

**PROPOSED
ANNUAL
BUDGET**

FY2015



Office of the Town Manager

TOWN OF NEEDHAM

January 28, 2014

Reader's Guide to the Fiscal Year 2015 Budget

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

- ✚ The **Town Manager's Budget Message** is found in **Section 1** and contains the overall philosophy upon which the budget was developed, and provides an explanation of the budget process, and any significant changes to the budget as compared to previous years. This section also covers the budget highlights and provides a summary of the balanced budget proposal.
- ✚ The **Revenue Summary** is found in **Section 2**. This section identifies the sources of revenue to meet the proposed operational, miscellaneous, and capital expenses for the coming year. The section also provides the reader with an overview of historical and proposed revenue, including the assumptions used to develop the estimates.
- ✚ **Section 3** contains the **Department Descriptions for the General Fund, Enterprise Funds, and Community Preservation Fund**. These are descriptions identifying the general purpose of each department and include a history of past year expenditures, the current year budget, and the recommended balanced budget.
- ✚ **Section 4** contains actual **Departmental Budget Submissions** for General Fund, Enterprise Funds, and the Community Preservation Fund.
- ✚ **Section 5** contains the **Executive Summary of the FY2015 – 2019 Capital Improvement Plan**, published as a separate document on January 7, 2014.
- ✚ A **Glossary of Terms** that may prove useful in reviewing this budget is included in **Section 6**.



Name: Town of Needham

Incorporated: 1724

Total Area: 12.61

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

Public Roads: 138.35 miles

County: Norfolk

Population: 28,886 (2010 census)

Form of Government:
Representative Town Meeting

School Structure: K-12

FY2014 Tax Rate:

\$11.64 Residential

\$22.99 Commercial

FY2014 Average Single Family Home Value: \$651,300

FY2014 Average Single Family Tax Bill: \$8,416

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

Town Hall Address:
1471 Highland Avenue
Needham, MA 02492

Website: www.needhamma.gov

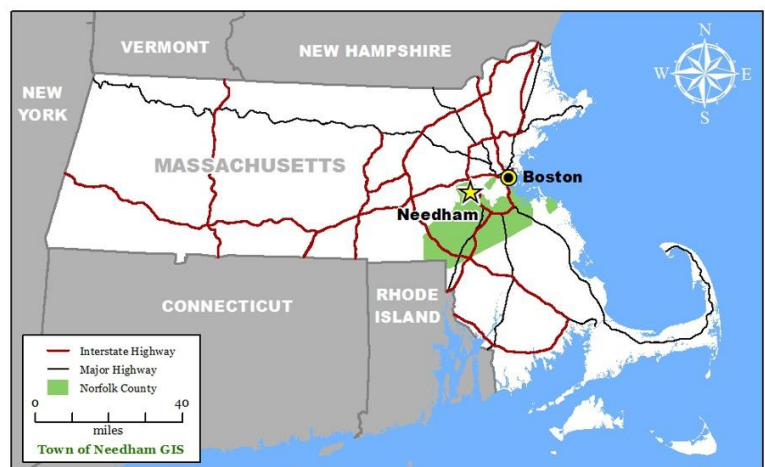
Facebook: Town of Needham

Twitter: @TownofNeedham

Community Profile

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

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

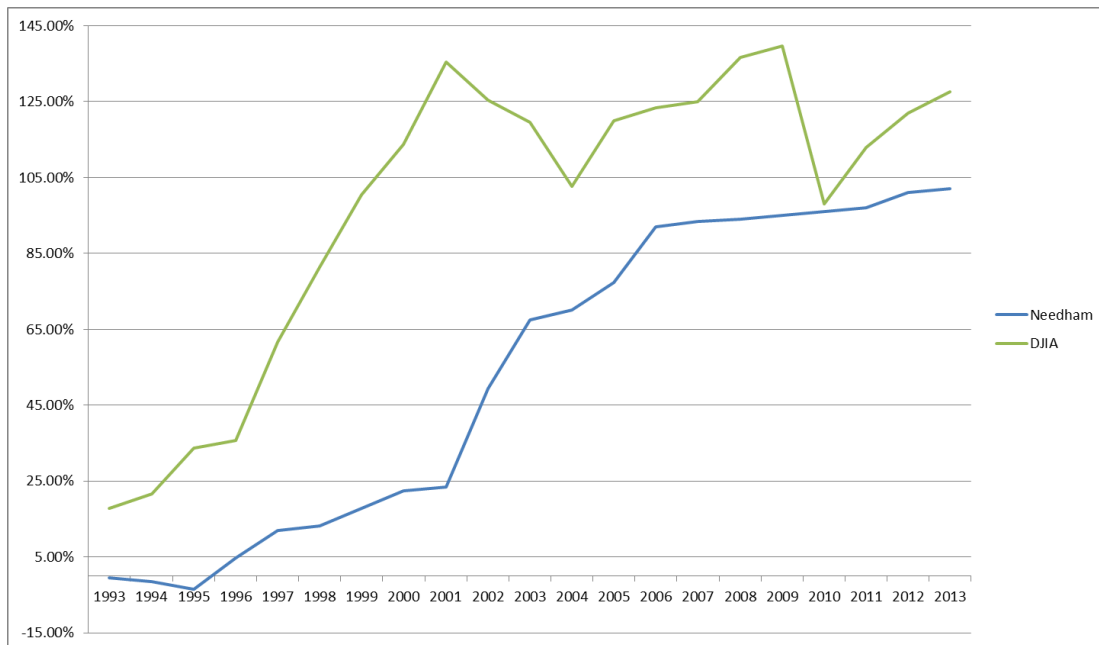


The Fruits of Sustainable Budgeting:

Visible Improvement & Desirable Community

Needham is undeniably a desirable community. In a recent survey, 97% of respondents rated Needham as a “good” or “excellent” place to live. Another indicator of that desirability is shown on Chart 1.1 – property values have increased every year since fiscal year 1995, even in periods of market decline.

Chart 1.1
Change in Needham’s Mean Assessment FY1992 – FY2013



In addition to its proximity to Boston via transit and the Interstate Highway system, Needham has achieved a high level of resident satisfaction by offering excellent services, quality public education, and predictability in operations. The discipline of living within our sustainability model has allowed the Town to thrive, even during the most recent “Great Recession.” This restraint has allowed for what may seem like extraordinary investment in capital resources and infrastructure, but what is really the manifestation of years of thoughtful and predictable planning.

The Town’s capital planning process has been unaffected by operating budget pressures because of the discipline used to separate capital and operating budget funding, and by the Town’s steadfast determination in following long-term investment planning. Over the last five years, the Town:

- Renovated and reopened the High Rock School
- Renovated and reopened the Newman School

Fiscal Year 2015 Proposed Budget

- Renovated and reopened the Town Hall
- Constructed and opened the Public Services Administration Building
- Constructed and opened the Center at the Heights (Senior Center)
- Constructed and opened the Salt Shed at the RTS
- Acquired Five parcels in the Downtown to improve parking and municipal operations
- Renovated the Greene's Field play structure and playing field
- Acquired two parcels for open space (Carol-Brewster)
- Acquired an adjacent parcel and renovated Walker Gordon Field
- Renovated and reactivated the Reservoir B Sewer Pumping Station
- Appropriated funds and began construction of DPW Garage Bays
- Appropriated funds and designed the St. Mary's Water Pumping Station.

Budget in Brief

Department spending requests were submitted to the Finance Committee on December 11, 2013. The total department spending requests represented an increase of 4.9% over FY2014.

The recommended FY2015 General Fund operating budget totals **\$127,693,897**, or **\$3,592,648** more than FY2014, representing a change of **2.9%**. This includes an increase of 4.8% for the Public Schools, 4.7% for General Government departments, and a reduction of 1.4% for Townwide expenses. A comparison of the FY2014 budget to the FY2015 recommended budget is shown in Table 1.1 below:

Table 1.1
General Fund Spending Plan

Description	FY14 Current	FY15 Recommended	\$ Change	% Change
Townwide Expenses (excludes CPS)	\$35,469,182	\$34,960,128	(\$509,054)	-1.4%
General Departments (includes CPS)	\$25,899,329	\$27,113,075	\$1,213,746	4.7%
Department of Public Facilities	\$8,003,190	\$8,117,148	\$113,958	1.4%
Needham Public Schools	\$53,995,587	\$56,584,838	\$2,589,251	4.8%
Minuteman Assessment	\$733,961	\$918,708	\$184,747	25.2%
Total Operating Budget	\$124,101,249	\$127,693,897	\$3,592,648	2.9%
Cash Capital funded by Free Cash	\$5,566,941	\$2,467,260	(\$3,099,681)	-55.7%
Cash Capital funded by Other Sources	\$500,000		(\$500,000)	-100.0%
Financial Warrant Articles	\$263,095	\$48,805	(\$214,290)	-81.4%
Other	\$5,774,684	\$5,434,327	(\$340,357)	-5.9%
General Fund Grand Total	\$136,205,969	\$135,644,289	(\$561,680)	-0.4%

Budget Process

Budgeting Best Practices

In developing the FY2015 budget, we continue to use the following best practices in order to produce a budget that preserves the Town's fiscal sustainability: current revenues must be sufficient to support current expenditures; debt must not be used to fund on-going operating expenses; the use of Free Cash to fund operations should be minimized; adequate contingency funds should be maintained; and sufficient maintenance and replacement funds should be allocated to ensure that capital facilities and equipment are properly maintained.

Core Budget Priorities

The Board of Selectmen has adopted the following core budget priorities for general government operations. These priorities served as a key guideline in our evaluation of departmental spending requests. As in recent years, the primary goal of the Board of Selectmen in consideration of the FY2015 operating budget is the maintenance and optimization of existing Town services. In addition, mindful of the availability of revenue for appropriation, the Board has set the following priorities for FY2015:

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

Budget Process

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

2.2.1 Operating Budget The Town Manager shall issue budget guidelines and instructions for all Town departments to submit their spending requests for the ensuing fiscal year. The Town Manager shall consult with the Finance Committee prior to the issuance of said guidelines and instructions. The Town Manager and School Superintendent will provide the Finance Committee with copies of their respective departmental spending requests on or before the 2nd Wednesday of December. Following receipt of these spending requests, the Finance Committee may begin its consideration of same, including the commencement of budget hearings. The Town Manager, after consultation with the Board of Selectmen and School Committee, shall not later than the 31st day of January, present to the Finance

Fiscal Year 2015 Proposed Budget

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 FY2015 budget calendar is shown in Table 1.2.

Table 1.2
Key Dates for the FY2015 Budget Process

July	1	2013	Start of Fiscal Year 2014
August	1	2013	Capital Improvement Program submission guidelines released
September	10	2013	Town Manager budget consultation with the Board of Selectmen
September	11	2013	Town Manager budget consultation with the Finance Committee
September	30	2013	FY15 Budget submission guidelines released
October	11	2013	Department Capital requests due to the Town Manager
October	25	2013	FY15 Department Spending Requests due to the Town Manager
November	4	2013	Special Town Meeting
November	12	2013	Town Manager budget consultation with the Board of Selectmen
November	26	2013	Preliminary capital recommendations to the Board of Selectmen
December	10	2013	Preliminary five-year capital recommendations to the Board of Selectmen
December	11	2013	FY15 Department Spending Requests due to Finance Committee
December	17	2013	Board of Selectmen votes CIP recommendation
January	7	2014	FY15 – FY19 Capital Improvement Plan released
January	7	2014	Town Manager budget consultation with the School Committee
January	31	2014	Town Manager's Balanced Budget due
February	3	2014	Warrant Articles for the 2014 Annual Town Meeting due to the Board of Selectmen
February	22	2014	Finance Committee's FY15 draft budget is due to the Town Manager
March	15	2014	Finance Committee's budget recommendations for publication due
April	8	2014	Annual Town Election
May	5	2014	Annual Town Meeting begins
July	1	2014	Start of Fiscal Year 2015

Budget guidelines were distributed to departments, boards, and committees on September 30, 2013, with spending requests due on October 25, 2013. The senior management team held budget review meetings with all departments during the month of November. Finance Committee and Community Preservation Committee liaisons were invited to attend these meetings in order to prepare for their own

deliberations. Discussions with the Board of Selectmen, Finance Committee, and School Committee continued during the fall and winter. The Town Manager's official budget consultation with the School Committee occurred on January 7, 2014. At the time of the distribution of this proposed budget, the School Committee had not yet voted its FY2015 budget recommendation.

Comparable Community Data

For the first time, the FY2015 Proposed Balanced Budget includes information comparing Needham to a set of communities deemed comparable based on a number of factors including population, proximity, density, income, and the like.¹ The comparable community analysis provides an opportunity to view the Town's budget in the context of other communities. Data selected for comparison in FY2015 includes factors that impact key budget drivers such as school enrollment and service delivery.

Table 1.3 shows Needham's position with respect to road miles. This is a measure of the level of maintenance, snow and ice removal, and investment needed in a community which tends to put pressure on the operating budget. Needham ranks 7th of 20 in this category, just above the average. Population density is another common measure of the service delivery needs of a community – the higher the density, typically, the greater the need to invest in municipal services. Needham ranks 10th of 20 in this analysis, as shown on table 1.4. While Needham's population density is lower than the average, the population mix can also affect service delivery needs.

Table 1.3
Comparable Road Miles

Community	Road Miles
Newton	308.81
Framingham	242.43
Natick	155.88
Lexington	155.21
Sudbury	145.56
Walpole	138.61
Needham	138.35
Wellesley	130.28
Concord	127.03
Milton	125.3
Arlington	121.2
Weston	113.32
Dedham	107.09
Brookline	105.66
Wayland	95.49
Winchester	92.23
Westwood	88.44
Bedford	86.27
Belmont	83.01
Watertown	77.54
Average Without Needham	132

Source: MMA Municipal Directory 2013 - 2014

Table 1.4
Population Density

Community	Population per Sq. Mile
Brookline	8,650
Arlington	8,271
Watertown	7,765
Belmont	5,307
Newton	4,717
Winchester	3,539
Wellesley	2,749
Framingham	2,720
Dedham	2,366
Needham	2,291
Natick	2,189
Milton	2,071
Lexington	1,914
Westwood	1,333
Walpole	1,172
Bedford	969
Wayland	853
Sudbury	725
Concord	709
Weston	662
Average Without Needham	3,088

Source: MMA Municipal Directory 2013 - 2014

¹ Information on comparable communities has been drawn from multiple sources and may not always be tracked in exactly the same manner or for the same year.

Budget Drivers: Personnel-Related Costs & Enrollment

Because the primary product of local government is services, the operating budget is heavily weighted to salaries and other personnel-related costs. In Needham, continued and sustained enrollment growth has placed a significant demand on available resources.

Personnel-related costs remain the highest proportion of the Town's budget. Table 1.5 details the number of General Fund and Enterprise Fund benefit-eligible employees by department. The number of General Government benefit-eligible full-time equivalent employees (FTE) remained relatively constant from FY2010 to FY2014 decreasing by 0.2%. The number of School Department FTEs grew by 7.3% over that same period.

Table 1.5
General and Enterprise Fund Full-time Equivalent Benefit-Eligible Positions
FY2010 to FY2014

Department	Funded FY10	Funded FY11	Funded FY12	Funded FY13	Funded FY14	FY10-14 % Change
Town Manager/Selectmen	8.0	8.0	8.0	8.0	8.0	0.0%
Town Clerk	4.0	4.0	4.0	4.0	4.0	0.0%
Finance	21.0	21.0	21.0	23.0	23.0	9.5%
Police	58.0	58.0	57.0	57.0	57.0	-1.7%
Fire	74.0	74.0	72.0	72.0	72.0	-2.7%
Building	7.0	7.0	7.0	7.0	8.6	22.9%
DPW	89.0	89.0	86.0	86.0	86.0	-3.4%
Public Facilities	53.8	53.8	54.8	55.0	56.0	4.1%
Health	4.6	4.6	4.6	4.6	4.6	0.0%
Human Services	8.3	8.3	7.8	7.8	7.8	-6.0%
Planning & Community Development	4.9	5.6	5.8	5.8	5.8	18.4%
Library	14.0	14.0	13.0	13.0	13.0	-7.1%
Park and Recreation	4.0	4.0	4.0	4.0	4.0	0.0%
Total	350.6	351.3	345.0	347.2	349.8	-0.2%
Needham Public Schools	621.4	618.5	624.4	648.5	666.9	7.3%

Health insurance costs for employees and retirees continue to grow faster than the rate of revenue growth. This is a systemic problem on the national level. As evidenced in Table 1.6, health insurance enrollment for active employees declined from FY2013 to FY2014 by 4% and has fluctuated significantly in the last five years.

Fiscal Year 2015 Proposed Budget

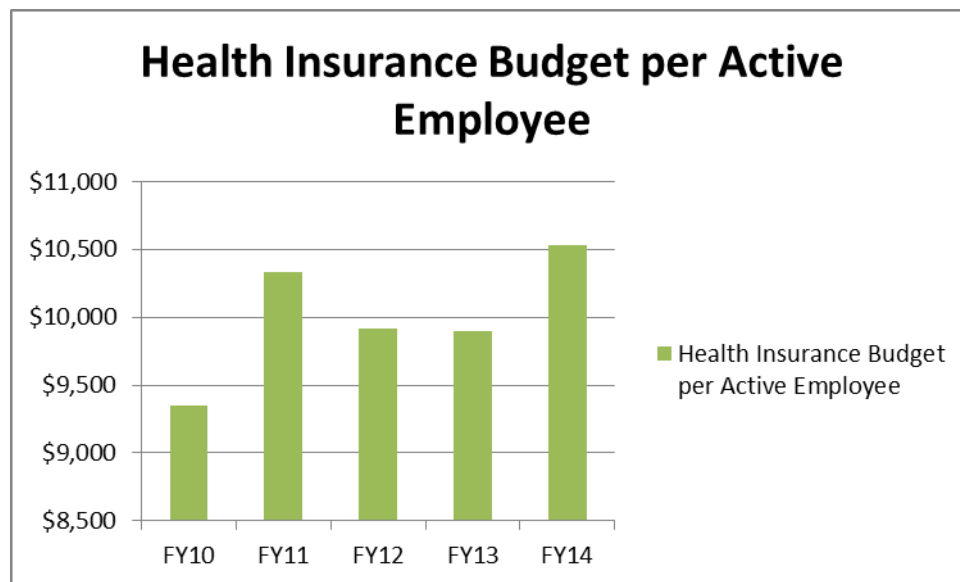
Table 1.6
Health Insurance Enrollment
FY2010 - FY2014

Fiscal Year	Town	School	Total Actives	Retirees	Total Active & Retired
FY10	286	541	827	796	1,623
FY11	290	515	805	799	1,604
FY12	288	530	818	806	1,624
FY13	284	542	826	812	1,638
FY14	284	509	793	836	1,629
Total Change FY10-FY14	-0.70%	-5.91%	-4.11%	5.03%	0.37%
Total Change FY13-FY14	0.00%	-6.09%	-4.00%	2.96%	-0.55%

Note: Retiree enrollment is expressed in number of plans: retiree individual, retiree family, & retiree spouse.
In FY14, 568 individuals who retired from the Town of Needham are receiving health insurance benefits.

While a decline in enrollment has helped to keep the health insurance budget manageable for FY2015, the Town has absorbed the savings associated with converting the workforce to the Rate Saver program, and should expect increases in line with projected health insurance costs (in the range of 4 – 5%) in FY2016 and beyond. That increase, along with potential increases in headcount, will put greater pressure on operating budgets. Chart 1.2 reveals that the health insurance budget per active employee has increased after several years of moderation.

Chart 1.2



Fiscal Year 2015 Proposed Budget

As noted on Table 1.7, average annual increases in salary line items from FY2010 to FY2014 are consistent with the Town's sustainability guideline (3.8% overall, 4.5% for the Needham Public Schools, and 2.8% for General Government departments).

Table 1.7
Changes in Salary Line Items FY2010 to FY2014

Description	FY10	FY11	FY12	FY13	FY14 Current	Average % Change
Board of Selectmen	630,398	644,644	649,992	669,819	687,407	2.2%
Town Clerk	263,081	282,308	281,663	296,301	282,647	1.9%
Town Counsel	68,664	68,664	68,664	70,039	71,790	1.1%
Personnel Board	1,128	600	600	600	600	-11.7%
Finance Department	1,326,597	1,342,043	1,399,514	1,600,620	1,637,963	5.5%
Finance Committee	29,993	27,493	28,524	30,289	31,668	1.5%
Municipal Administration	2,319,861	2,365,752	2,428,957	2,667,668	2,712,075	4.0%
Planning	207,833	218,028	235,022	244,849	252,939	5.0%
Community Development	97,829	102,338	112,305	118,626	129,899	7.4%
Land Use & Development	305,662	320,366	347,327	363,475	382,838	5.8%
Police Department	4,771,895	4,884,190	4,863,916	4,959,157	5,175,845	2.1%
Fire Department	5,722,539	5,812,408	6,100,123	6,249,767	6,581,793	3.6%
Building Department	444,020	445,919	443,281	460,619	528,614	4.6%
Public Safety	10,938,454	11,142,517	11,407,320	11,669,543	12,286,252	3.0%
Department of Public Works (including enterprise employees)	5,501,152	5,705,831	5,603,635	5,693,797	5,853,827	1.6%
Department of Public Facilities	2,875,501	2,870,212	3,087,351	3,227,402	3,407,208	4.4%
Health Department	377,408	383,012	388,665	401,658	418,295	2.6%
Human Services	525,393	488,996	498,717	510,811	555,478	1.6%
Public Library	1,075,014	1,076,094	1,077,213	1,071,967	1,103,803	0.7%
Park & Recreation	441,142	443,185	443,118	453,499	468,456	1.5%
Community Services	2,418,957	2,391,287	2,407,713	2,437,935	2,546,032	1.3%
Total	24,359,587	24,795,965	25,282,303	26,059,820	27,188,232	2.8%
Education	39,247,086	40,264,790	40,908,300	43,903,789	46,737,632	4.5%
Combined Total	63,606,673	65,060,755	66,190,603	69,963,609	73,925,864	3.8%

Fiscal Year 2015 Proposed Budget

Over the past five years, School enrollment in Needham has increased by 4.1%, or 209 additional students. Chart 1.3 and Table 1.8 detail the School enrollment growth from 2009/2010 to 2013/2014.

