Detail DSR2											
Department			(see instruction #1)								
Object			Description						Amount		
DSR2A											
Permanent Personnel (see instruction #2)	Last Year (FY2022)			Current Year (FY2023)			Next Year (FY2024)				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services? (see instruction #3)						Yes		No		FT Head Count	PT Head Count
Union Positions: (see instruction #4)	BCTIA		Fire A		Fire C		ITWA		NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions. (see instruction #5)											
a.	PRD1 Salary and Wages Base										
b.	PRD1 Differentials (Conditions, Requirements, Shifts)										
c.	PRD1 Education										
d.	PRD1 Extra Holiday										
e.	PRD1 Longevity										
f.	PRD1 Snow Program										
g.	PRD1 Uniform										
h.	PRD1 Other Compensation										
i.	PRD1 Budget Adjustments										
	PRD1 Sub Total										
j	DSR3 Other Compensation										
	Sub Total 1										
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below) (see instruction #6)											
a.											
b.											
c.											
d.											
e.	DSR3 Total										
	Sub Total 2										
3. Salary and Wage Overtime (Itemized Below) (see instruction #7)											
a.	Scheduled Overtime (contractually obligated)										
b.	Training and Development										
c.											
d.											
e.	DSR3 Total										
	Sub Total 3										
4. Other Salary and Wage Expenses – (Itemized Below) (see instruction #8)											
a.	Incentive Programs										
b.	Pay In Lieu of Accrued Leave										
c.	Program Stipend										
d.	Tuition Reimbursement										
e.	Working Out of Grade										
f.	DSR3 Other Compensation										
	Sub Total 4										
5. Total Salary and Wages (1+2+3+4) (see instruction #9)											

DSR2B		
Object	Description (see instruction #10)	Amount (see instruction #11)
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)		
Communications (534x)		
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)		
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)		
Dues & Subscriptions (573X)		
Other Expenses (574 X – 579x)		
6. Total Expenses (see instruction #12)		
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital (see instruction #13)		
8. Total Base Request (Line 5 + Line 6 + Line 7) (see instruction #14)		

Does the Department depend on any Federal or State grants to provide services? (see instruction #15)	YES		NO	
Did the Department submit any requests for the replacement or upgrade of technology hardware or software to the Information Technology Center and/or include funding request for hardware or software with the budget submission? (see instruction #16)	YES		NO	
Did the Department submit any requests to the Department of Public Works to improve or upgrade a public building or facility? (see instruction #17)	YES		NO	
18. Did the Department meet with Human Resources prior to submitting any request for new or additional personnel resources? (see instruction #18)	YES		NO	
				V2024

Department Personnel Supplement
DSR3 Form
Instructions

DSR3 – Department Personnel Supplement

The purpose of this form is to provide additional salary and wage detail which is not apparent from the DSR2 or PRD1 documents. The form is broken out by subsections for personnel type and cost detail.

1. **Department:** Fill in the name of the department.

2. **Description:** Fill in title or general description of the positions or work that would be funded. Enter the description of the type of pay; this may be a position title, pay type, function, and or purpose. Indicate the unit of measure and how many units being funded. Examples of positions:

   Select Board Member
   Building Monitors
   Care of Graves
   Coordinator of Ceremonies
   Election Workers – Wardens and Clerks
   Election Workers - Inspectors
   Playground Maintenance Specialist
   Emergency Management Program
   Parking Clerk
   Public Health Nurses
   Town Counsel
   Town Meeting Workers
   Traffic Supervisors
   Drivers

3. **Amount:** Fill in the total amount for the year requested for this pay item.

4. **Amount Reflected:** Indicate with an "X" which group on the DSR2A section the amount to the left (under the Amount Column) was added.

5. **Total (Line I):** Calculate the total of the items requested lines 1 through 25 and enter the amount to the right of **Total** line.

6. **Total (line II):** Combine the totals of Sections 1, 2, 3, and 4 and enter the amount to the right of **Total** line**.** Remember, the Total I must equal Total II, if not recheck you work.