Chart 1.3
Needham Public Schools Enrollment FY2010 – FY2014

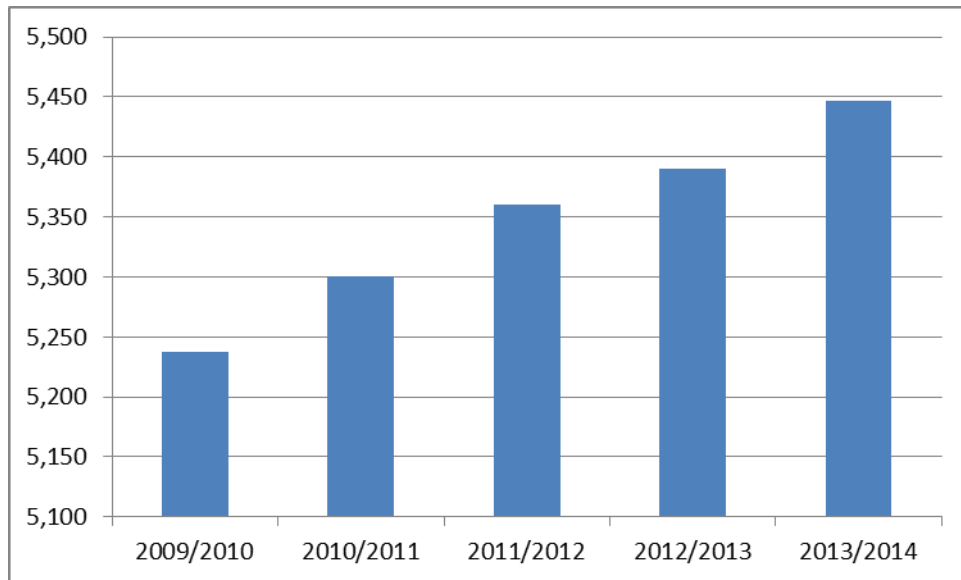


Table 1.8
Needham Public Schools Enrollment

	Enrollment	Increase in Students	Percentage Change
2009/2010	5,238		
2010/2011	5,301	63	1.2%
2011/2012	5,360	59	1.1%
2012/2013	5,390	30	0.6%
2013/2014	5,447	57	1.1%
Five Year Increase		209	4.1%

Source: Future School Needs Committee Annual Reports

When compared to other jurisdictions in the comparable community group, Needham's school enrollment growth is at the high end of the range – 7% from 2008/2009 to 2012/2013 compared to the average of 4% (Table 1.9). The percent of

Fiscal Year 2015 Proposed Budget

the population that is enrolled in the public schools as a percent of the total population is also at the high end – 19% as compared to the average of 16% (Table 1.10)

Table 1.9
Comparable Enrollment
Growth FY2009 – FY2013

Community	2008/09 to 2012/13 Change
Concord	14.13%
Brookline	12.51%
Winchester	7.43%
Natick	7.29%
Needham	7.06%
Watertown	6.84%
Newton	5.43%
Arlington	5.35%
Belmont	5.23%
Lexington	4.35%
Bedford	3.88%
Westwood	3.29%
Walpole	2.35%
Milton	1.50%
Wellesley	1.18%
Framingham	0.58%
Dedham	-1.09%
Weston	-1.21%
Wayland	-1.77%
Sudbury	-6.76%
Average Without Needham	4%

Population Source: Massachusetts Municipal
Directory 2013-2014

Table 1.10
School Enrollment as a Percent
of Population FY2009 – FY2013

Community	% School Age
Westwood	22%
Weston	21%
Wayland	21%
Lexington	21%
Winchester	21%
Needham	19%
Bedford	19%
Wellesley	18%
Sudbury	17%
Walpole	17%
Belmont	16%
Natick	15%
Milton	15%
Newton	14%
Concord	12%
Brookline	12%
Framingham	12%
Arlington	11%
Dedham	11%
Watertown	8%
Average Without Needham	16%

Population Source: Massachusetts Municipal
Directory 2013-2014

Balanced Budget Highlights

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

Townwide Expenses

Casualty, Liability and Self-Insurance The recommended budget has increased by 3.2% over FY2014, reflecting the full year implementation of the new Senior Center and the acquisition of 66 -70 Chestnut Street, and increases in general administrative expenses.

General Fund Debt Service The recommended debt budget has been reduced by 5.0% in FY2015. The change reflects a reduction in excluded debt and CPA debt – FY2014 was the peak debt service year for both categories. Allowance for General

Fiscal Year 2015 Proposed Budget

Fund debt service increased based on the Town's policy of allocating or reserving 3% of General Fund revenue for debt services "within the levy."

Employee Benefits and Employer Assessments The recommended employee benefits budget reflects an increase of 0.8%. While insurance rates are projected to increase by 4.75%, the health insurance portion of this budget is expected to increase by a much lower percent based on the conversion of all employees to the Rate Saver plans and fluctuation in the number of subscribers. The submitted budget has been increased by \$153,000 to account for increases in FTEs recommended in the General Government and School Department budgets. The submitted unemployment budget was lower than the prior year, and has been decreased by an additional \$50,000 based on projected claims. The West Suburban Health Group – a consortium of regional towns and districts joining together to purchase health insurance – has not yet released the health insurance rate structure for FY2015, so this budget is still preliminary.

The **Retirement Assessments** budget increased by 3.7% over FY2014 based on the January 1, 2012 funding schedule. The Retirement Board expects to use a January 1, 2014 analysis as the basis for the FY2016 assessment.

Retiree Insurance and Insurance Liability Fund This budget request decreased by 1.9% from FY2014 to FY2015. The funding schedule is increasing by 4.5%; however, the Town made additional contributions to this budget at the November 4, 2013 Special Town Meeting so the FY2015 appropriation is actually lower than the amount appropriated for FY2014. An actuarial analysis of the Town's other post employment benefits (OPEB) obligation is on-going, and the July 1, 2013 actuarial analysis will serve as the basis of the fiscal year 2016 budget. All retirees participating in non-Medicare plans were converted to the Town's Rate Saver plans effective July 1, 2013. Moreover, the implementation of the Affordable Care Act has incorporated Medicare Part D prescription benefits into the rates charged by health insurance providers, resulting in lower premiums. Both of these factors will have a positive impact on the Town's OPEB liability.

Classification, Performance and Settlements This line provides a reserve for funding General Government personnel-related items as they occur during the year. Two of the Town's collective bargaining agreements are not yet settled for FY2015. The Classification, Performance and Settlements line includes a reserve for those two settlements, as well as for performance increases, merit pay, and reclassification for non-represented personnel. The request is \$94,000 higher than FY2014, which included no provision for collective bargaining, as all contracts were settled at the time of the budget process.

The purpose of the **Reserve Fund** is to provide an annual budgetary reserve for unforeseen or extraordinary expenses. The FY2014 Reserve Fund request presented by the Finance Committee is calculated at 1.4% of the projected operating budget. The proposed balanced budget includes a reduction of \$100,000 (7.8%) in the Reserve Fund based on increases to the legal budget and Police and Fire overtime appropriations, which in the past have relied on significant support from the reserve fund.

General Government

Board of Selectmen/Town Manager The recommended Board of Selectmen/Town Manager's budget increased 3.4%. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

Town Clerk/Board of Registrars The recommended Town Clerk/Board of Registrars budget increased by 11% primarily due to the number of elections (three) scheduled for FY2015. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

Town Counsel The recommended legal budget increased by 7.1% due primarily to a \$20,000 increase in legal fees. This increase is proposed based on historical expenditure patterns and the number of known legal matters that will continue into FY2015.

Personnel Board The recommended Personnel Board budget has been reduced by \$600 (3.8%) to reflect the elimination of a recording secretary. The Director of Human Resources will keep minutes for the Personnel Board.

Finance Department The recommended Finance Department budget increased by 0.4% from FY2014 to FY2015, and does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The recommended budget includes an increase of \$8,128 to fund additional hours for an existing department specialist in the Accounting Office. This increase is partially offset by a \$4,000 reduction in overtime, a \$3,000 reduction in tuition reimbursement allowance, and \$1,000 in allowance for vacation buy-back for management staff (\$8,000).

Finance Committee This budget increased by 2.4% from FY2014 to FY2015 due to projected salary increases for existing staff.

Planning and Community Development

The recommended Community Development budget has increased by 2.4%, attributable to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The Community Development Department is proposed to rely on \$5,400 from the Wetlands Fund to support wetlands related activities.

The recommended Planning and Economic Development budget increased by 3.2% over FY2014 due to projected salary increases for existing staff. The budget request was reduced by \$12,500 for additional consulting services. In the event that a large-scale development requiring Town-funded consulting assistance is proposed for action in FY2015, the Department may request a reserve fund transfer.

Public Safety

The Police Department budget is proposed to increase by 6.9% over FY2014, including projected salary increases for existing employees. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The budget was also increased to allow the Department to hire two additional civilian dispatchers to cover the midnight shift, which is currently staffed by sworn police officers. New State 911 regulations will require a significant increase in training hours for any employee who staffs the dispatch center. The plan is to limit the number of employees who staff the dispatch center, thereby reducing the Department's training overtime obligation significantly. The \$71,012 increase in salary to fund the two dispatchers will be offset by an immediate reduction in training overtime of \$35,000. The budget was also reduced by an additional \$8,401 in overtime.

Fire Department The recommended Fire Department budget is 3.9% higher in FY2015 than FY2014. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The budget request was reduced with the recommended elimination of the Superintendent, Fire Alarm position (\$76,182). Since the Town's fire alarm system has not yet been converted to a wireless system, the salary line was reduced by \$24,682. Remaining funds will support overtime hours for firefighters assigned to cover this function, and for temporary help. In addition, \$20,000 is proposed for reallocation to professional and technical services to provide consulting services for plan review for complex fire alarm and sprinkler systems for commercial construction. Finally, the Department's submitted request included an increase to fund the structural budget gap in the Department's overtime. This line was reduced by \$30,000, continuing the phased in approach begun in fiscal year 2014. The net reduction in the Fire Department budget is \$54,682.

Building Department The recommended budget for the Building Department is 4.1% higher than FY2014 due to projected salary increases for existing staff. The Department has several employees who are members of the ITWA bargaining unit, whose potential salary increases for fiscal year 2015 are not included in the budget request.

Education

Minuteman School The Town has received a preliminary assessment from the Minuteman School which is \$187,747 or 25.2% higher than the FY2014 budget, based the School District's proposed budget increase (5.9%) and the number and mix of students attending the school from Needham. Needham's October 1, 2013 enrollment was 34 full-time and two post-graduate students. This assessment is not final and is subject to change.

Needham Public Schools The Town Manager's recommended budget for the School Department is **\$56,584,838**, representing an increase of 4.8%.

The Town Manager's preliminary recommended School budget was calculated based on the traditional formula for the allocation of revenue available for appropriation.

Fiscal Year 2015 Proposed Budget

Revenue is first reserved for Townwide expenses, the Minuteman School Assessment, and Public Facilities. Remaining funds are then allocated between the School Department and General Government departments. The preliminary recommended allocation for the School Department was 68% of available revenue, or \$56,579,593, slightly higher than the formula, as the School Department budget as a percentage of the department budgets as a whole was 67% in FY2014 (and 65.5% over the five year period FY2010 – FY2014.).

Because the School Superintendent's final budget recommendation was only \$5,245 higher than the preliminary recommendation, we have made adjustments in order to recommend the full amount.

Public Works

The Department of Public Works General Fund operating budget is recommended to increase by 2.3% based primarily on projected salary increase for existing personnel; however, the collective bargaining agreement for the Public Works Union has not been settled. Allowance for possible increases for those employees and members of the ITWA is reserved in the Classification, Performance, and Settlements line item. The Department of Public Works submitted budget also includes a recommended allocation of \$11,500 for sand field wetting agent expenses, to help preserve the sand fields during the new water restriction periods.

Municipal Parking The recommended Municipal Parking budget is 1.7% higher in FY2015, attributable to the renegotiation of the license agreement for the Dedham Avenue parking lot and annual increases associated with the lease of the Needham Center lot from the MBTA.

Municipal Streetlight Program The recommended Municipal Streetlight Program budget is 1.5% higher than FY2014 based on contractual increase

Public Facilities

The recommended budget for Department of Public Facilities is 1.4% higher than FY2014, based primarily on projected salary increases for existing personnel. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The FY2014 budget included partial funding for the addition of one custodian and other expense categories to support the new Senior Center – these expenses are fully budgeted in FY2015. Energy prices have continued to moderate resulting in a reduction in the energy line.

Human Services

Health Department The Health Department budget is recommended to increase by 12%. This increase is attributable to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are

Fiscal Year 2015 Proposed Budget

members of the ITWA bargaining unit. The recommendation also includes the retention of the Substance Abuse Prevention Program Manager position (\$51,758) that has been funded for the past five years through a Federal grant, providing education, advocacy and support. The Health Department will seek to extend Federal funding; however, indications are that such funding will not materialize. This funding will support the position for 3/4 of the fiscal year, as the Federal funding does not expire until October. The recommended budget also includes funding in the amount of \$2,820 for an AED maintenance contract for Town buildings.

Human Services The Human Services budget is recommended to increase by 7.7%. In addition to projected salary increases for existing personnel, this increase is primarily attributable to an increase in part-time hours in Youth Services and an increase in the assessment for Veterans' Services programs. With respect to Youth Services, the proposed balanced budget includes a recommendation for \$19,019 to fund a part-time social worker to help meet the growing caseload (increasing School enrollment impacts other departments as well). With respect to Veterans' services, the proposal includes an additional increase of \$5,471 in the Town's assessment from the West Suburban Veterans' District. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit.

Commission on Disabilities No change is recommended for the Commission on Disabilities budget in FY2015.

Historical Commission No change is recommended for the Historic Commission budget in FY2015.

Public Library The recommended Library budget is 5.4% higher than FY2014 due to projected salary increases for existing staff (the Library has no employees who are members of the ITWA bargaining unit), and a recommended increase in part-time hours to support a Children's Programming Librarian in the amount of \$21,233. Over the past few years, the Library has used its dedicated State Aid account to meet a growing service demand, but such funding is unsustainable. Although we were not able to recommend the transfer of additional services to the operating budget in FY2014, we do recommend that additional services be converted to Town funding over a period of several years. The submitted budget was reduced by a total of \$25,720 for additional circulation hours, a network transfer page, and museum pass software.

Park and Recreation The Park and Recreation budget increased by 3.9% from FY2014 to FY2015 due to projected salary increases for existing staff. This budget does not include potential FY2015 wage increases for employees who are members of the ITWA bargaining unit. The recommendation includes an increase in salaries and expenses to support playground and facility maintenance in the amount of \$11,725. The funding will complement the \$5 increase in field use fees approved by the Park and Recreation Commission for fiscal year 2014. That fee supplements the Park & Forestry budget in the Department of Public Works.

Memorial Park No change is proposed for the Memorial Park budget for FY2015.

Table 1.11
FY2015 Changes to General Fund Operating Budget Requests

Item	Department	Amount
Employee Benefits/Unemployment	Townwide	(\$50,000)
Employee Benefits/Health Insurance	Townwide	\$153,000
Reserve Fund	Townwide	(\$100,000)
Recording Secretary Hours	Personnel Board	(\$600)
Additional Dept. Specialist Hours Accounting	Finance	\$8,128
Overtime, Tuition, Vacation Buy-back	Finance	(\$8,000)
Consulting Services	Planning	(\$12,500)
Civilian Dispatchers (2 FTE)	Police	\$71,012
Training Overtime & Regular Overtime	Police	(\$43,401)
Fire Alarm Net Reduction (1 FTE)	Fire	(\$24,682)
Overtime	Fire	(\$30,000)
Parks & Forestry Sand Field Expenses	Public Works	\$11,500
Substance Abuse Prevention Manager	Public Health	\$51,758
AED Maintenance	Public Health	\$2,820
Veterans Assessment	Human Services	\$5,471
Part-time Social Worker	Human Services	\$19,019
Children's Programming Librarian	Public Library	\$21,233
Circulation Desk Hours	Public Library	(\$15,529)
Network Transfer Hours	Public Library	(\$9,466)
Museum Pass Software	Public Library	(\$725)
Playground Maintenance	Park & Recreation	\$11,725
Minuteman Assessment	Education	\$7,768
Base Budget	Needham Public Schools	(\$263,018)
Supplemental Budget	Needham Public Schools	(2,135,893)

Beyond the General Fund Operating Budgets

Capital Budget Summary

The focus of this document is the FY2015 General Fund, Enterprise Fund, and Community Preservation Fund budgets. The FY2015 – FY2019 Capital Improvement Plan (CIP) is published as a separate document. Section 5 of this document contains the executive summary of the FY2015 - FY2019 CIP. An integral part of the balanced

Fiscal Year 2015 Proposed Budget

budget proposal contained herein, however, is the funding of capital and other non-operating budget items. The general fund cash capital recommendation is broken into two components – Tier 1 (\$2,467,260) and Tier 2 (\$448,703). In addition to the projects contained in the five year CIP, the Town will also fund projects through Chapter 90 funds received from the Commonwealth. Currently, the Chapter 90 allotment is funding the design of the Needham Center streetscape project including the installation of new traffic signals, and street and sidewalk layout improvements.

Enterprise Fund Summary

RTS The RTS budget is proposed to be 3.2% higher in FY2015 than in fiscal year 2014, (exclusive of potential wage increases for the DPW bargaining unit). This proposed annual budget includes increases in staffing and operating capital, and a fundamental change in the financing of the facility – the RTS sustainability proposal. First, the proposed balanced budget includes funding for an Assistant Superintendent for RTS (63,507), to align the Division's level of supervision level with other DPW Divisions, and to allow the Superintendent to work a traditional work week (Monday through Friday) and focus on management and administrative issues. The new Assistant Superintendent will focus on operations and customer service at the heavily used facility. The proposed budget also incorporates an annual "roll-off" unit replacement into the operating budget (\$16,000). These units have previously been included on the capital improvement plan. The overtime budget has been reduced by \$30,000 to partially fund the new position and to support the proposed change in financing.

In 2012, the Board of Selectmen created an RTS "Super Committee" to evaluate options relative to the financial sustainability of the RTS. In February, 2013 the Committee provided its report to the Board and made three key recommendations: that management evaluate the hours of operation of the RTS for use by the general public and determine if changes would have a meaningful impact on sustainability; that management similarly review the planned overtime model; and that management evaluate the fee schedule. In its report, the Committee opined that since the facility has been relying on non-recurring revenue to support operations, unless adjustments are made to increase revenue and decrease expenses, the RTS will not be sustainable. The Committee also noted that there is a justification for contribution from the tax levy because the facility benefits the Town as an overall benefit to the common good.

The balanced budget proposal includes an allocation of tax levy new growth (a recurring revenue source) to replace the sticker fee and serve, along with bag fees and miscellaneous revenue, as the revenue support for the Enterprise Fund. Direct financing of the facility through the tax levy expands access to the facility and recognizes the "public good" aspect of many of the recycling, yard waste, and waste ban item disposal services. The proposal also provides a greater level of predictability and stability for the RTS operation. Mindful of the recommendations of the "Super Committee," we recommend that full implementation of the proposal include a reduction of the hours that the facility is open and available for use by the public by as much as one day per week.

Fiscal Year 2015 Proposed Budget

Table 1.12
FY2015 Changes to Enterprise Fund Operating Budget Requests

Item	Department	Amount
Overtime	RTS Enterprise	(\$30,000)
Assistant Superintendent (1 FTE)	RTS Enterprise	\$63,507
Roll-Off Replacement Program	RTS Enterprise	\$16,000
Total		\$49,507

Sewer The recommended Sewer Enterprise Fund budget is 0.1% lower than in fiscal year 2014; however, contractual salary increases for members of the Public Works Union have not been incorporated. The MWRA Assessment line has been level-funded as the Town's 2015 assessment is not yet available.

Water The recommended Water Enterprise Fund budget is 0.9% higher than the FY2014 budget; however, contractual salary increases for members of the Public Works Union have not been incorporated. The MWRA Assessment line has been level-funded as the Town's 2015 assessment is not yet available. The recommended budget includes funding of replacement windows at pumping stations (\$20,000) and a water conservation program in response to Department of Environmental Protection mandates (\$29,585).

Community Preservation

The administrative budget of the Community Preservation Fund is unchanged from FY2014.

Other Financial Warrant Articles

Compensated Absences Fund Upon retirement, certain employees are compensated for a portion of their unused sick leave. All employees are entitled to payment of unused vacation leave upon termination of Town service. As in fiscal year 2014, given the projected level of retirements and existing fund balance, there is no request for compensated absences funding this year.

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

Property Tax Relief Fund The balanced budget includes \$13,805 in funding for the Property Tax Relief Fund. The 2009 Annual Town Meeting voted to establish a Property Tax Assistance Program. The goal of the Board of Selectmen is to set a target annual appropriation for the fund equal to the amount of private contributions to the Town's statutory voluntary tax relief program during the preceding fiscal year, up to a maximum appropriation of \$25,000 (2008 dollars). The voluntary fund received \$13,805 in fiscal year 2013.

Blue Tree Replacement The balanced budget includes \$35,000 in funding for the removal and replacement of the Blue Tree on the Town Common. This tree has had a

Fiscal Year 2015 Proposed Budget

long and storied life, but must be removed due to its failing health. At this time, the plan is to relocate a 12 inch caliper, 30 foot tall Red Maple tree. The current Blue Tree is a 30 inch caliper, 70 foot tall Sugar Maple tree.

GF/RTS Contribution The balanced budget includes an estimated contribution to the RTS Enterprise Fund of \$1,420,000, as described more fully above.

Drains/Sewer Contribution The balanced budget includes a \$463,430 contribution to the Sewer Enterprise Fund to offset the cost of the Drains program. The Drains program, which is a General Fund expense, is appropriated to the Sewer Enterprise Fund as it is more efficient to account for the program in that manner.

Athletic Facility Stabilization Fund The 2012 Annual Town Meeting approved the creation of an athletic facility stabilization fund to set aside capital funds for renovation and reconstruction of the Town's athletic facilities, particularly at Memorial and DeFazio. Replacement of the synthetic turf fields is expected to be in the \$1.6 to \$1.8 million range in the coming years. The Town Manager's recommendation for funding the Athletic Facility Stabilization Fund in FY2015 is at least \$40,695, an amount equal to the Park and Recreation administrative fee receipts in FY2013.

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

Several other requests for financial warrant articles were deferred, including a DPW Irrigation Audit, and a Public Health Accreditation project.

In Conclusion

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

Our entire management team has worked collectively to implement creative ways of meeting the Town's sustainability goals. Efforts have been made to implement measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources. We are committed to maintaining the high quality of life our residents expect and deserve.

I continue to be impressed with the commitment to sustainability and spirit of cooperation that has been demonstrated by the Board of Selectmen, School

Fiscal Year 2015 Proposed Budget

Committee, Finance Committee, Town Meeting, and ultimately the community. We are fortunate to have a dedicated, loyal, and hardworking staff who, like board and committee members, often put the needs of the community ahead of their own personal interests. I thank you for the opportunity to serve the residents and businesses in the Town of Needham.

Kate Fitzpatrick

Town Manager

Fiscal Year 2015 Proposed Budget

Budget	FY13 Expenditures	FY14 Current Budget (Nov 2013 STM)	Department Submission			Town Manager Recommendation		
			FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
Retirement Assessments	4,938,808	5,454,554	5,656,200	201,646	3.7%	5,656,200	201,646	3.7%
Employee Benefits and Employer Assessments	9,666,417	10,808,959	10,795,844	(13,115)	-0.1%	10,898,844	89,885	0.8%
Retiree Insurance Program & Insurance Liability Fund	4,923,887	5,035,139	4,940,198	(94,941)	-1.9%	4,940,198	(94,941)	-1.9%
Debt Service - General Fund	11,271,758	12,197,287	11,587,884	(609,403)	-5.0%	11,587,884	(609,403)	-5.0%
Casualty, Liability, Property and Self Insurance Program	516,500	525,000	542,000	17,000	3.2%	542,000	17,000	3.2%
Classification, Performance and Settlements*	see note	25,000	119,000	94,000	376.0%	119,000	94,000	376.0%
Reserve Fund*	see note	1,448,243	1,435,002	(13,241)	-0.9%	1,335,002	(113,241)	-7.8%
TOTAL	31,317,371	35,494,182	35,076,128	(418,054)	-1.2%	35,079,128	(415,054)	-1.2%
*This is a budget reserve, therefore direct expenditure from this line is not allowed, only transfers to other budget lines.								
	-	-	-	-		-	-	
Board of Selectmen & Town Manager								
Salary & Wages	657,016	687,407	711,577	24,170		711,577	24,170	
Expenses	143,566	106,941	109,741	2,800		109,741	2,800	
TOTAL	800,582	794,348	821,318	26,970	3.4%	821,318	26,970	3.4%
	-	-	-	-		-	-	
Town Clerk and Board of Registrars								
Salary & Wages	306,982	282,647	309,990	27,343		309,990	27,343	
Expenses	51,250	39,265	47,450	8,185		47,450	8,185	
TOTAL	358,233	321,912	357,440	35,528	11.0%	357,440	35,528	11.0%
	-	-	-	-		-	-	
Town Counsel								
Salary & Wages	69,769	71,790	73,584	1,794		73,584	1,794	
Expenses	307,376	234,000	254,000	20,000		254,000	20,000	
TOTAL	377,145	305,790	327,584	21,794	7.1%	327,584	21,794	7.1%
	-	-	-	-		-	-	
Personnel Board								
Salary & Wages	72	600	600	-		-	(600)	
Expenses	-	15,000	15,000	-		15,000	-	
TOTAL	72	15,600	15,600	-		15,000	(600)	-3.8%
	-	-	-	-		-	-	
Finance Department								
Salary & Wages	1,513,687	1,637,963	1,668,303	30,340		1,660,303	22,340	
Expenses	746,185	797,005	783,479	(13,526)		783,479	(13,526)	
Capital	37,500	37,500	37,500	-		37,500	-	
TOTAL	2,297,372	2,472,468	2,489,282	16,814	0.7%	2,481,282	8,814	0.4%
	-	-	-	-		-	-	

Fiscal Year 2015 Proposed Budget

Budget	FY13	FY14	Department Submission			Town Manager Recommendation		
	Expenditures	Current Budget (Nov 2013 STM)	FY15 Department Initial Request	FY15 \$ Change from FY14	FY15 % Change	FY15 Balance Budget	FY15 \$ change from FY14	FY15 % Change
Finance Committee								
Salary & Wages	29,531	31,668	32,462	794		32,462	794	
Expenses	876	1,225	1,225	-		1,225	-	
TOTAL	30,407	32,893	33,687	794	2.4%	33,687	794	2.4%
	-	-	-	-		-	-	
Planning & Economic Development								
Salary & Wages	244,410	252,939	261,537	8,598		261,537	8,598	
Expenses	11,207	16,460	28,960	12,500		16,460	-	
TOTAL	255,617	269,399	290,497	21,098	7.8%	277,997	8,598	3.2%
	-	-	-	-		-	-	
Community Development								
Salary & Wages	118,557	129,899	133,356	3,457		133,356	3,457	
Expenses	9,533	11,858	11,858	-		11,858	-	
TOTAL	128,090	141,757	145,214	3,457	2.4%	145,214	3,457	2.4%
	-	-	-	-		-	-	
Police Department								
Salary & Wages	4,708,027	5,175,845	5,575,008	399,163		5,531,607	355,762	
Expenses	248,937	292,426	306,930	14,504		306,930	14,504	
Capital	259,514	155,752	174,724	18,972		174,724	18,972	
TOTAL	5,216,478	5,624,023	6,056,662	432,639	7.7%	6,013,261	389,238	6.9%
	-	-	-	-		-	-	
Fire Department								
Salary & Wages	6,040,208	6,581,793	6,866,720	284,927		6,792,037	210,244	
Expenses	241,888	262,482	268,907	6,425		288,907	26,425	
Capital	9,017	-	32,831	32,831		32,831	32,831	
TOTAL	6,291,113	6,844,275	7,168,458	324,183	4.7%	7,113,775	269,500	3.9%
	-	-	-	-		-	-	
Building Department								
Salary & Wages	447,740	528,614	551,310	22,696		551,310	22,696	
Expenses	21,101	31,040	31,040	-		31,040	-	
TOTAL	468,842	559,654	582,350	22,696	4.1%	582,350	22,696	4.1%
	-	-	-	-		-	-	
Minuteman Assessments								
Minuteman Assessments	777,052	733,961	910,940	176,979	24.1%	918,708	184,747	25.2%
Needham Public Schools								
Needham Public Schools	50,785,785	53,995,587	58,983,749	4,988,162	9.2%	56,584,838	2,589,251	4.8%
Department of Public Works								
Salary & Wages	3,089,229	3,207,178	3,251,531	44,353		3,251,531	44,353	
Expenses	1,304,907	1,406,974	1,480,421	73,447		1,480,421	73,447	
Capital	126,434	7,750	6,284	(1,466)		6,284	(1,466)	
Snow and Ice	921,073	400,000	400,000	-		400,000	-	
TOTAL	5,441,643	5,021,902	5,138,236	116,334	2.3%	5,138,236	116,334	2.3%

Fiscal Year 2015 Proposed Budget

Budget	FY13	FY14	Department Submission			Town Manager Recommendation		
		Current	FY15	FY15	FY15	FY15	FY15	FY15
	Expenditures	Budget (Nov 2013 STM)	Department Initial Request	\$ Change from FY14	% Change	Balance Budget	\$ change from FY14	% Change
Municipal Parking Program								
Municipal Parking Program	44,930	70,250	71,445	1,195	1.7%	71,445	1,195	1.7%
	-	-	-	-		-	-	
Municipal Lighting Program								
Municipal Lighting Program	190,981	217,804	221,153	3,349	1.5%	221,153	3,349	1.5%
	-	-	-	-		-	-	
Department of Public Facilities								
Salary & Wages	3,191,649	3,407,208	3,508,080	100,872		3,508,080	100,872	
Expenses	4,449,159	4,595,982	4,609,068	13,086		4,609,068	13,086	
Capital	-	-	-	-		-	-	
TOTAL	7,640,808	8,003,190	8,117,148	113,958	1.4%	8,117,148	113,958	1.4%
	-	-	-	-		-	-	
Health Department								
Salary & Wages	379,776	418,295	476,341	58,046		476,341	58,046	
Expenses	84,969	97,254	100,874	3,620		100,874	3,620	
TOTAL	464,744	515,549	577,215	61,666	12.0%	577,215	61,666	12.0%
	-	-	-	-		-	-	
Human Services								
Salary & Wages	496,139	555,478	589,840	34,362		589,840	34,362	
Expenses	91,947	114,870	126,370	11,500		131,841	16,971	
TOTAL	588,086	670,348	716,210	45,862	6.8%	721,681	51,333	7.7%
	-	-	-	-		-	-	
Commission on Disabilities								
Salary & Wages	-	-	-	-		-	-	
Expenses	244	550	550	-		550	-	
TOTAL	244	550	550	-		550	-	
	-	-	-	-		-	-	
Historical Commission								
Salary & Wages	-	-	-	-		-	-	
Expenses	-	1,050	1,050	-		1,050	-	
TOTAL	-	1,050	1,050	-		1,050	-	
	-	-	-	-		-	-	
Needham Public Library								
Salary & Wages	1,071,967	1,103,803	1,202,385	98,582		1,177,390	73,587	
Expenses	307,759	315,748	319,768	4,020		319,043	3,295	
TOTAL	1,379,726	1,419,551	1,522,153	102,602	7.2%	1,496,433	76,882	5.4%
	-	-	-	-		-	-	
Parks and Recreation Department								
Salary & Wages	442,927	468,456	482,654	14,198		482,654	14,198	
Expenses	97,407	106,000	114,000	8,000		114,000	8,000	
Capital	29,925	-	-	-		-	-	
TOTAL	570,260	574,456	596,654	22,198	3.9%	596,654	22,198	3.9%
	-	-	-	-		-	-	

Fiscal Year 2015 Proposed Budget

Budget	FY13	FY14	Department Submission			Town Manager Recommendation		
		Current	FY15	FY15	FY15	FY15	FY15	FY15
	Expenditures	Budget (Nov 2013 STM)	Department Initial Request	\$ Change from FY14	% Change	Balance Budget	\$ change from FY14	% Change
Memorial Park								
Salary & Wages	-	-	-	-		-	-	
Expenses	750	750	750	-		750	-	
TOTAL	750	750	750	-		750	-	
	-	-	-	-		-	-	
Department Budgets	84,108,961	88,607,067	95,145,345	6,538,278	7.4%	92,614,769	4,007,702	4.5%
Townwide Expense Group	31,317,371	35,494,182	35,076,128	(418,054)	-1.2%	35,079,128	(415,054)	-1.2%
TOTAL	115,426,331	124,101,249	130,221,473	6,120,224	4.9%	127,693,897	3,592,648	2.9%

Fiscal Year 2015 Proposed Budget

Revenue Summary

Town of Needham
Revenue Summary
Table 2.1

Description	FY13 Recap	FY14 Recap	FY15 Estimate	\$ Change
General Fund	125,282,714	133,826,002	133,518,526	(307,476)
Enterprise Funds	16,806,244	18,104,258	16,854,584	(1,249,674)
Community Preservation Act Funds	2,902,000	3,207,339	2,346,000	(861,339)
Total Revenues*	144,990,958	155,137,599	152,719,110	(2,418,489)

* Revenue before adjustments, reimbursements, and subsidies

GENERAL FUND

The General Fund accounts for revenues and expenditures necessary to provide governmental services and expenses. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. The above table (2.1) shows the total estimate revenue for FY2015 is declining by more than \$2.4 million or 1.6%. However the total revenue used for FY2014 included an extraordinary amount of one-time monies and use of reserves, especially in the General Fund.

Total revenue available for General Fund appropriations is projected at **\$132,134,087** (Table 2.2) **or \$574,075 less than FY14**. Revenue from property tax is estimated to grow by approximately \$3.7 million; state aid to increase by \$326,352, and the local receipts estimate is \$301,367 more. The amount from of Other Available Funds is lower by \$699,354. Free Cash that is available for FY2015 appropriations is \$3,983,024 less than was used for FY2014. However, the FY2014 Free Cash amount was effectively two years of Free Cash appropriated in one fiscal year. It is important to note that these are preliminary revenue projections. They are subject to change and should be viewed in this context for reasons discussed later.

Summary of General Fund Resources
Table 2.2

Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate	\$ Change
Property Taxes	92,977,737	95,712,032	99,676,528	106,008,113	109,755,296	3,747,183
State Aid	9,078,042	9,287,432	9,957,566	10,296,504	10,622,856	326,352
Local Receipts	9,867,827	10,679,567	11,371,581	8,041,633	8,343,000	301,367
Other Available Funds	1,823,779	788,442	1,759,346	1,344,380	645,026	(699,354)
Free Cash	3,568,037	3,380,269	5,366,720	8,135,372	4,152,348	(3,983,024)
Total General Fund Revenue	117,315,422	119,847,743	128,131,742	133,826,002	133,518,526	(307,476)
<u>Adjustments to General Fund Revenue</u>						
Other Amounts Required to be Raised	(82,096)	(74,054)	(71,738)	(72,610)	(83,999)	(11,389)
State & County Assessments	(1,080,311)	(1,198,244)	(1,238,429)	(1,273,564)	(1,274,570)	(1,006)
Provisions for Abatements & Exemptions	(1,584,557)	(2,135,466)	(1,876,905)	(2,151,633)	(2,151,633)	
Adjustments, Reimbursements & Subsidies	1,659,715	1,615,715	1,608,539	1,668,967	1,650,000	(18,967)
CPA Share of Debt Service		300,000	550,000	711,000	475,763	(235,237)
Total	(1,087,249)	(1,492,049)	(1,028,533)	(1,117,840)	(1,384,439)	(266,599)
Available for GF Appropriation	116,228,173	118,355,694	127,103,208	132,708,162	132,134,087	(574,075)

Fiscal Year 2015 Proposed Budget

FY2015 GENERAL FUND REVENUE ESTIMATE ASSUMPTIONS

Property Taxes

Under Massachusetts General Laws, property taxes overall are restricted to increases of 2.5% plus tax revenues derived from new growth. This is referred to as the annual levy limit. An additional taxing limitation under Proposition 2½ is the levy ceiling. The levy ceiling is equal to 2.5% of the Town's valuation. The total taxable value as of January 1, 2013 was \$8,068,732,995. This puts the tax levy ceiling at \$201,718,325. The tax levy including the debt exclusions for FY2014 was \$106,008,113, so the Town was 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 which has been approved by the voters as a debt exclusion override. The increase in the FY2015 tax levy attributable to new growth is estimated based upon consultation with the Assessing and Building Department staff.

Fiscal Year Tax Levy
Table 2.3.1

Description	FY11 Recap	FY12 Recap	FY13 Recap	FY14 Recap	FY15 Estimate	\$ Change
Prior Year Base	82,052,951	85,840,586	89,636,531	93,758,800	98,925,881	
2-1/2 Allowance	2,051,324	2,146,015	2,240,913	2,343,970	2,473,147	
New Growth	1,731,827	1,649,930	1,879,442	2,823,111	1,681,268	
General Override						
Excess Levy (Taxes Not Raised)	(20,250)	(16,314)	(20,055)	(27,753)		
General Tax Levy Limit	85,815,852	89,620,217	93,736,831	98,898,128	103,080,296	4,182,168
Total Excluded Debt	8,438,590	7,461,721	7,507,149	8,016,076	7,475,174	
Less Excluded Debt Offsets	(1,182,696)	(835,487)	(801,709)	(906,091)	(800,174)	
Excluded Debt to be Raised on Tax Levy	7,255,894	6,626,234	6,705,440	7,109,985	6,675,000	(434,985)
Property Tax Levy	93,071,745	96,246,451	100,442,271	106,008,113	109,755,296	3,747,183
Collections by Year End	92,977,737	95,712,032	99,676,528			

Property Tax Levy

The property tax levy (Table 2.3.1) represents approximately 82.2% of all general fund revenues before adjustments. The FY2015 property tax limit is estimated to increase approximately 3.5% over the FY2014 actual tax levy, or approximately \$3.7 million. The tax revenue to support operations within the levy limit is increasing by an estimate of **4.2% over FY2014** which is a higher estimate at this point in the budget process due to the increased new growth in commercial activity in 2013. The limit is calculated by increasing the FY2014 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 FY2014 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

Fiscal Year 2015 Proposed Budget

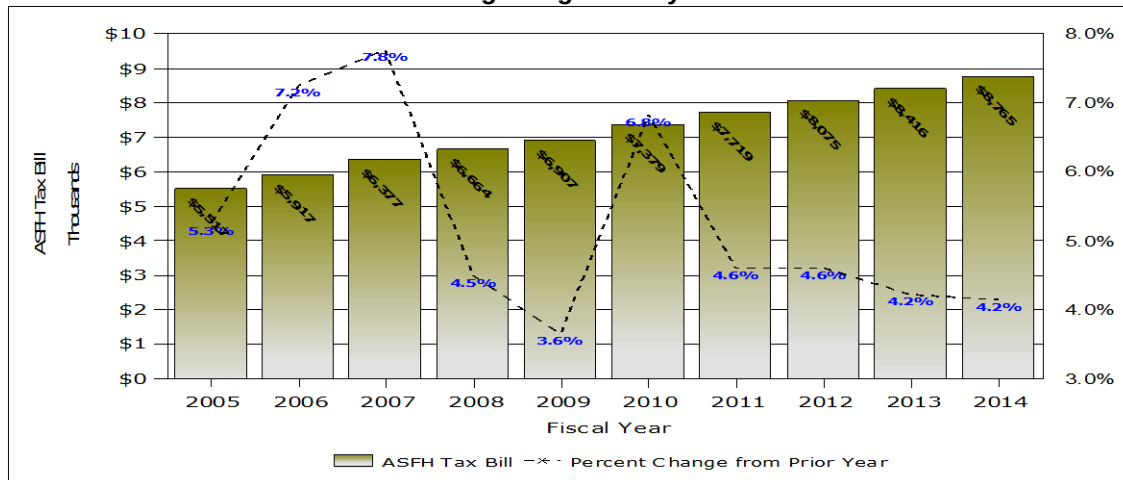
exclusions, is expected to increase by \$4.2 million over the FY2014 base levy. The amount of debt that is to be paid by property taxes is expected to be 6% lower or \$434,985 less for FY2015, than was part of the FY2014 tax levy (see Table 2.3.2). The decrease is due, in part, to the fact that all the debt-excluded projects except for the Newman School HVAC project have been closed out and no additional debt will be issued, and the existing debt exclusion obligations will decline.