If you have difficulty determining the amount for any position, please contact the Human Resources office.

Department Personnel Supplement DSR3							
Department	(see instruction #1)						
	Description (see instruction #2)	Amount (see instruction #3)	Amount Reflected DSR2A Section (see instruction #4)			
			1	2	3	4
1						
2						
3						
4						
5						
6						
7						
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19						
20						
21						
22						
23						
24						
25						
I	Total (see instruction #5)					
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3					
	Amount Reported Under DSR2A Section 4					
II	Total (see instruction #6)					
V2024						

Performance Improvement Funding Request
DSR4 Form
Instructions

The purpose of this form is to allow departments to submit additional operating funding requests beyond Level Service to improve, or expand services, or to address unmet needs.

1. **Department:** Fill in the name of the department and if desired, the division.

2. **Fiscal Year:** Enter the fiscal year for which funding is anticipated to be requested.

3. **Title:** Provide a short title description to identify the request.

4. **Priority #:** Indicate the Department's (not a division's) priority for this request.

5. **Expenditure Classification**: Itemize the cost by the standard budget appropriation lines: Salary and Wage, Expenses, and Operating Capital. If the request is for additional employees (head count and/or hours) provide the full time equivalent under the FTE column. The form also requires the cost to be broken out by recurring (an annual expenditure) and non-recurring (e.g., startup costs). You then will calculate the total of each appropriation line under the **Total Amount** column, and also a total for each column that you entered to the right of the **Department Total (line 4).** The amounts on line 4 are also reported on the DSR1 Form under the Additional Request (DSR4) column. **Other Costs** (line 5) would be amounts that may need to be appropriated to other budgets should your request be funded. Other costs include employee benefits for an additional, expanded, and/or new position, contracted services generally provided by another department to repair, maintain, or improve the requested items (most often this would be the Public Works), non-employee insurance coverage, and service fees, etc.

6. **Budgetary Considerations:** Answer the 10 questions with a YES or a NO. Explain whether the request will impact other department budgets. If there are costs that would be paid from another appropriation, so state and provide an estimate of that cost (e.g., new full time position would have benefit costs which are carried in the town-wide budget group). **Please contact the Finance Department for assistance in calculating these costs.** Please provide answers to the following questions (any **YES** response must be explained under Description and Explanation):

    - *Does this request address a goal of the Select Board or other Board or Committee? If the response is "YES", please indicate on the line below the name of the Board or Committee.*
    - *If yes, which Board or Committee? Enter the name of the Board or Committee.*
    - *Has this request been submitted in the last three fiscal years and not funded? If the response is "YES" please explain why the request is being submitted again.*
    - *Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request? If the response is "YES" please explain why and how those costs will be covered.*

- *Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? If the response is "YES", please identify the other department(s) and what assistance would be needed in order to achieve the intended goal of the request.*
- *Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved? If the response is "YES", please identify what position(s) would be required and the estimated cost of those positions. Explain whether the request is inclusive of those costs.*
- *Does the request support activities which produce revenue for the Town? If the response is "YES", please identify the revenue(s) that are generated as a result and how the revenue is generated.*
- *If the request is not approved, will current Town revenues be negatively impacted? If the response is "YES", please identify the revenue(s) that would be effected, how much, and why.*
- *Is there an increased exposure for the Town if the request is not approved? If the response is "YES", please explain what the exposure is and why.*
- *Is specialized training or licensing required (beyond the initial purchase)? If the response is "YES", please explain and provide an estimate of the additional cost, if any. If there is not an additional cost, please state such.*
- *Does this request address a documented health or safety issue? If the response is "YES", please identify the issue(s), and provide the citation reference.*

7. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Explain any significant changes affecting the department which led to this request. Priority will be given to performance requests that are directly related to department goals, the need for which can be demonstrated by performance measures and data. Explain the benefits and/or intended results. Provide a detail of the specific budget items, number of hours, position title, type of service, supplies; etc. Summarize by Town Meeting appropriation line the requested amount. Indicate whether the request is recurring, (will appear in subsequent operating budgets if approved this year), or is one-time, (not to be requested in subsequent years). The line totals are to be reported on the DSR1 form under the DSR4 column. If additional head count is requested, include an analysis of other service delivery methods explored and explain why they were not selected. You must also explain any YES answer to the questions under the **Budgetary Considerations** section (item 4) and identify any other budgetary issues which could influence the evaluation of the request.