Debt Exclusions Added to Tax Levy
Table 2.3.2

Description	2011	2012	2013	2014	2015
Debt Service					
Broadmeadow School	1,089,725.00	1,066,100.00	963,642.56	939,450.00	914,325.00
Eliot School	417,343.76	408,893.76	399,793.76	390,693.76	421,593.76
High Rock & Pollard Schools	1,651,980.90	1,585,637.50	1,377,837.50	1,355,512.50	1,332,525.00
High Rock	166,316.38	60,206.67	38,968.75	43,166.94	37,343.75
High School	2,814,647.91	2,144,168.75	2,098,806.25	2,047,068.75	1,999,931.25
Library	1,255,270.40	1,187,517.50	1,128,456.33	1,088,046.25	1,057,445.00
Newman School	845,705.76	1,009,196.66	1,499,640.50	2,152,137.64	1,712,010.00
Wiswall	197,600.00				
Total	8,438,590.11	7,461,720.84	7,507,145.65	8,016,075.84	7,475,173.76
Offsets and Credits					
MSBA Credits	-1,110,067.00	-745,381.00	-745,381.00	-695,148.00	-695,148.00
Premium Credits	-50,324.41	-90,105.88	-45,763.17	-126,271.00	-105,026.00
Other Adjustments	-22,305.00		-10,561.48	-84,672.00	
Total	-1,182,696.41	-835,486.88	-801,705.65	-906,091.00	-800,174.00
Net Raised on Tax Rate	7,255,894	6,626,234	6,705,440	7,109,985	6,675,000
Tax Levy	93,071,745	96,246,451	100,442,271	106,008,113	109,755,296
Exclusions % of the Total Tax Levy	7.8%	6.9%	6.7%	6.7%	6.1%

The real estate market in Needham has remained strong compared to other areas in the state and the nation. New Growth tax revenue has been very good the past three years compared to peer-communities. However, growth has its limits and opportunities may diminish as parcels with older smaller residential buildings that may be converted, significantly rebuilt, or razed are no longer available. There are several projects now underway in the commercial districts in Town which should keep property tax revenue stable, and therefore at this point in the budget process, we have estimated tax revenue from new growth at a higher amount than we were last fall. 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.

Needham Average Single Family Home Tax Bill



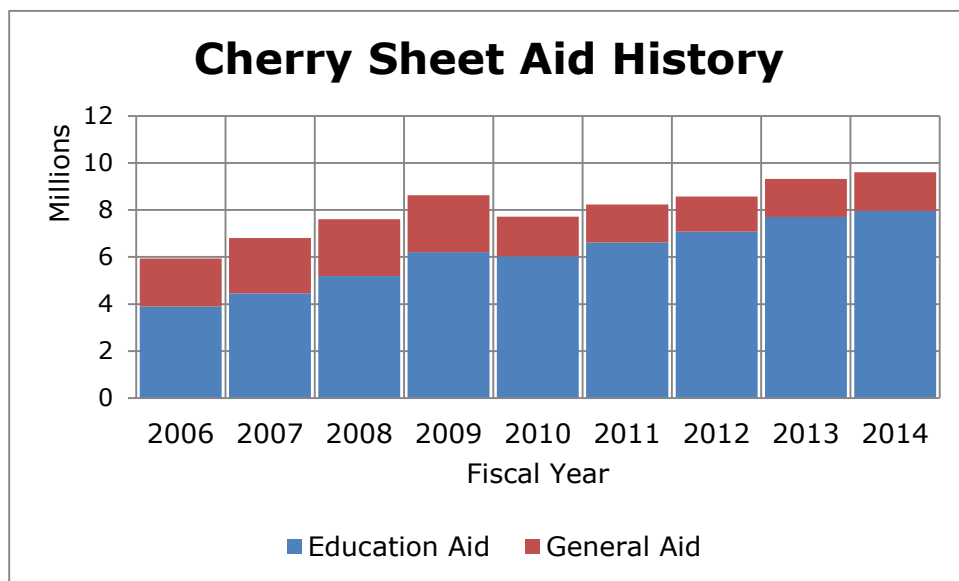
Fiscal Year 2015 Proposed Budget

The most current state-wide data available from the Department of Revenue shows that the average single family home (ASFH) property tax bill for FY2013 in the Town of Needham was \$8,416. This places Needham's average single family home property tax bill in middle of the 19 nearby or comparable communities, but well over the state-wide average of \$4,707. 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 the state overall.

State Aid

Most state aid, especially Cherry Sheet aid, is a function of the state budget. The FY2015 State Aid estimate is \$326,352 higher than the current year, or approximately **3.2%** more. The Governor's budget was released on Wednesday, January 22, 2014. The revenue estimate has been adjusted to incorporate the Governor's budget figures. The Governor's budget provides approximately a two percent increase in State Aid to cities, towns and school districts for FY2015. The Town of Needham under his budget plan is to receive more than the overall statewide percent increase, but the percent change for Needham is lower than in recent years. 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.

Average Single Family Home Tax Bill	
Municipality*	FY2013
Weston	\$16,921
Wellesley	\$12,198
Concord	\$11,802
Sudbury	\$11,205
Lexington	\$10,906
Wayland	\$10,529
Belmont	\$10,359
Winchester	\$9,839
Westwood	\$9,287
Newton	\$9,258
Needham	\$8,416
Bedford	\$7,963
Milton	\$7,471
Arlington	\$6,842
Walpole	\$6,231
Natick	\$6,216
Dedham	\$5,937
Framingham	\$5,783
Norwood	\$4,034
Group Average (excluding Needham)	\$9,043
State-Wide Average	\$4,707
Source: DOR	
<i>*Because DOR does not calculate the ASFH tax bill for Brookline and Watertown, those communities are not included in this sample.</i>	



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

Fiscal Year 2015 Proposed Budget

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

The Town is also expecting the ninth annual contract assistance payment for the Broadmeadow School project. The payment was decreased from \$745,381 to \$695,148 last year. The decrease reflected lower interest expense the Town realized when it issued refunding bonds on the then existing Broadmeadow School project bonds. The reduction allows the **Massachusetts School Building Authority** (MSBA) to capture its share of the lower debt costs. The Town also issued refunding bonds for the Library project. The effect of the two refunding bonds was a decrease in the overall interest expense, and the annual interest payments. Because both projects were funded by debt exclusion votes, this means the amount that is paid by the taxpayers of Needham is also less. The MSBA will continue making payments for its share of the school project at \$695,148 annually through FY2023, the last year of the bond. The payment is applied as a credit against the annual debt service for the Broadmeadow School and hence reduces the amount that is paid on the property tax bill.

State Aid Table 2.4						
Description	FY11 Recap	FY12 Recap	FY13 Recap	FY14 Recap	FY15 Estimate	\$ Change
Chapter 70	6,590,957	6,991,720	7,633,990	7,901,802	8,239,740	337,938
School Transportation						
Charter School Tuition	4,479	61,276	42,269	36,217	15,925	(20,292)
School Lunch	27,019	31,899	32,448	30,411	31,807	1,396
State Aid for Education	6,622,455	7,084,895	7,708,707	7,968,430	8,287,472	319,042
Unrestricted General Government Aid (UGGA)	1,476,550	1,369,789	1,476,550	1,511,453	1,511,453	
Police Career Incentive	12,624					
Veterans Benefits	9,724	16,077	17,735	22,877	34,352	11,475
Exemption Reimbursements	76,620	77,398	81,584	68,897	64,136	(4,761)
Public Library Aid	29,040	30,114	29,788	29,699	30,295	596
State Aid for General Government	1,604,558	1,493,378	1,605,657	1,632,926	1,640,236	7,310
Total Cherry Sheet Aid	8,227,013	8,578,273	9,314,364	9,601,356	9,927,708	326,352
MSBA Payments	745,381	745,381	745,381	695,148	695,148	
Other State Aid	745,381	745,381	745,381	695,148	695,148	
Total State Aid	8,972,394	9,323,654	10,059,745	10,296,504	10,622,856	326,352

State aid (Table 2.4) represents approximately 8.0% of the total general fund before adjustments and offsets. Total state aid for FY2015 is projected to increase by \$326,352. As noted earlier, the Governor's budget plan is subject to review and amendment, and assumes certain actions to be approved by the Legislature. The final figures are not expected until late spring. The Governor's budget proposes that Needham receives a 4.3% increase in Chapter 70 (education) and level dollar in Unrestricted General Government Aid (UGGA). The changes to all the other Cherry Sheet aid items nets out to be a decrease of

Fiscal Year 2015 Proposed Budget

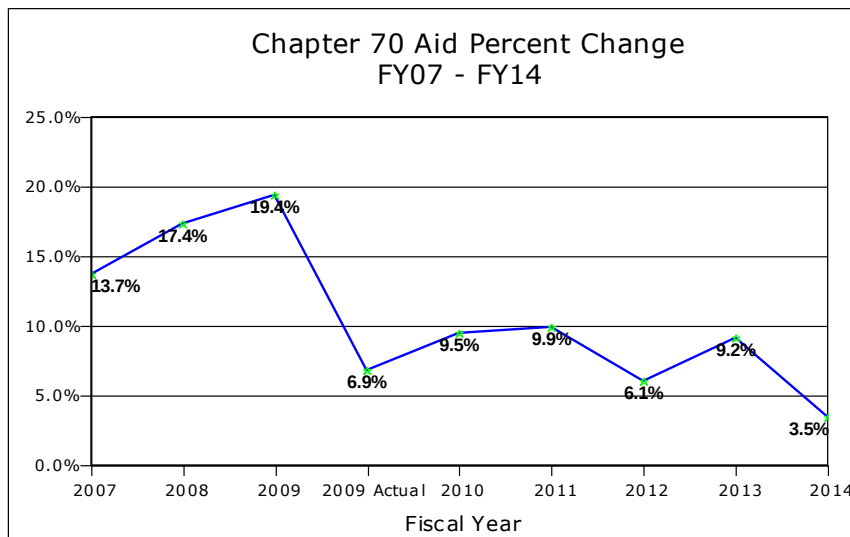
\$11,586 or 6.2% less than the current year. The result of those changes nets an increase in **Cherry Sheet aid of 3.4% over FY2014**; when comparing total aid (Cherry Sheet and MSBA funds combined) the change represents a 3.2% increase from FY2014. We have assumed for the purposes of this budget that the bottom line number for Needham in Governor's plan will not be lowered through the state budget process.

Cherry Sheet Aid

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

Key State Aid Programs:

Chapter 70 aid is commonly referred to as general school aid. The State explains that Chapter 70 is a formula aid program that is based on the Foundation Budget that is calculated by the Commonwealth for each school system which takes into account enrollment, pupil characteristics, inflation and geographical differences in costs such as wages. The Foundation Budget is what the State has determined to be the minimum spending level for a school system. The formula takes into consideration a community's ability to pay the costs of education based on property values and income. This information is based on equalized property valuation done by the Massachusetts Department of Revenue every other year and income data from state tax returns. With the FY2007 amendments to the program, the State's goal was to get each school system at its Foundation Budget within five years by a combination of local and state monies. The State's goal was to ensure a minimum of 17.5% of the calculated budget for the school system was state aid. This is not 17.5% of what a community may choose to fund.



The Town of Needham saw an increase in Chapter 70 funding from FY2006 through FY2009, when during fiscal year 2009 the Governor reduced the amount of Chapter 70 aid for Needham from the \$6,118,846 that was appropriated to \$5,475,362, a loss of \$643,484. This cut by the Governor to the local aid programs was due to the significant drop in state tax receipts as the recession became worse.

Fiscal Year 2015 Proposed Budget

The Town received \$5,996,469 in FY2010, although less than what the Town was budgeted to receive in FY2009, it was an increase over that amount that was actually received from the Commonwealth in FY2009. Each year thereafter, the Town received increases in Chapter 70; FY2011 \$594,488 or 9.9% more, in FY2012 \$400,763 or 6.1% more, in FY2013 the amount was \$642,270 or 9.2% more, but for FY2014 the Town is scheduled to receive \$7,901,802 or \$267,812 more than FY2013, an increase of just 3.5%. The Governor's FY2015 Chapter 70 allocation calls for a 4.3% increase for Needham, a total of \$8,239,740 or \$337,938 more than FY2014.

The Additional Assistance and the Lottery aid programs were consolidated into a new aid category called **Unrestricted General Government Aid (UGGA)** in FY2010. The combination of these two programs resulted in a net loss of \$422,882 from what the Town actually received in FY2009, and \$634,600 from what the State had budgeted for the Town. The Town received \$1,476,550 in FY2011, a loss of \$61,523 from FY2010. The FY2012 UGGA amount was \$1,369,789 or \$106,761 less than FY2011. The Town received \$1,476,550 in UGGA funds in FY2013, the same amount as FY2011. The Town is scheduled to receive \$1,511,453 in FY2014, an increase of \$ 34,903 or 2.4% from FY2013. The FY2015 UGGA estimate by the Governor for Needham is level at \$1,511,453.

The total for all the **other Cherry Sheet aid** programs that have been identified for Needham: charter school tuition, veterans' benefits, and property tax exemption reimbursements, and the direct pass-through programs for school lunch and public library total \$176,515 in the Governor's budget plan for FY2015, reduction of \$11,586.

Local Receipts

Our time-honored approach of conservatively estimating local receipts is a target range approach. Our goal is to have a local estimate total, by the time the tax rate is sent to the Department of Revenue (DOR) for review, that is less than 80 percent of the prior year's actual receipts excluding non-recurring revenue. This estimate, excluding nonrecurring revenue, is currently projected at approximately 83% of the 2013 amount. The economy has provided three consecutive years of improved revenue and 2014 was hinting at more growth, but pessimism exists among various economists. Needham itself did not suffer the worst of the downturn and has done better than the overall area, but how much longer will this continue is a concern.

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

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

We prepare the projections of local receipts by comparing FY2013 estimated receipts to actual receipts; FY2013 actual receipts to FY2012 actual receipts, and FY2014 estimated

Fiscal Year 2015 Proposed Budget

receipts to the FY2013 actual and FY2014 year-to-date numbers. We also focus on 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 FY2014 estimated receipts were revised. As the year progresses, further analysis of collections will be performed to determine if fiscal year 2014 activity demonstrates a trend that deviates from projections. It is also important to note that if certain budgetary reductions are made to departments that generate or manage the collection of receipts, the estimate may need to be revisited.

Local Receipts
Table 2.5

Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate	\$ Change
Motor Vehicle Excise	4,256,790	4,357,996	4,620,449	3,850,000	3,925,000	75,000
Other Excise	802,840	858,786	982,743	795,000	835,000	40,000
Meals						
Room						
Penalties & Interest	336,773	285,450	257,070	230,000	230,000	
Payment in Lieu of Tax	47,109	65,687	49,926	45,000	45,000	
Charges for Services	901,013	620,195	613,376	555,000	555,000	
Fees	104,778	110,196	108,282	90,000	90,000	
Rents	176,478	199,772	208,277	165,000	173,000	8,000
Library Department Income	57,901	56,770	57,510	50,000	50,000	
Recreation Department						
Income	274,830	285,697	250,621	225,000	200,000	(25,000)
Other Department Income	371,291	407,870	596,892	400,000	475,000	75,000
Licenses & Permits	1,441,264	1,950,768	1,869,446	1,300,000	1,400,000	100,000
Special Assessments	1,594	1,594	1,594			
Fines & Forfeits	201,391	177,315	162,051	129,500	140,000	10,500
Investment Income	222,981	103,130	84,803	67,500	70,000	2,500
Medicaid Reimbursement						
Miscellaneous Income	228,690	159,796	219,636	134,000	155,000	21,000
Nonrecurring Income	442,104	1,038,545	1,288,907	5,633		(5,633)
Total	9,867,827	10,679,567	11,371,581	8,041,633	8,343,000	301,367

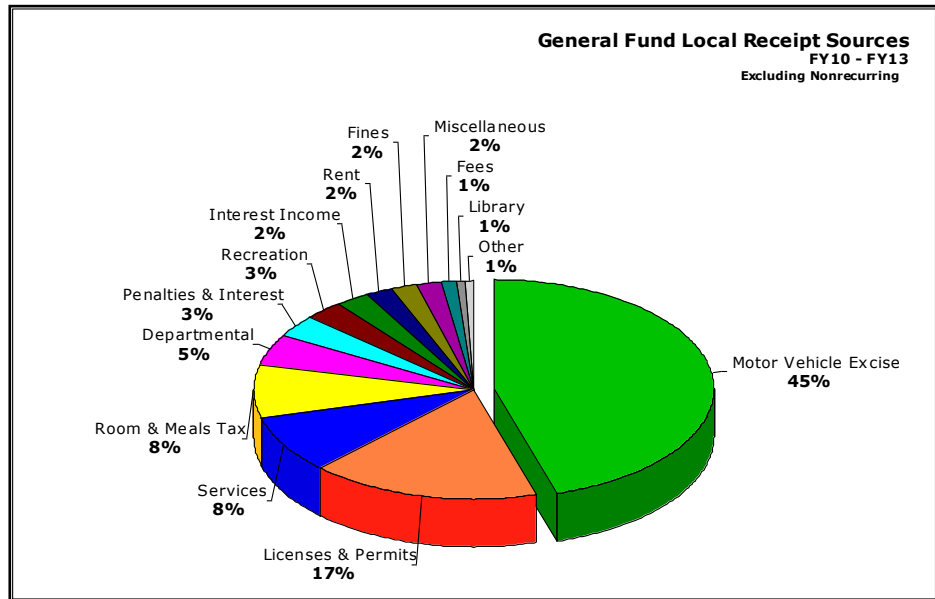
Local receipts represent approximately 6.2% of the total general fund before adjustments and offsets. Local receipts consist of items such as other taxes and excises, licenses, permits, and penalties, fines and forfeitures, investment income, and income from departmental activities and services. The estimate for FY2015 of **\$8,343,000** (Table 2.5) is an increase of \$301,367 from the revised FY2014 budget of \$8,041,633 – an increase of 3.7%. When completing the tax rate setting process, we reduced some of the estimates and increased others for the FY2014 receipts based on FY2013 results and trends. The total is within the target range for estimating. Therefore the FY2015 local receipts estimate over the FY2014 budget figure is prudent.

Actual local receipts in FY2013 were \$692,014 more than FY2012 receipts - a 6.4% increase; but when backing out the nonrecurring revenue of \$1,288,907 received in FY2013 and the \$1,038,545 received in FY2012, the increase was \$441,652 or 4.6%. Although this was better than the comparable FY2012 data, the FY2012 data included a greater amount of building and permit revenue, which declined in FY2013. Local receipts in FY2012 were \$811,740 higher than FY2011, an increase of more than 8%; however, backing out the nonrecurring revenue of \$1,038,545 received in FY2012 and the \$442,104 received in FY2011, the actual over actual growth was only 2.3%. The FY2011 actual receipts were \$921,924 more than FY2010; recurring receipts were \$815,426 more than FY2010 recurring receipts. Building permit and license revenue remained strong for the second year in a row.

Fiscal Year 2015 Proposed Budget

The total actual revenue declined in FY2013, but FY2014 is expected to be very high as major developments approved for the Needham Crossing area have begun. Other than the Library and Park and Recreation departments, departmental receipts have been strong and growing. Greater growth is not expected for FY2015, but should be stable through FY2016 and perhaps decline in FY2017. Pushing this revenue estimate too high would not be prudent. Other key local receipts categories through the first six months of FY2014 (motor vehicle excise and interest) are flat and others (charges and fees) are running behind compared to last year at this time.

All vehicle owners who have their vehicles registered in the Commonwealth of Massachusetts pay an annual **Motor Vehicle Excise** tax to the community in which the vehicle is principally garaged. The Registry of Motor Vehicles provides listings several times during the year with the vehicles that are registered in Needham, along with the value for each. The Town relies on



this information to calculate and issue excise bills. The motor vehicle excise tax rate is set by State law at \$25 per \$1,000 valuation. The rate is uniform through the Commonwealth. We have assumed approximately a 2% increase or \$75,000 over the FY2014 estimate. Motor vehicle excise receipts for FY2015 are projected at approximately **\$3.9 million**. This is a revenue source that we continue to monitor closely. We do not anticipate increasing this revenue estimate any higher because a negative swing with this revenue item can have a notable impact on Free Cash.

In 1986, the Town of Needham adopted a local option room excise tax at 4%; the Town increased the rate to 6% effective January 1, 2010. Hotels, motels, and certain other establishments collect this excise on the taxable portion of rents they collect. The businesses remit the funds to the State. The State sends payments to the Town during the year, which is accounted for as **Other Excise** under the local receipts group. The Town of Needham also accepted the 0.75% local option meals tax effective January 1, 2010. The local establishments report and remit the sales tax to the Department of Revenue (DOR). Collections from both the room excise and the meals excise have been positive and growing, but have recently been moderating. The total receipts in FY2011 were \$802,840, \$858,786 in FY2012, and \$982,743 in FY2013. The original estimate for FY2014 was \$706,000, but the budget estimate was revised upward to \$795,000 after review in December. The estimate for FY2015 is **\$835,000** which is 5% more than the FY2014 estimate and is 85% of the FY2013 actual.

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

Fiscal Year 2015 Proposed Budget

payments, particularly settlements on deferred taxes and tax title accounts. The original budget estimate for FY2014 was \$265,000, but was reduced to \$230,000 based on the decline in the actual receipts for FY2013. The Town collected \$257,070 in FY2013, which was under both the actual receipts for FY2012 and the FY2013 budget estimate. The estimate for FY2015 is level at **\$230,000**, approximately 90% of the FY2013 actual

Payment In Lieu of Tax is a voluntary payment made by certain tax-exempt entities. Based on the actual collection and agreements in place, the FY2015 estimate is level dollar at **\$45,000**. This is approximately 90% of the FY2013 actual revenue.

The category of **Charges for Services** includes charges for ambulance services, fire alarm connections, parking permits and charges by the DPW. The significant drop in this revenue from FY2011 was related to the MBTA's assuming the control and management of the commuter lots and hence the revenue. The original estimate for FY2014 was \$620,000, but was lowered to \$555,000 based on the actual revenue for FY2013 of \$613,376 which was a decline from the FY2012 actual, which too was a decline for the aforementioned reasons. The estimate for FY2015 is the same as the FY2014 revised estimate of **\$555,000**. This is 90% of the FY2013 actual revenue.