Performance Improvement Funding Request DSR4					
Department	(see instruction #1)		Fiscal Year	(see instruction #2)	
Title	(see instruction #3)		Priority	(see instruction #4)	
DSR4(see instruction #5)					
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)	
1. Salary and Wage					
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs to be budgeted by other Departments					
Budgetary Considerations (see instruction #6)				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					
Does the request support activities which produce revenue for the Town?					
If the request is not approved, will current Town revenues be negatively impacted?					
Is there an increased exposure for the Town if the request is not approved?					
Is specialized training or licensing required (beyond the initial purchase)?					
Does this request address a documented health or safety issue?					
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
(see instruction #7)					
V2024					

Performance Improvement Funding Request Supplemental
DSR4S Form
Instructions

The purpose of this form is for departments that submit DSR4 requests for additional hours for existing positions, and/or new positions to provide more detailed information about the request. A separate DSR4S **MUST** be completed for each new position and/or increase in authorized hours requested. Any request for additional personnel will NOT be considered if the supplemental form is not completed and submitted with the related DSR4 request.

1. **Position Title:** Enter the Position Title Description. Only one position per page.

2. **Priority #:** Indicate the Department's (not a division's) priority for this request.

3. **Classification:** Enter the Position Classification and indicate with an "X" whether the position request is for Full Time, Part Time or Seasonal. If you do not know the classification of the position contact Human Resources.

4. **Part Time /Seasonal:** If the request is for a part time or seasonal position indicate the number of hours per week being requested and the number of weeks the position would be needed.

5. **Compensation Detail**: Itemize the compensation costs for the requested position. The first line is the base rate. For full-time positions show the annual rate of pay. For part-time and seasonal positions show the hourly rate times the number of hours for the year. Positions that provide additional compensation, for example shift differential or education enter the pay type in the first column and the annual pay in the second column. Total the pay and show it on the "Salary and Wage Total" line.

6. **If Funded the Position Will Require the Following Additional Items:** Indicate which of the items will need to be funded if the personnel request is funded. The cost is to be broken out by startup cost and recurring costs.

7. **Estimated Annual Benefit Cost:** You must include the estimated annual costs for benefits. Benefit costs covered by Town wide Expense Budgets. **Please contact the Assistant Town Manager Director of Finance for assistance in calculating these costs.**

8. **Description and Explanation:** Provide a brief narrative as to why the request is being made. Include an analysis of other service delivery methods explored and explain why they were not selected. Explain any significant changes affecting the department which led to this request. Explain the benefits and/or intended results. The line totals are to be reported on the DSR1 form under the DSR4 column.

Performance Improvement Funding Request Supplement DSR4S										
Position Title	(see instruction #1)							Priority	(see instruction #2)	
Classification (see instruction #3)		FT		PT		Seasonal				
Part Time /Seasonal (see instruction #4)	Hours Per Week			Number of Weeks Per Year						
Compensation Detail (see instruction #5)										
Base Rate										
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total										
If Funded the Position Will Require the Following Additional Items (see instruction #6)										
Description	No	Yes	Explain				Start Up Cost $		Annual Recurring Cost $	
Workstation										
Vehicle										
Computer										
Software										
Mobile Communication Device										
Uniform										
Tools										
Equipment										
Other										
Other										
Other										
Totals										
Estimated Annual Benefit Cost (see instruction #7)										
Description and Explanation										
(see instruction #8)										
V2024										

Special Financial Warrant Article Request
DSR5 Form
Instructions

The purpose of this form is to allow departments to submit other types of financial requests that may not necessarily be part of the operating budget or qualify as a capital expenditure. This form may be used if a request requires an independent Town Meeting action (matching a grant or establishing a revolving fund), or seeks funding for a purpose that could overlap fiscal years or requires continuation of the appropriation beyond a single fiscal year (e.g., senior corps program), or seeks alternative funding such as CPA. Requests for new software which are not part of the Department's operating budget must be requested using this form. Software is not considered capital.

1. **Title:** Provide a short title description to identify the request. Should this request be added to the Warrant, the Title will be the basis for the Warrant Article title.

2. **Fiscal Year:** Enter the fiscal year for which funding is being requested. Funding requests that will be requested for more than one fiscal year should be submitted on separate DSR5 forms. A request that is for only one fiscal year but may require more than one fiscal year to complete may be submitted as one DSR5 request.

3. **Department:** Enter the name of the Department that will be responsible for carry out the required actions if approved.

4. **Funding Amount:** Enter the amount that is requested for appropriation.

5. **Funding Source:** Indicate whether the requested funding comes from sources other than the General Fund (Enterprise Fund). Please state the source(s) and amount(s) of the funds. If the funding is coming from the General Fund, then type General Fund.

6. **Article Information:** Provide a brief narrative as to why the request is being made and what is the intended result. Explain any significant changes affecting the department that may have led to this request. This should be written for the layperson who may not understand the article as written or what is actually being requested.

7. **Disclosures:** Answer all the questions and <u>explain all "YES" answers</u> under the Disclosure Explanation section.
    1. Was this request submitted last year?
    2. Is this a recurring special financial warrant article?
    3. Is this a matching grant funding request?
    4. Is this a CPA funding request?
    5. Is this a revolving fund request?
    6. Is this a pilot program request?
    7. Is this a study?
    8. Is this a program that is planned to be in place for more than one year?
    9. Is this required by a court or other jurisdictional order?
    10. Is this a personnel related request?
    11. Is this a local option acceptance request?
    12. Is this in support of a goal of a Board or Committee?

Special Financial Warrant Article Request DSR5			
Title	(see instruction #1)		
Fiscal Year	(see instruction #2)	Department	(see instruction #3)
Funding Amount	(see instruction #4)	Funding Source	(see instruction #5)

Article Information		
(see instruction #6)		
Disclosures (see instruction #7)	YES	NO
1. Was this request submitted last year?		
2. Is this a recurring special financial warrant article?		
3. Is this a matching grant funding request?		
4. Is this a CPA funding request?		
5. Is this a revolving fund request?		
6. Is this a pilot program request?		
7. Is this a study?		
8. Is this a program that is planned to be in place for more than one year?		
9. Is this required by a court or other jurisdictional order?		
10. Is this a personnel related request?		
11. Is this a local option acceptance request?		
12. Is this in support of a goal of a Board or Committee?		
All "YES" responses must be explained Below		
Disclosure Explanation		
(see instruction #7)		
V2024		

Schedule of Fees and Charges
Instructions

The purpose of this form is to itemize the various sources of non-tax and non-state aid receipts collected by the department. This will become an important resource going forward to identify all types of revenues relied upon by the Town to help defray the cost of the service or to change behavior. Examples of fees and charges include penalty charges, water use, parking permits, trash disposal, review fees, permits and licenses, street permits, program fees, rentals, bus service, etc.

1. **Department:** Fill in the name of the department.

2. **Description:** The title of the fee and identify the purpose.

3. **Rate:** Enter the amount of fee.

4. **Frequency:** Indicate how often the fee is to be paid, i.e., annually, quarterly, monthly, one-time, per occurrence/use, etc.

5. **Authority:** Identify the applicable law or regulation for establishing and setting the fee.

6. **Last Reviewed:** Indicate when the fee became effective or was last revised. If unknown, indicate "unknown".