The Town collects various **Fees** which include returned checks, FID cards, administrative fees for details, and Registry of Motor Vehicle license and registration non-renewal releases. The total collected in FY2011 was \$104,778, \$110,196 was collected in FY2012, and \$108,282 collected in FY2013. The estimate for FY2015 is the same as the FY2014 estimate, **\$90,000** which is approximately 83% of the FY2013 actual.

Rental Income is collected on a lease with the Needham Golf Club. The Town has a long term lease with the Needham Golf Club (NGC) which runs for twenty years. The land which the NGC leases is considered taxable. The rental income was \$176,478 in FY2011 all from the NGC. Rental income in FY2012 was \$199,772 which came from both the Golf Course and use of Powers Hall at Town Hall. The rental income increased in FY2013 to \$208,277. The Powers Hall rental payments are now accounted for through a revolving fund. The original estimate for FY2014 was \$160,000 but was increased to \$165,000 after the December review. The estimate for FY2015 is **\$173,000**, an increase of 4.8% or \$8,000. This increases the estimate to approximately 83% of the FY2013 actual income.

Library Income includes book fines and other fees charged by the Needham Free Public Library. The revenue collected in FY2011 was \$57,901 and declined slightly to \$56,770 in FY2012. FY2013 improved to \$57,510 over FY2012, but the amount was less than FY2011. The estimate for FY2015 remains the same as FY2014 at **\$50,000** which is approximately 87% of the FY2013 actual.

Recreation fees are collected by the Park and Recreation Department for Rosemary Pool, summer programs, and rental of fields. Other Park and Recreation programs are accounted for separately in a revolving fund. The original estimate for FY2014 is was \$254,450 but was lowered to \$225,000 because of the drop in actual revenue in FY2013 from FY2012. This was attributable to the pool. With continued concerns about the pool remaining open for an entire season, the revenue estimate for FY2015 has been lowered by approximately 11% to **\$200,000** or 80% of the FY2013 actual total receipt.

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 FY2011 were \$371,291, increased to \$407,870 in FY2012, and jumped to \$596,892 in FY2013. The

Fiscal Year 2015 Proposed Budget

original FY2014 budget estimate was \$335,000 but was increased to \$400,000. The estimate for FY2015 has been increased by another \$75,000 (19%) to **\$475,000**, which is 80% of FY2013 actual.

The category of **Licenses and Permits** includes licenses issued by the Selectmen and Town Clerk, and permits issued by the Building, Fire, and Health Departments. The Town has increased many of its fees in this category, some due to added demands on the departments, which provide the related services and others, because they had not been adjusted for a number of years. As mentioned previously this revenue stream is expected to be very good in FY2014 but may moderate in FY2015 and FY2016. FY2012 actual was \$1,950,768 or \$509,504 more than FY2011, and FY2013 total was \$1,869,446, this was good but it was a decline from FY2012 of \$81,322. Building activity remains strong. However, this receipt has been the second largest contributor to local receipts in recent years, and is much more volatile than excise receipts, so being too aggressive in estimating could have negative consequences. The original estimate for FY2014 was \$1,440,000 but was lowered to \$1,300,000 prior to submitting to DOR for approval. The FY2015 estimate is **\$1,400,000** is \$100,000 more than the current FY2014 estimate, a 7.7% increase. This is approximately 75% of the FY2013 actual.

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

The category of **Fines and Forfeits** includes parking ticket and court fines. Revenue in this category has fluctuated due to staff resources over the years, FY2010 showed a decrease of \$17,855 from FY2009 to \$189,098. FY2011 revenue increased to \$201,391 but only to decline in FY2012 to \$177,315, and decline again in FY2013 to \$162,051. The original estimate for FY2014 was \$160,000 but was lowered to \$129,500 before sending to the DOR for review. The FY2015 estimate has been increased over the FY2014 amount to **\$140,000** based on the fact that the parking fine rates were increased by the Board of Selectmen after a public meeting. The FY2015 estimate is 86% of the FY2013 actual.

The Town had enjoyed a period of increased **Investment Income** in FY2006 and FY2008 from \$1,041,352 earned during FY2006 to \$1,253,286 for FY2008. In FY2007 \$1,573,613 in interest income was generated, due to a number of significant one-time cash flow events during the year which resulted in the Town's average invested balance to be higher, earning greater amount of interest income than would normally be expected. The Town was in the middle phase of its \$62 million High School reconstruction project during FY2007. Between the notes issued during the year and the payments from the MSBA, the Town had a higher cash balance earning interest. Another factor is that interest rates have continued to remain low; therefore, the earnings on the Town's funds continue to decline. The Town's estimate for FY2010 was reduced from the \$650,000 estimate to \$545,000; the FY2010 estimate of \$545,000 was \$169,066 less than FY2009 actual. The total General Fund interest income received in FY2010 was \$497,129 or \$284,937 less than FY2009. The FY2011 estimate was further reduced to \$325,000, yet the actual revenue still came in under at \$222,981. The original estimate for FY2012 of \$325,000 had to be reduced to \$150,000, yet the total for the year came in at \$103,130. The FY2013 original estimate of \$150,000 was dropped to \$80,000 which we believed was as low as the revenue could drop; the actual income was \$84,803. The original estimate for FY2014 was kept at \$80,000, but for a greater margin the estimate was revised downward yet again to **\$67,500**. However we are assuming an increase in the estimate for FY2015 of \$2,500 to \$70,000. This would be 83% of the FY2013 actual.

Fiscal Year 2015 Proposed Budget

Miscellaneous Income represents various revenues that are not associated with one of the recognized local receipt categories. One major component of this category is Medicaid reimbursement, which often fluctuates from year to year. In FY2007 \$259,951 was collected, but only \$219,811 was received in FY2008. FY2009 saw even a greater drop to \$143,747. Total miscellaneous revenue (including Medicaid) was \$280,770 in FY2007 which declined in FY2008 to \$269,448 with a significant decrease in FY2009 to \$185,544 or a 34% drop in revenue. This revenue continued to decline in FY2010 with only \$85,863 being received. The FY2011 revenue reversed the trend with the Town receiving \$228,690, but declined again in FY2012 with only \$159,796 received. FY2013 the Town received \$219,636 in monies classified under miscellaneous income. The estimate for FY2015 has been increased by \$21,000 or approximately 16% over the FY2014 estimate to \$155,000. This is approximately 71% of the 2013 actual.

Nonrecurring Income represents funds that may be received but are not expected to reoccur, e.g., one-time grants, financial assistance for an event, etc. The fiscal 2012 actual receipts of \$1,038,545 are revenues that are classified as nonrecurring which consisted of \$311,319 from a Medicare Part D reimbursement to the Town and \$35,122 in legal settlements that the Attorney General secured related to prescription drug overcharges. The Town received premiums on the sale of bonds/notes in the amount of \$137,238. The Town received reimbursements for expenses incurred in prior fiscal years from FEMA \$145,936, property and casualty premium credits of \$130,049; and prior year revenue recovery of \$104,777. The Town received \$10,618 in energy efficiency rebates, \$9,277 from the sale of surplus equipment, and various other low dollar payments, refunds, and recoveries that totaled approximately \$19,151. The balance of the nonrecurring revenue came from the Commonwealth which was \$106,761 identified by the State as one time and the other was a storm damage reimbursement distribution of \$28,297. The FY2013 nonrecurring receipts totaling \$1,288,907 resulted mostly to one major source, a very sizable premium received on the sale of bonds last year in the amount of \$811,162. The Town also received a distribution of \$303,727 from a Medicare Part D reimbursement, the last payment to the Town as future reimbursements will be incorporated in the premiums (lower) that the Town pays for certain retiree health insurance. The bond premiums and the Medicare reimbursements together, accounted for 86% of the total nonrecurring revenue in FY2013. The Town was successful in collecting some old receivables, previously considered uncollectible in the amount of \$43,157. The Town also received \$20,945 from MEMA for Hurricane Irene related expenses. The balance of \$109,916 came from various sources, reimbursements, and sale of equipment. The \$5,633 identified as miscellaneous nonrecurring receipts for FY2014 was a premium received on a BAN issued this fiscal year, of which the applicable portion was reflected as an adjustment (reduction on the amount raised on the tax rate) on the excluded debt. No revenue meeting this criterion has been identified for FY2015.

Other Available Funds

Other available funds represent just 0.5% 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. Other available funds are correlated to expenses.

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

Fiscal Year 2015 Proposed Budget

We anticipate that \$500,000 in residual overlay account balances will be available for declaration as overlay surplus to fund FY2015 appropriations. Per state statute, the Board of Assessors must formally vote this estimate before it is available for appropriation. As of the date of this projection, this vote has not yet occurred. The use of the funds would be \$500,000 for the operating budget; a similar amount has been appropriated for a number of years.

The **Parking Meter Fund** is reserved for appropriation and the revenues are derived from parking meters, which under State Law must be used for parking-related purposes. \$40,000 is proposed for appropriation from the Parking Meter Fund to support parking enforcement and ticket processing, maintenance, and snow removal from affected parking lots. The Board of Selectmen approved a parking meter fee holiday during November and December of 2013 which lowered the amount of revenue that may have been collected in FY2014. The Board of Selectmen held a public hearing to revise the parking meter rate structure (this would be the first change in rate since 2001) to help offset the increased costs of on street parking enforcement in the business districts and, if approved, should contribute more to the cost in the future.

Other available funds in prior years have included items such as unexpended balances of prior warrant articles, insurance proceeds in excess of \$20,000, and special grants; no such funds have yet been identified for this coming budget season.

Free Cash

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

The Free Cash that will be available for FY2015 appropriations is **\$4,152,348**, which represents 3.1% of the total general fund before adjustments and offsets. This is a decrease of \$3,983,024 over the current year or 49%. The decrease from the current year however was due to the fact that FY2014 appropriations included the use of effectively two years of Free Cash. Free Cash included both a delay in funds from one year, and an extraordinary amount of one-time monies received during FY2013 along with some greater budget turn backs from some key budget lines

that usually do not return much. The amount of Free Cash certified last year (FY2013) was \$2,153,808 and the entire amount was appropriated, and the Free Cash certified this year (FY2014) was \$10,133,912 of which \$5,981,564 was used for FY2014 appropriations for a combined total for FY2014 of \$8,135,372. The lower Free Cash certification for FY2013 was not attributable to the typical timing differences but from the scheduling of two major construction projects - the Newman School HVAC and Pollard School Roof. The reduction in

Free Cash History Table 2.6		
Certification Year	Budget Year Use	Certified Free Cash
FY2007	FY2008	3,266,326
FY2008	FY2009	5,810,170
FY2009	FY2010	3,145,416
FY2010	FY2011	3,568,037
FY2011	FY2012	3,380,269
FY2012	FY2013	5,366,720
FY2013	FY2014	2,153,808
FY2014*	FY2014/15	10,133,912
Five Year Average (2008 - 2012)		4,254,122

Fiscal Year 2015 Proposed Budget

Free Cash resulted from a combination of the timing of reimbursements from the MSBA, and the timing of the borrowing for those projects. The Town recaptured those funds with the FY2014 certification that was completed by DOR in the late summer. As discussed last year, the effects of the delay were 1. the amount that was available to appropriate in May 2013 was extraordinarily low in comparison to recent years; and 2. the amount available for appropriation after July was going to be exceptionally high.

Operating Budget Maximum Table 2.7		
Fiscal Year Activity	Departmental Budgets Turn Back	Departmental Budgets Two Percent
FY2009	1,497,814	1,458,937
▲ FY2010	1,642,570	1,543,308
FY2011	1,141,375	1,567,324
FY2012	1,767,497	1,619,224
FY2013	1,442,255	1,696,882

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

FY2013 final adjusted General Fund departmental operating budgets totaled \$84,844,100. Two percent of this amount equaled \$1,696,882; the actual FY2013 departmental budget turn back was \$1,442,255. The budget plan has approximately \$1.65 million of the estimated Free Cash being used for operating expenses. The amount is greater than formula, but the higher amount allows funding of certain operating expenses that can be offset with recurring revenue next year and some operating expenses will not recur next year, i.e., an extra vehicle in the Police Department operating capital. The balance of the Free Cash for FY2015 is proposed to be used to fund cash capital and warrant articles. The Town has been following the recommended practice of limiting the amount of Free Cash that supports the operating budget by using the funds to pay not only for needed cash capital, but also to put aside funds for future demands that may arise unexpectedly and for various one-time financial warrant articles (Table 2.8).

Effective Use of Certified Free Cash
Table 2.8

Certification Year	Amount Certified	Operating Statement Maximum	Appropriated Reserves	Cash Capital	Financial Warrant Articles	Operating Budget Use (OB)	OB Allocation Variance
▲ FY2010	3,568,037	1,458,937	82,761	1,500,564	182,715	1,801,997	343,060
FY2011	3,380,269	1,543,308	450,000	1,703,859	524,339	702,071	(841,237)
FY2012	5,366,720	1,141,375	473,098	3,421,633	168,353	1,303,636	162,261
FY2013	2,153,808	1,619,224		534,584		1,619,224	-
FY2014*			566,530	5,032,357	-	382,677	382,677
FY2014	10,133,912						-
FY2014#		1,442,255		2,467,260	35,000	1,650,088	207,833

* Used for FY2014 appropriations; # Planned for FY2015 appropriations

Fiscal Year 2015 Proposed Budget

Revenue as a % of Total General Fund Revenue Table 2.9					
Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate
Property Taxes	79.3%	79.9%	77.8%	79.2%	82.2%
State Aid	7.7%	7.7%	7.8%	7.7%	8.0%
Local Receipts	8.4%	8.9%	8.9%	6.0%	6.2%
Other Available Funds	1.6%	0.7%	1.4%	1.0%	0.5%
Free Cash	3.0%	2.8%	4.2%	6.1%	3.1%
Total General Fund Revenue*	100%	100%	100%	100%	100%
*May not equal 100% due to rounding					

ADJUSTMENTS TO GENERAL FUND REVENUE

While the majority of solid waste and recycling center service costs are accounted for in the Recycling Center and Transfer Station (RTS) Enterprise Fund, certain costs of the department are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These RTS-related general fund expenditures are funded with transfers of revenue from the enterprise fund to the general fund. The amount projected for FY2015 is based on the current year and is estimated at \$275,000.

Enterprise Reimbursements to the General Fund Table 2.10						
Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate	\$ Change
Solid Waste	241,778	250,625	267,128	276,871	275,000	(1,871)
Sewer	480,971	420,647	389,453	429,205	425,000	(4,205)
Water	936,966	944,443	951,958	962,891	950,000	(12,891)
Total	1,659,715	1,615,715	1,608,539	1,668,967	1,650,000	(18,967)

As with the RTS fund, while the majority of sewer and water related service costs are accounted for in the Sewer Enterprise Fund and Water Enterprise Fund, certain costs of the departments are reflected in the general fund budgets of other Town departments (e.g., treasurer/collector, information technology, personnel, insurance, etc.). These general fund expenditures are funded with transfers of revenue from the sewer and water enterprise funds. The projected amounts for FY2015 for sewer and water are estimated at \$425,000 and \$950,000, respectively.

The total estimate is lower due to continued restructuring of the DPW, fewer expenses being incurred by the general fund, and positive trends with employee benefit costs. Because other indirect costs associated with the three funds are a factor of Town Meeting appropriations, the actual FY2015 transfers may be adjusted accordingly.

FY2015 is the fourth operating budget that will include **CPA** supported debt service. The Town Hall financing plan calls for debt service paid by CPA funds to be **\$475,763** which a decrease of \$235,237 (33%) from the FY2014 amount of \$711,000. This decrease was expected as FY2014 was the peak year for CPA debt service on the Town Hall project. The debt service cost is also lower than the original financing plan had assumed as both the interest rates on the debt and the cost of the project were lower. The annual debt service will decline each year on the Town

Fiscal Year 2015 Proposed Budget

Hall project until it is paid off in 2031. We reflect \$475,763 as another adjustment to General Fund revenue because the CPA debt is included in the general operating budget of the Town.

Cherry Sheet Assessments are charges levied for services provided to the Town by State and other governmental agencies (e.g., MBTA assessment, county tax, mosquito control, etc.). The estimate of **\$1,274,570** for FY2015 is based on the Governor's budget plan which expects an increase expense of \$1,006 or 0.1% more than FY2014.

Cherry Sheet Offsets are the programs that are classified by the State as "Offset Items"; that is, these funds are expended without appropriation for specific purposes (i.e., remediation assistance, school lunches and public libraries). As they are estimated as a component of State Aid, they must be shown as a reduction in revenue because of their categorical nature (i.e., they are not available for general appropriation purposes). Expenditure of these funds does not require Town Meeting appropriation. The figure for FY2015 is based on the Governor's FY2015 budget plan which has the Town projected to receive **\$62,102** in FY2015, an increase of \$1,992.

Allowance for Abatements and Exemptions are funds reserved for property tax abatements and statutory exemptions. The preliminary estimate, subject to the approval of the Board of Assessors and the Department of Revenue, has been set at **\$2,151,633**. This is the same amount as FY2014. FY2015 is the required triennial property valuation review by the Department of Revenue's Bureau of Local Assessment which will review and recertify the Town's property values to ensure they are at full and fair market value. This can increase the workload on the Town's assessing division and could impact the number of abatement and exemption applications received. The final amount of the reserve is determined by the Department of Revenue when it approves the tax rate in December.

Other Amounts to be provided for on the Tax Recap is a contingency amount for those items that are required to be raised but as of this date are not known. Expenses such as overlay deficits for prior years, snow and ice deficits, or revenue deficits are items provided for in this allowance. \$9,397 has been set aside for this purpose for FY2015. However, the amount certified by the tax collector for tax title purposes is assumed to be level dollar for FY2015 at \$12,500.

OTHER RESERVES AVAILABLE FOR APPROPRIATION

The available balance in the **Stabilization Fund** as of December 31, 2013 is \$3,742,594. The Stabilization Fund may be appropriated, by a two-thirds vote of Town Meeting, for any municipal purpose. No assumption about an appropriation from the Stabilization Fund to support the Town's operating budget is made in this projection.

The Town also established a **Capital Improvement Fund** for the purpose of general fund capital equipment. The balance in the fund as of December 31, 2013 is \$649,590.

The Town also established a **Capital Facility Fund** for the purpose of reserving funds for future extraordinary capital facility maintenance costs. The balance in the fund as of December 31, 2013 is \$1,294,677.

The Town also established an **Athletic Facility Fund** for the purpose of reserving funds for future extraordinary athletic field and artificial turf replacement and maintenance costs. The balance in the fund as of December 31, 2013 is \$900,413. The budget plan calls for an appropriation of \$40,695.

Fiscal Year 2015 Proposed Budget

ENTERPRISE FUNDS

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

For FY2015, enterprise fund revenues are estimated at \$16,854,584. This figure is inclusive of the use of \$1,448,145 in retained earnings for capital investment in the three operations and another \$740,000 of retained earnings used to fund non-capital appropriations. The estimate use of enterprise receipts for FY2015 is 190,455 less than FY2014. The combined estimate of the three funds is \$14,666,439 for FY2015 compared to \$14,856,894 for FY2014 (Table 2.11). The decrease in current receipts is attributable to the RTS enterprise. The FY2015 budget proposal is to eliminate the fee for the sticker that allows a resident access to the RTS. This fee generated approximately \$630,000 in FY2013 and could produce \$650,000 in FY2014. This revenue stream would be replaced in FY2015 by a higher General Fund payment to the RTS enterprise. The budget also calls for the use of **\$308,000** in Sewer Enterprise retained earnings to replace the General Funds that were required to be provided for FY2014. There are concerns that billable consumption may drop due to conservation efforts being promoted (sewerage billing is based on water usage); the user rates will be reviewed and revised in the coming months. The plan also assumes that **\$432,000** in Water Enterprise retained earnings will be used for the operating budget as a hedge against possible loss of income for the Water Enterprise as well should water consumption be driven down by conservation and use restrictions.

Enterprise Receipts
Table 2.11

Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate	\$ Change
RTS	1,563,394	1,659,380	1,718,850	1,514,144	1,062,991	(451,153)
Sewer	8,233,557	7,897,310	8,241,583	7,715,965	7,955,469	239,504
Water	6,572,445	5,451,542	6,188,215	5,626,785	5,647,979	21,194
Total Enterprise Receipts*	16,369,396	15,008,232	16,148,649	14,856,894	14,666,439	(190,455)

* Receipts before adjustments, reimbursements, and subsidies

The **Solid Waste Enterprise Fund** was established pursuant to a vote of the Special Town Meeting held on November 19, 1997, which established an enterprise fund to account for receipts and expenditures of the Town's solid waste operation at the Recycling and Transfer Station (RTS) effective July 1, 1998. Sticker and bag fees help support tipping and recycling expenses. A transfer from the tax levy has historically funded the general operations of the RTS. However, the amount had been declining since the inception of the enterprise fund until recent years. The Board of Selectmen and the Finance Committee approved a policy to determine the amount that should be used to offset costs incurred by the RTS. However, the formula has not been sufficient in every year to meet the required revenue. Given the restrictions on estimating revenue above the actual amount of the prior year, an additional amount from the General Fund has been required in some years in order to balance the RTS budget. The General Fund transfer for FY2011 was \$792,673, FY2012 was \$580,673, and in FY2013 the amount was \$576,938. The appropriation to the RTS for

Fiscal Year 2015 Proposed Budget

FY2014 was \$801,458. As previously mentioned, the FY2015 plan is to eliminate the charge for obtaining a sticker to access the RTS and that revenue loss would be made up by a higher General Fund contribution to the RTS. The estimate for FY2015 is **\$1,420,000**.

The Town approved a change effective with the FY2012 budget that the expenses associated with the Drains Program that were carried in the DPW General Fund Operating Budget are now part of the **Sewer Enterprise Fund Budget**. The employees who perform a majority of the drains-related work are assigned to either the water or sewer division. There are benefits for the Town to have the water and sewer employees perform the drains-related work rather than hiring additional staff for the sole purpose of drain work. The drains program is considered a general fund expense and not a sewer or water fund expense. The weekly tracking and processing of drains related procurement, accounts payable, and payroll, as well as the budgeting process is easier and more efficient (less cross-fund accounting work) to process the finance-related tasks through one of the enterprise funds, rather than the prior three fund process (general fund, sewer fund, and water fund). The General Fund still pays the drains-related costs, but the appropriation will now be made from the General Fund to the Sewer Enterprise Fund Budget. The payment in FY2012 was \$469,610, FY2013 was \$493,932 and for FY2014 was \$468,936. As referenced earlier FY2014 also required a subsidy of \$389,503 which can be recovered. The required General Fund appropriation to the Sewer Fund for FY2015 will be **\$463,430**.

Use of Enterprise Reserves and Other One-Time Funds
Table 2.12

Description	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Recap	FY15 Estimate	\$ Change
RTS	277,122	200,000	448,683	337,100	321,095	(16,005)
Sewer	983,389	1,118,546	1,215,555	1,352,644	706,000	(646,644)
Water	1,581,939	1,464,000	772,009	1,922,667	1,161,050	(761,617)
Total	2,842,451	2,782,546	2,436,247	3,612,411	2,188,145	(1,424,266)

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

Available Retained Earnings Table 2.13			
Enterprise Fund	Certified	Available	Proposed to be Used
RTS	686,044	386,143	321,095
Sewer	1,971,156	706,735	706,000
Water	2,254,842	1,295,015	1,161,050

Department of Revenue, retained earnings are then available for appropriation or reserved to support the enterprise. Retained earnings have been certified by the Department of Revenue. The available amounts shown in Table 2.13 are after taking into consideration the necessary reservations and previous appropriations.

Fiscal Year 2015 Proposed Budget

COMMUNITY PRESERVATION FUNDS

Town voters approved a 2% Community Preservation Act surcharge on real estate property tax bills effective July 1, 2005. The 2% surcharge is assessed on the total property tax due, adjusted for certain exemptions. The tax on the first \$100,000 of residential valuation is not included in the CPA surcharge, and there are also exemptions for certain low and/or moderate-income taxpayers. Actual CPA revenues collected by the Town in the prior year are eligible for matching funds from the State. The match is equal to a percentage determined annually based on available funds for distribution, not to exceed 100% of the receiving community's actual receipts. The distribution rate that Needham received on its FY2011 CPA surcharge revenue in October 2011 was 26.64% and the rate was 26.83% on the FY2012 CPA surcharge revenue. The distribution rate on the Town's FY2013 CPA surcharge revenue was 52.23% and the funds were distributed in November 2013. We believe the distribution range in FY2015 will be between 20% and 30% and our revenue estimate is at the middle. The current estimate based on FY2014 collections that will be received as state matching funds in FY2015 is \$462,000 or 25%. The 2% CPA surcharge on FY2015 property tax bills is estimated at \$1,884,000. The total estimated FY2015 CPA revenue is \$2,346,000.

The \$2,346,000 estimate provides for a budget plan of \$82,000 to be appropriated to the Community Preservation Committee's (CPC) administrative budget and \$258,060 credited to both the Community Housing Reserve and Open Space Reserve. The \$258,060 figure is approximately 11% of the new revenue estimate for FY2015. 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 FY2015 debt budget includes \$475,763 of debt service for the Town Hall project. The amount that is recommended is usually adjusted downward to reflect amounts that may be appropriated to specific qualifying projects. The Town Hall project was previously designated as a historic preservation project, and therefore the \$475,763 appropriation to the General Fund operating budget will satisfy minimum requirement for Historic Resources. The balance of the CPA revenue estimate of \$1,272,117 would be transferred to the Community Preservation Fund General Reserve for FY2015. The amount that is actually appropriated to each reserve would be adjusted as needed based on the CPC's project funding recommendations and Town Meeting votes on those recommendations.

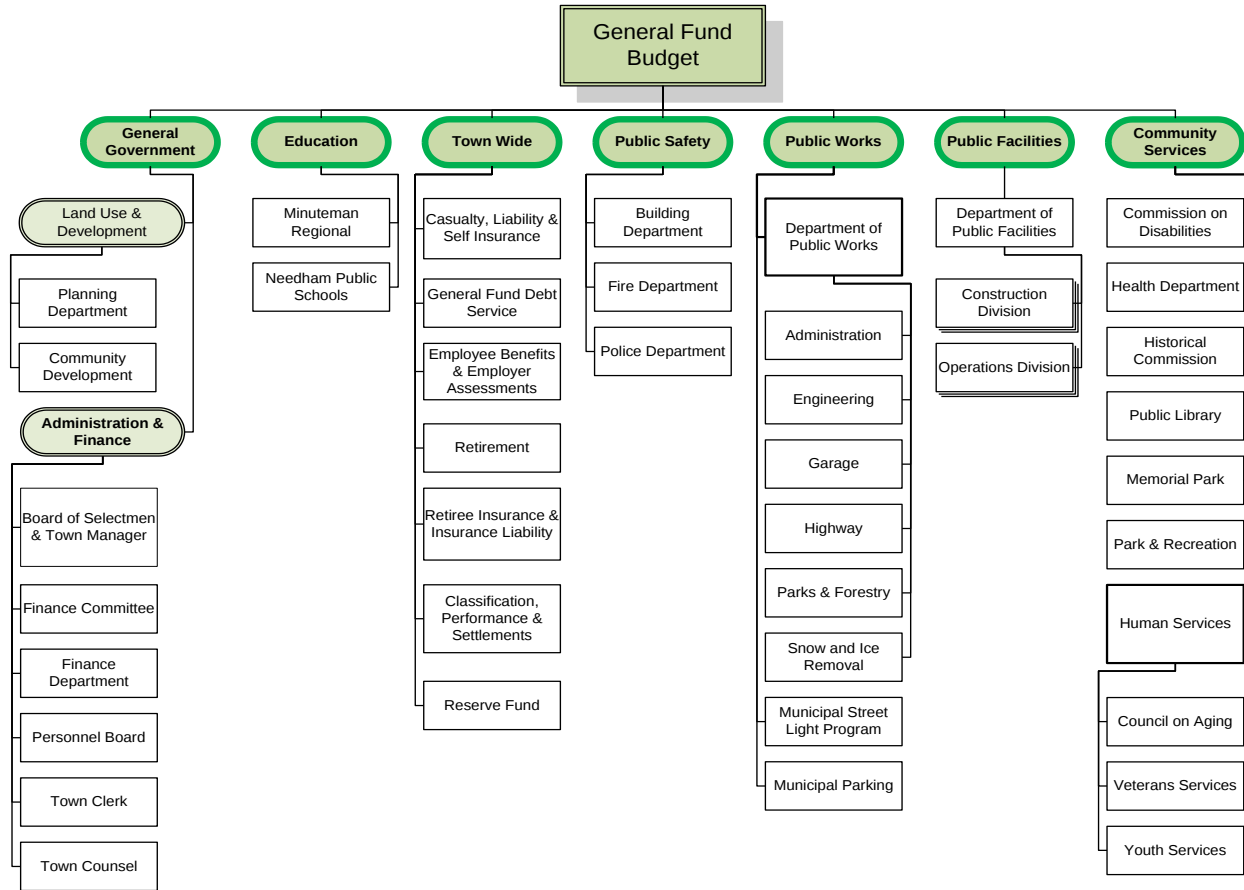
The certified CPA Free Cash balance as of December 31, 2013 is **\$3,766,414** and remains available for appropriation until June 30, 2014. The CPC has not yet made any funding recommendations for FY2015. The amounts currently held in the three required reserves as of December 31, 2013 are as follows:

Open Space Reserve -	\$218,020
Community Housing Reserve -	\$669,420
Historic Reserve -	\$ 68,320

Fiscal Year 2015 Proposed Budget

Town of Needham Community Preservation Fund Revenue and Appropriations FY15	
<u>FY15 Community Preservation Fund Revenue Estimates</u>	
FY15 Surcharge Revenue Estimate	1,884,000
State Trust Fund Distribution Estimate	462,000
Revenue Estimate	2,346,000
<u>FY15 Community Preservation Fund Appropriation Estimates without Projects</u>	
Community Preservation Committee Administrative Budget	82,000
Community Housing Reserve	258,060
Historic Resources Reserve	
Open Space Reserve	258,060
Community Preservation Fund Reserve	1,272,117
Specific Appropriations (see below)	475,763
Appropriation Estimates	2,346,000
<u>Specific Appropriation Requests</u>	
Town Hall Project Debt Service (GF Debt Operating Budget)	475,763
Total	475,763

Fiscal Year 2015 Proposed Budget



TOWN WIDE ACCOUNTS

RETIREMENT

GENERAL PURPOSE

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

Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 72.9% on January 1, 2012.

Retirement Assessments	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Retirement Assessments	4,653,692	4,938,808	5,454,554	5,656,200	5,656,200
Total	4,653,692	4,938,808	5,454,554	5,656,200	5,656,200

RETIREE INSURANCE & INSURANCE LIABILITY

GENERAL PURPOSE

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

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

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

Retiree Insurance Program & Insurance Liability Fund	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Retiree Insurance Program & Insurance Liability Fund	4,406,275	4,923,887	5,035,139	4,940,198	4,940,198
Total	4,406,275	4,923,887	5,035,139	4,940,198	4,940,198

EMPLOYEE BENEFITS & EMPLOYER ASSESSMENT

GENERAL PURPOSE

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

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

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

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

Fiscal Year 2015 Proposed Budget

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

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

Employee Benefits and Employer Assessments	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Employee Benefits and Employer Assessments	9,549,742	9,666,417	10,808,959	10,795,844	10,898,844
Total	9,549,742	9,666,417	10,808,959	10,795,844	10,898,844

GENERAL FUND DEBT SERVICE

GENERAL PURPOSE

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

Debt Service - General Fund	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Debt Service - General Fund	10,867,982	11,271,758	12,197,287	11,587,884	11,587,884
Total	10,867,982	11,271,758	12,197,287	11,587,884	11,587,884

CASUALTY, LIABILITY AND SELF INSURANCE

GENERAL PURPOSE

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

Fiscal Year 2015 Proposed Budget

Casualty, Liability and Self Insurance Program	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Casualty, Liability and Self Insurance Program	455,170	516,500	525,000	542,000	542,000
Total	455,170	516,500	525,000	542,000	542,000

CLASSIFICATION, PERFORMANCE AND SETTLEMENTS

GENERAL PURPOSE

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

Classification, Performance and Settlements	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Classification, Performance and Settlements	Transfers Only	Transfers Only	25,000	119,000	119,000
Total			25,000	119,000	119,000

RESERVE FUND

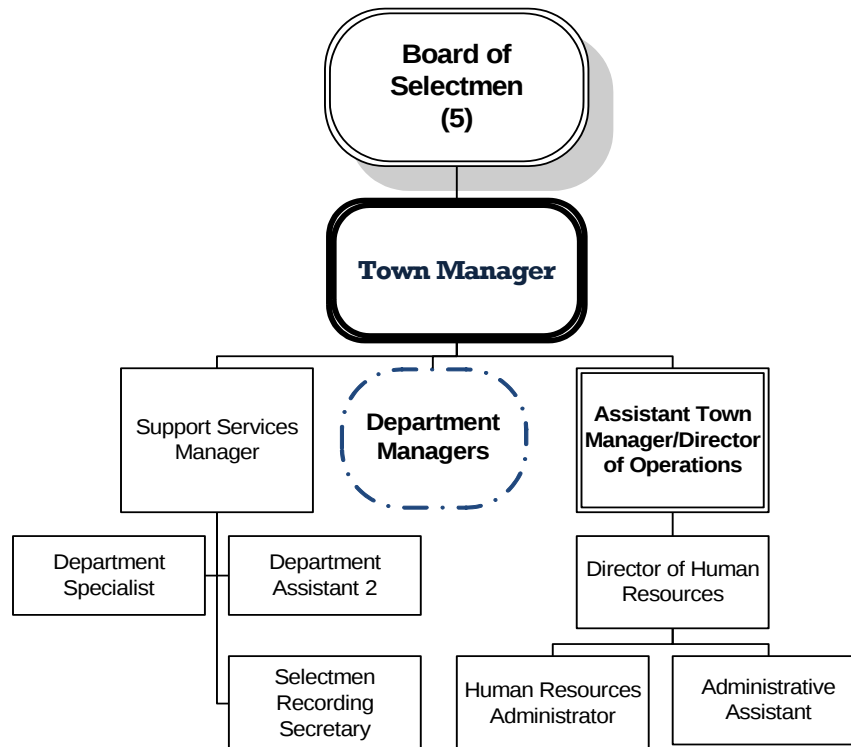
GENERAL PURPOSE

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

Reserve Fund	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Reserve Fund	Transfers Only	Transfers Only	1,448,243	1,435,002	1,335,002
Total			1,448,243	1,435,002	1,335,002

GENERAL GOVERNMENT

BOARD OF SELECTMEN / TOWN MANAGER



GENERAL PURPOSE

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

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

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

Fiscal Year 2015 Proposed Budget

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

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

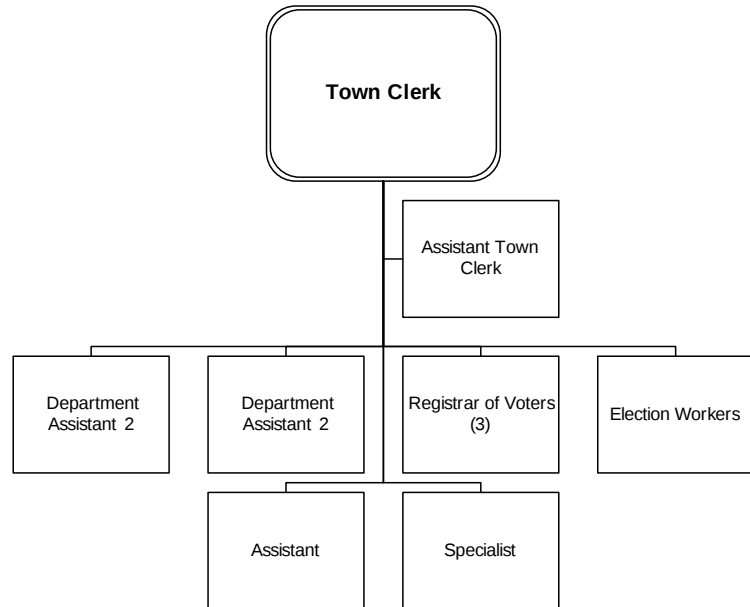
The Human Resources Department ensures the equitable application of the provisions of the CBAs and personnel policies for all Town employees; manages the search/hiring process and classification/compensation system in order to attract and retain a productive workforce; administers all benefit programs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

Board of Selectmen & Town Manager	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	642,026	657,016	687,407	711,577	711,577
Expenses	152,615	143,566	106,941	109,741	109,741
Operating Capital					
Total	794,641	800,582	794,348	821,318	821,318

TOWN CLERK / BOARD OF REGISTRARS

GENERAL PURPOSE / TOWN CLERK

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



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

GENERAL PURPOSE / BOARD OF REGISTRARS

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

Fiscal Year 2015 Proposed Budget

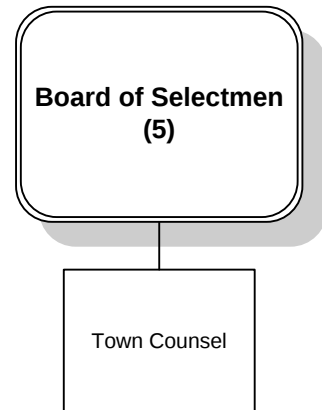
Town Clerk and Board of Registrars	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	264,073	306,982	282,647	309,990	309,990
Expenses	33,502	51,250	39,265	47,450	47,450
Operating Capital					
Total	297,575	358,232	321,912	357,440	357,440

TOWN COUNSEL

GENERAL PURPOSE

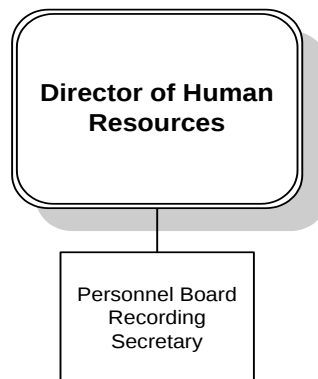
The Town Counsel provides attorneys to advise the municipal corporation and its various departments, boards, committees, and commissions.

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



Town Counsel	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	68,664	69,769	71,790	73,584	73,584
Expenses	276,098	307,376	234,000	254,000	254,000
Operating Capital					
Total	344,762	377,145	305,790	327,584	327,584

PERSONNEL BOARD



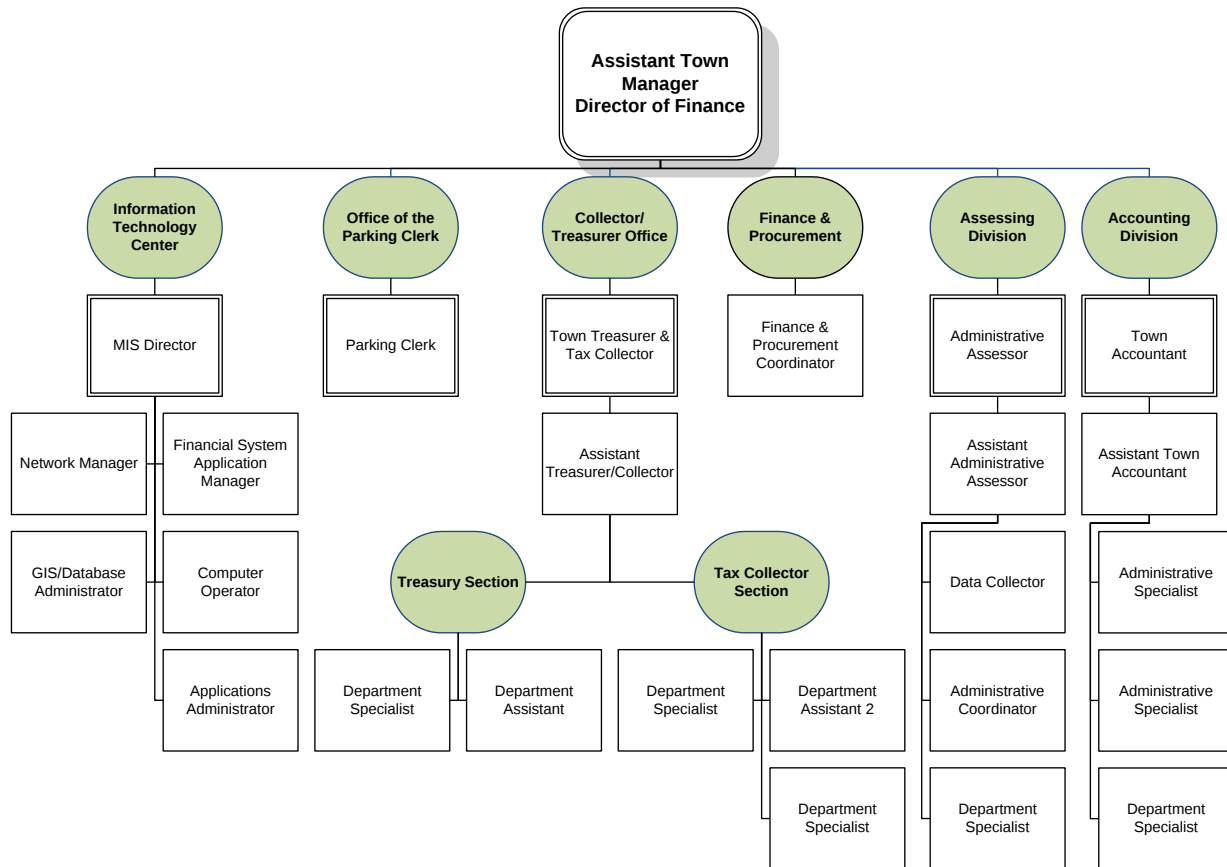
GENERAL PURPOSE

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

Fiscal Year 2015 Proposed Budget

Personnel Board	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	230	72	600	600	0
Expenses	11,000	0	15,000	15,000	15,000
Operating Capital					
Total	11,230	72	15,600	15,600	15,000

FINANCE DEPARTMENT



GENERAL PURPOSE

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

The functions of the **Finance Department** include providing information for long-range financial planning; administering cash and debt management; administering internal financial controls; performing audit reviews; ensuring compliance with the uniform procurement act; making property valuation; establishing and maintaining citizen assistance

Fiscal Year 2015 Proposed Budget

programs; supporting all aspects of the Town's information systems operations; and assisting in the preparation of the annual budget for submission to Town Meeting.