Schedule of Fees and Charges					
Department	(see instruction #1)				
	Description (see instruction #2)	Rate (see instruction #3)	Frequency (see instruction #4)	Authority (see instruction #5)	Last Reviewed (see instruction #6)
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Appendix A

Town of Needham Account Codes			
Description	**Examples**	**Start**	**End**
Energy	Electric Heating Oil Natural Gas	**5210**	**5219**
Non-Energy Utilities	Sewer Water	**5230**	**5239**
Repairs & Maintenance	Building Maintenance Agreements Equipment Maintenance Agreements Outside Vehicle Maintenance & Repairs Hardware Maintenance Agreements	**5240**	**5249**
Rental & Leases	Equipment Leases Facility Leases	**5270**	**5279**
Other Property Related Services	Custodial Services Pest Control Services within a Building Snow Removal Services Solid Waste Disposal Services	**5290**	**5299**
Professional & Technical	Accounting and Auditing Services Consultant & Management Services Employee Training Seminars Licensed Professional Services Legal Services Outside and Temporary Services Seminars and Training Software License & Use Agreements Technology Consulting Related Services Testing Services	**5300**	**5319**
Communications	Cable/Internet Services Delivery Services Landline Telephone Services Legal Advertisements Postage Printing & Mailing Services Telecommunications Wireless Communications	**5340**	**5349**
Recreation	Athletic Event Official Fees Entertainer, Lecturer, or Films Museum or Event Admission Fees Supervision or Instruction of Recreational Activities	**5350**	**5359**
Other Purchased Services	Animal & Pest Control Services Contracted Transportation Services Laundry and Cleaning Services Photography Services	**5380**	**5389**
Energy Supplies	Expendable Supplies Purchased to Provide Energy to Municipality not Classified Elsewhere	**5410**	**5419**
Office Supplies	Files and Folders Office Equipment & Tools Paper Stock & Forms Pens, Pencils, paper Clips, & Other Sundries Photocopying & Printing Equipment Supplies Plain Envelopes Visual Aids	**5420**	**5429**
Building & Equipment Supplies	Doors Electrical Supplies Floor Covering Glass Hand Tools or Power Tools HVAC Supplies	**5430**	**5439**

Town of Needham Account Codes			
Description	**Examples**	**Start**	**End**
	Paint Plumbing Supplies Wall Covering Window Coverings		
Custodial Supplies	Brooms and Mops Cleaning Supplies	**5450**	**5459**
Grounds Keeping Supplies	Fertilizers Herbicides & Pesticides Loam, Grass Seed, Lime Paint for Grounds Rakes, Hoes & Other Tools Soil & Sod Trees & Shrubs	**5460**	**5469**
Vehicular Supplies	Antifreeze Batteries Gasoline, Oil & Lubricants Tires Vehicle Parts and Accessories	**5480**	**5489**
Food & Service Supplies	Non-perishables Paper Products & Serving Utensils Perishables Meal Allowance Per CBA –IRS Regulation	**5490**	**5499**
Medical Supplies	Chemicals & Solutions for Medical Purposes Drugs First Aid Kits Medical Instruments Other Medical Supplies Oxygen	**5500**	**5509**
Educational Supplies	Teaching & Testing Materials (Public School Material Only)	**5510**	**5529**
Public Works Supplies	Supplies & Materials Used for Public Works Asphalt Drinking Water Chemicals Pay-To-Throw Supplies Road and Sidewalk Materials Traffic Signals	**5530**	**5539**
Other Supplies & Equipment	Crime Prevention Firefighting Equipment Library Supplies Magazine & Newspaper Subscriptions Other Subscriptions not Classified Elsewhere Purchased Uniforms and Other Clothing Safety Boots Safety Glasses Safety Vests Technology & Data Processing	**5580**	**5589**
Governmental Charges	Governmental Fees Inter-Municipal Fees Other Governmental District Assessments	**5690**	**5699**
Travel & Mileage	Mileage Reimbursement for Work Related Use of Personal Vehicle Reimbursement for Work Related Transportation and Travel Expenses	**5710**	**5729**
Dues & Subscriptions	Professional & Technical Organizations Dues & Memberships	**5730**	**5739**
Other Expenses	Surety Bonds Veterans Benefits	**5740**	**5790**