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

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

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

The **Information Technology Center** (ITC) maintains, supports and budgets for computer hardware and software for all Town departments, including Public Safety, ensuring that both function properly as well as maintaining the budget for most software used by Town departments. The ITC provides implementation and maintenance of technology infrastructure for the Town and support for the Town's Geographic Information System, Computer Aided Design applications, enterprise-wide permitting solution, website administration (www.needhamma.gov), email, data file services, network security and

Fiscal Year 2015 Proposed Budget

hardware, desktop and server spam and virus protection, desktop application help desk support, as well as any other desktop, network, or server related function. The ITC is also responsible for the oversight of the fiber network between all Town and School buildings, and has established a local area network connecting all public buildings through in-house servers and switches as well as accessibility to the World Wide Web. The ITC also provides administrative support to the Town's financial application and departments by supporting payroll mailing procedures and Treasury functions, including electronic payments, bill printing, and forms management.

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

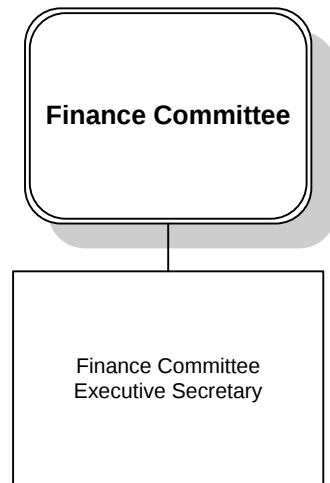
Finance Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	1,355,838	1,513,687	1,637,963	1,668,303	1,660,303
Expenses	676,784	746,185	797,005	783,479	783,479
Operating Capital	37,295	37,500	37,500	37,500	37,500
Total	2,069,917	2,297,372	2,472,468	2,489,282	2,481,282

FINANCE COMMITTEE

GENERAL PURPOSE

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

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

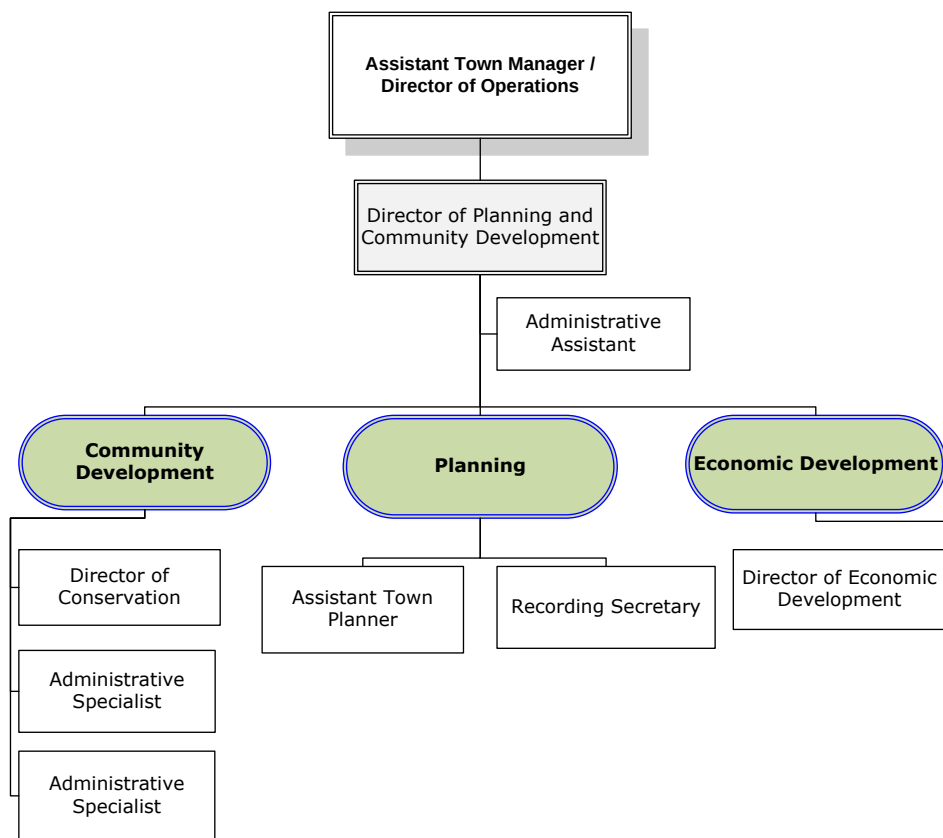


Fiscal Year 2015 Proposed Budget

Finance Committee	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	27,933	29,531	31,668	32,462	32,462
Expenses	466	876	1,225	1,225	1,225
Operating Capital					
Total	28,399	30,407	32,893	33,687	33,687

LAND USE & DEVELOPMENT

PLANNING & COMMUNITY DEVELOPMENT



PLANNING

GENERAL PURPOSE/PLANNING AND ECONOMIC DEVELOPMENT FUNCTIONS

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

Fiscal Year 2015 Proposed Budget

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

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

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

Planning Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	234,912	244,410	252,939	261,537	261,537
Expenses	14,408	11,207	16,460	28,960	16,460
Operating Capital					
Total	249,320	255,617	269,399	290,497	277,997

COMMUNITY DEVELOPMENT

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

Fiscal Year 2015 Proposed Budget

GENERAL PURPOSE/CONSERVATION FUNCTIONS

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

GENERAL PURPOSE/ZONING BOARD OF APPEALS FUNCTIONS

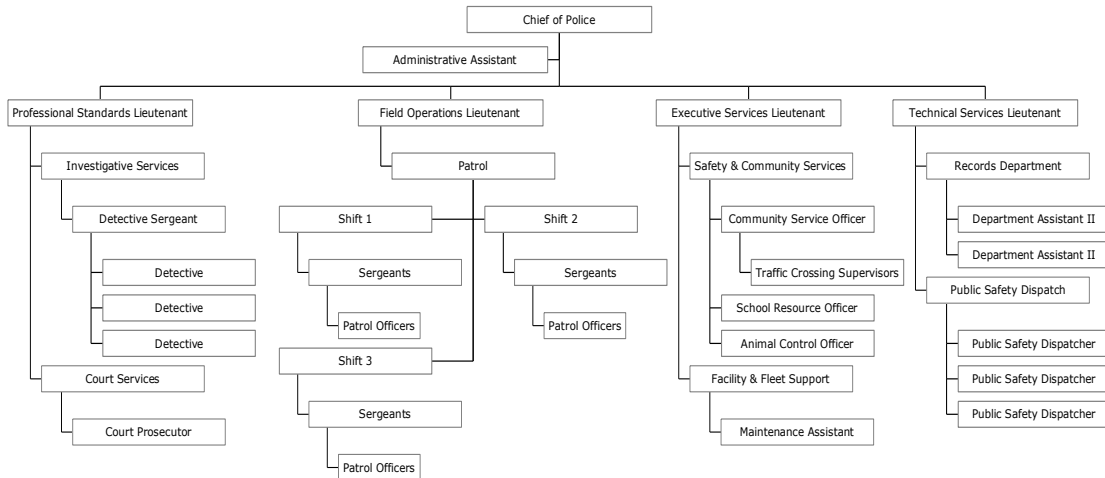
The Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L.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

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

Community Development	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	112,282	118,557	129,899	133,356	133,356
Expenses	5,325	9,533	11,858	11,858	11,858
Operating Capital					
Total	117,607	128,090	141,757	145,214	145,214

PUBLIC SAFETY

POLICE DEPARTMENT



GENERAL PURPOSE

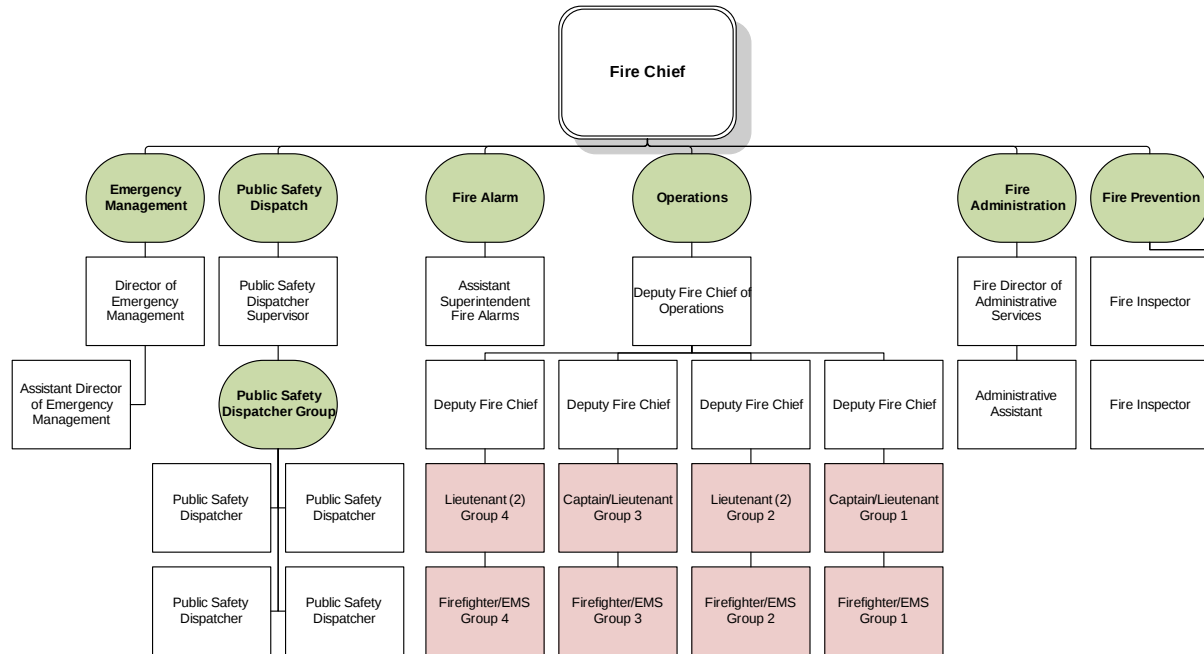
The mission of the Needham Police Department is to work with the citizens of the Town to preserve and protect life and property, to maintain human rights, and promote individual responsibility and community commitment. The Police Department works to maintain close relationships between the Department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

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

Police Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	4,675,710	4,708,027	5,175,845	5,575,008	5,531,607
Expenses	227,755	248,937	292,426	306,930	306,930
Operating Capital	123,870	259,514	155,752	174,724	174,724
Total	5,027,335	5,216,478	5,624,023	6,056,662	6,013,261

Fiscal Year 2015 Proposed Budget

FIRE DEPARTMENT



GENERAL PURPOSE

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

In addition to fire suppression, fire inspection and prevention, and emergency medical Advanced Life Support services, the Fire Department delivers fire and life safety lessons to school-age children through the Student Awareness of Fire Education (SAFE) program and educates the general public in key safety topics. Further responsibilities include preparation for multi-hazard responses; installing and maintaining municipal fire alarm systems and communication, planning and implementing the Emergency Management Plan, training, and dispatching all fire and EMS resources for on average, 3,400 emergency calls a year.

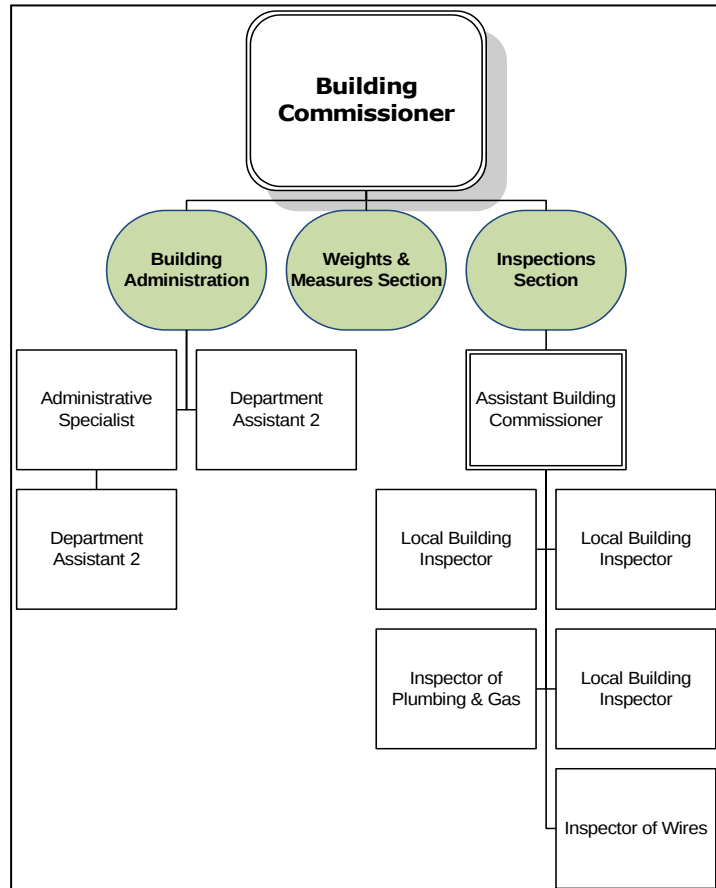
Fire Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	5,713,389	6,040,208	6,581,793	6,866,720	6,792,037
Expenses	238,815	241,888	262,482	268,907	288,907
Operating Capital		9,017	0	32,831	32,831
Total	5,952,204	6,291,113	6,844,275	7,168,458	7,113,775

BUILDING DEPARTMENT

GENERAL PURPOSE

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

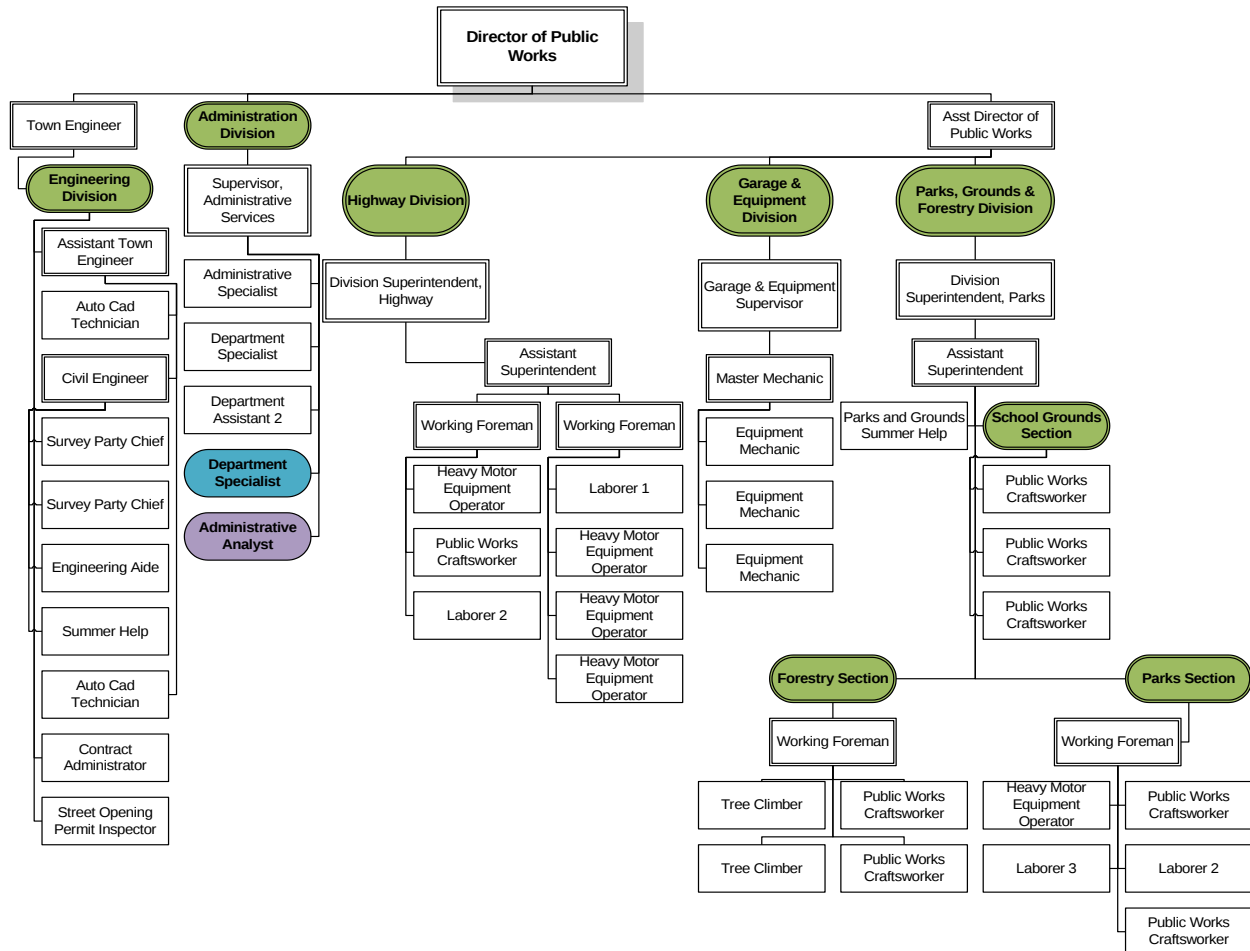
The functions of the Building Department include enforcing the Town's Zoning By-Laws that was first adopted in 1925, inspecting buildings and properties in the Town to insure compliance with relevant regulations and procedures, and provide related guidance and education to the general public. The Building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



Building Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	422,424	447,740	528,614	551,310	551,310
Expenses	21,909	21,101	31,040	31,040	31,040
Operating Capital					
Total	444,333	468,841	559,654	582,350	582,350

PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS



GENERAL PURPOSE

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

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

Fiscal Year 2015 Proposed Budget

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

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

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

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

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

Fiscal Year 2015 Proposed Budget

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

Department of Public Works	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	2,947,733	3,089,229	3,207,178	3,251,531	3,251,531
Expenses	1,356,498	1,304,907	1,406,974	1,480,421	1,480,421
Operating Capital	6,546	126,434	7,750	6,284	6,284
Snow and Ice Budget	174,153	921,073	400,000	400,000	400,000
Total	4,484,930	5,441,643	5,021,902	5,138,236	5,138,236

MUNICIPAL PARKING

GENERAL PURPOSE

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

Municipal Parking Program	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Municipal Parking Program	34,987	44,930	70,250	71,445	71,445
Total	34,987	44,930	70,250	71,445	71,445

MUNICIPAL STREET LIGHT PROGRAM

GENERAL PURPOSE

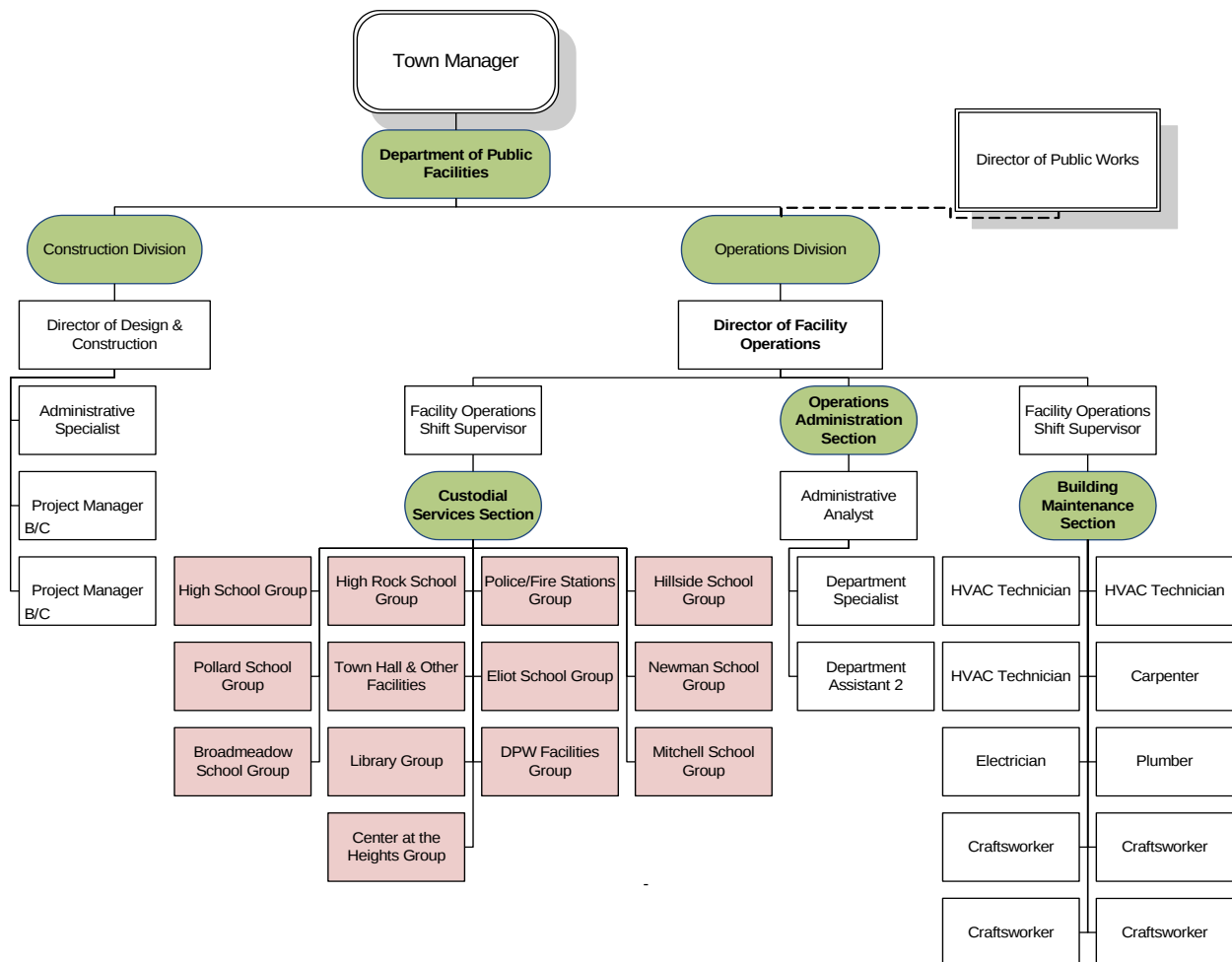
The Municipal Lighting Program manages the operations of the streetlights and parking lot lights in the Town of Needham. The functions of the Municipal Lighting Program include

Fiscal Year 2015 Proposed Budget

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

Municipal Lighting Program	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Municipal Lighting Program	183,695	190,981	217,804	221,153	221,153
Total	183,695	190,981	217,804	221,153	221,153

PUBLIC FACILITIES



GENERAL PURPOSE

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

Fiscal Year 2015 Proposed Budget

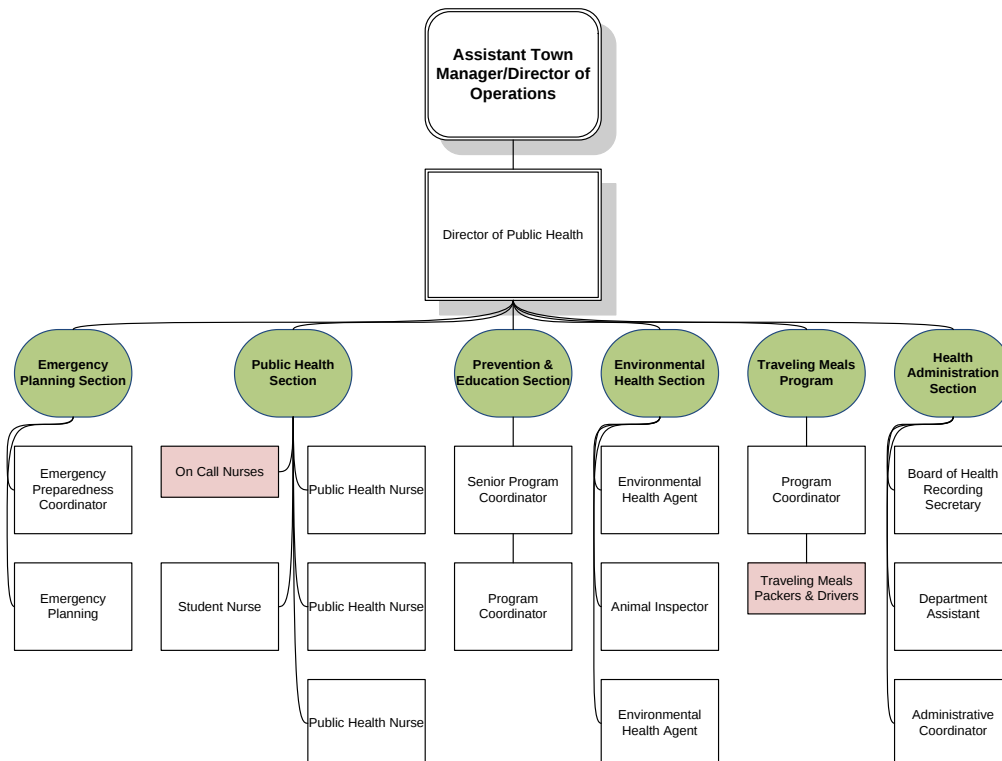
The functions of **Construction Division** include overseeing design and construction of municipal building projects; managing and administering the design and project management services, and construction contracts procured by the Town in the development and construction of these projects; and assisting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

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

Department of Public Facilities	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	2,950,023	3,191,649	3,407,208	3,508,080	3,508,080
Expenses	4,446,820	4,449,159	4,595,982	4,609,068	4,609,068
Operating Capital	143,082	0	0	0	0
Total	7,539,925	7,640,808	8,003,190	8,117,148	8,117,148

COMMUNITY SERVICES

HEALTH DEPARTMENT



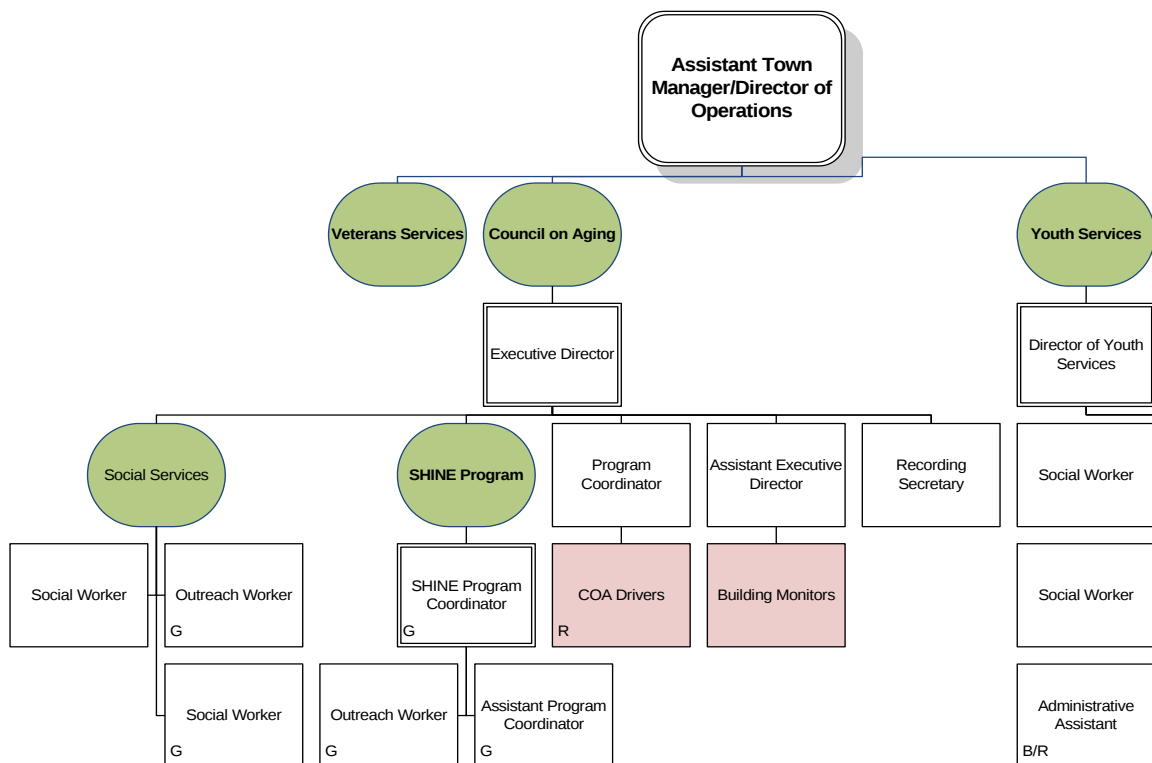
Fiscal Year 2015 Proposed Budget

GENERAL PURPOSE

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

Health Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	377,114	379,776	418,295	476,341	476,341
Expenses	76,825	84,969	97,254	100,874	100,874
Operating Capital					
Total	453,939	464,745	515,549	577,215	577,215

HUMAN SERVICES



Fiscal Year 2015 Proposed Budget

GENERAL PURPOSE

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

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

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

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

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

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

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

Human Services	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	488,738	496,139	555,478	589,840	589,840
Expenses	72,874	91,947	114,870	126,370	131,841
Operating Capital					
Total	561,612	588,086	670,348	716,210	721,681

Fiscal Year 2015 Proposed Budget

COMMISSION ON DISABILITIES

GENERAL PURPOSE

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

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

Commission on Disabilities	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages Expenses Operating Capital	321	244	550	550	550
Total	321	244	550	550	550

HISTORICAL COMMISSION

GENERAL PURPOSE

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

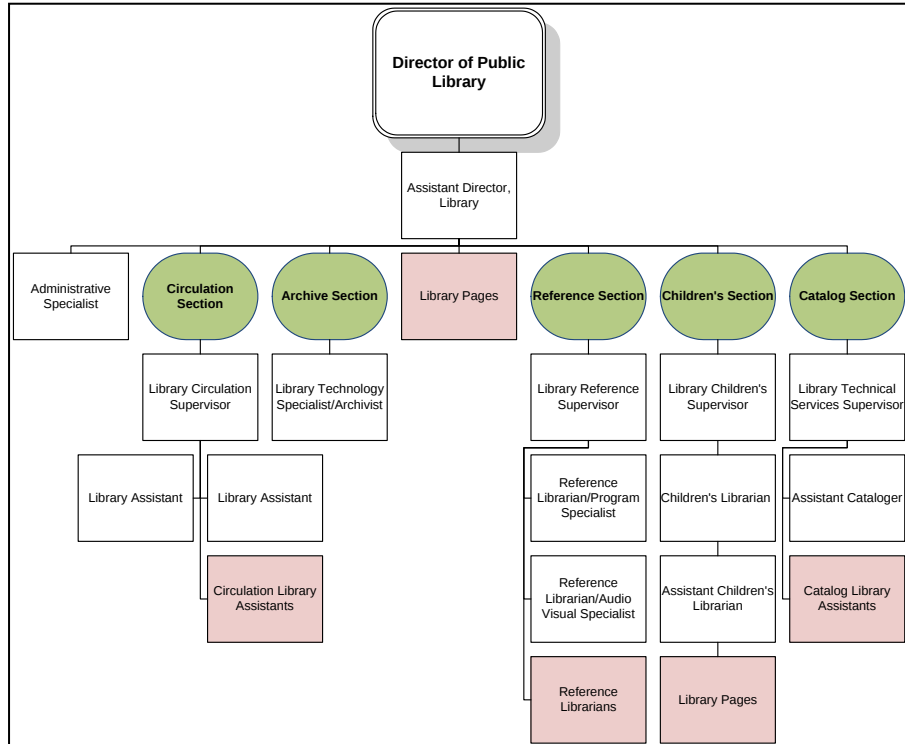
Historical Commission	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages Expenses Operating Capital	355	0	1,050	1,050	1,050
Total	355	0	1,050	1,050	1,050

PUBLIC LIBRARY

GENERAL PURPOSE

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

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

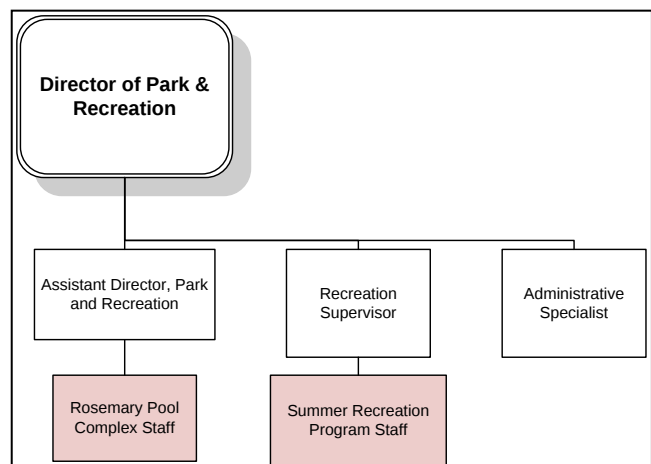


Needham Public Library	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	1,050,563	1,071,967	1,103,803	1,202,385	1,177,390
Expenses	291,481	307,759	315,748	319,768	319,043
Operating Capital					
Total	1,342,044	1,379,726	1,419,551	1,522,153	1,496,433

PARK AND RECREATION

GENERAL PURPOSE

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



Fiscal Year 2015 Proposed Budget

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

Park and Recreation Department	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	440,395	442,927	468,456	482,654	482,654
Expenses	103,538	97,407	106,000	114,000	114,000
Operating Capital		29,925			
Total	543,933	570,259	574,456	596,654	596,654

MEMORIAL PARK

GENERAL PURPOSE

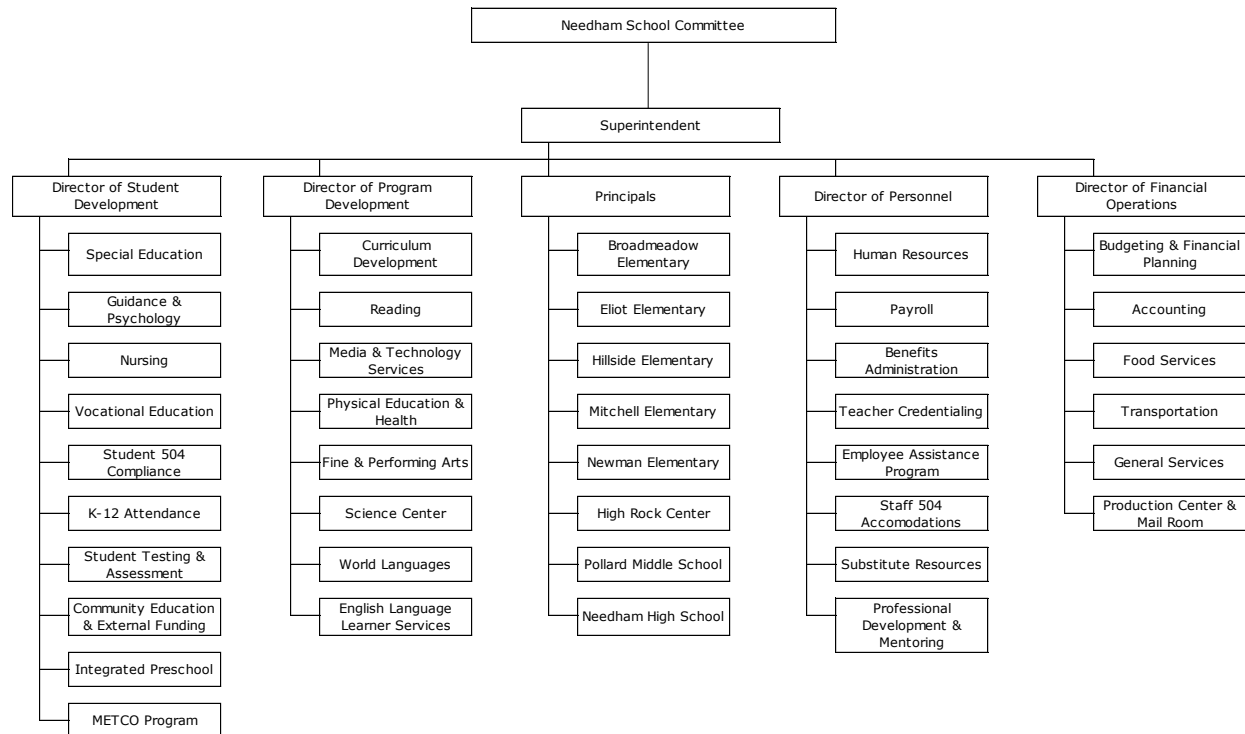
The Trustees of Memorial Park is an elected board consisting of three members who are veterans, two members who are not veterans, and the Chairman of the Board of Selectmen. The Trustees are empowered by M.G.L. c. 41. The Trustees are responsible for the 13.5-acre park, consisting of memorials to veterans,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

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

Memorial Park	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages					
Expenses	750	750	750	750	750
Operating Capital					
Total	750	750	750	750	750

EDUCATION

NEEDHAM PUBLIC SCHOOLS



GENERAL PURPOSE

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

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

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

Needham Public Schools	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Needham Public Schools	48,417,092	50,785,785	53,995,587	58,983,749	56,584,838
Total	48,417,092	50,785,785	53,995,587	58,983,749	56,584,838

MINUTEMAN REGIONAL

GENERAL PURPOSE

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

Minuteman School	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Assessment	592,424	777,052	733,961	910,940	918,708
Total	592,424	777,052	733,961	910,940	918,708

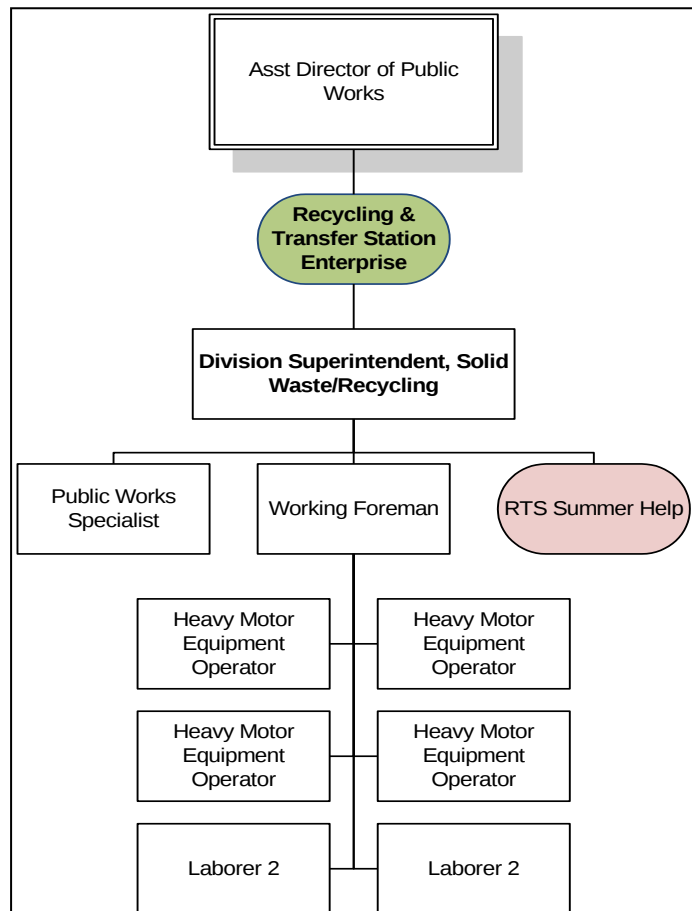
ENTERPRISE FUNDS

SOLID WASTE RECYCLING ENTERPRISE FUND

GENERAL PURPOSE

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

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

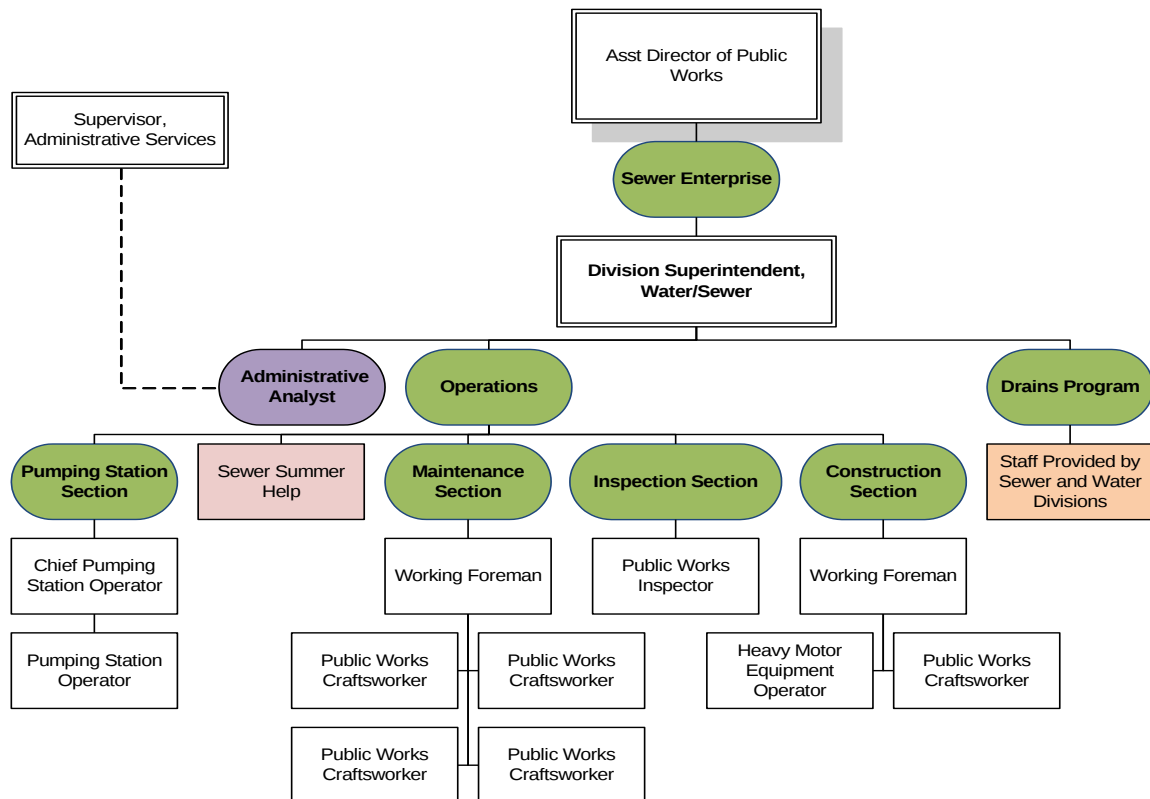


Fiscal Year 2015 Proposed Budget

schools, and park and street barrels, and manages materials generated through DPW roadwork, park maintenance and other projects.

RTS Enterprise Budget	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	635,630	592,415	666,915	740,556	710,556
Expenses	1,029,974	1,109,085	1,221,816	1,225,721	1,225,721
Operating Capital	37,620	36,850	60,000	81,000	81,000
Debt Service	149,361	149,563	150,000	150,000	150,000
Reserve Fund	Transfers Only	Transfers Only	25,000	25,000	25,000
Total	1,852,585	1,887,913	2,123,731	2,222,277	2,192,277

SEWER ENTERPRISE FUND



GENERAL PURPOSE

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

Fiscal Year 2015 Proposed Budget

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

Drains Division

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

Collection System

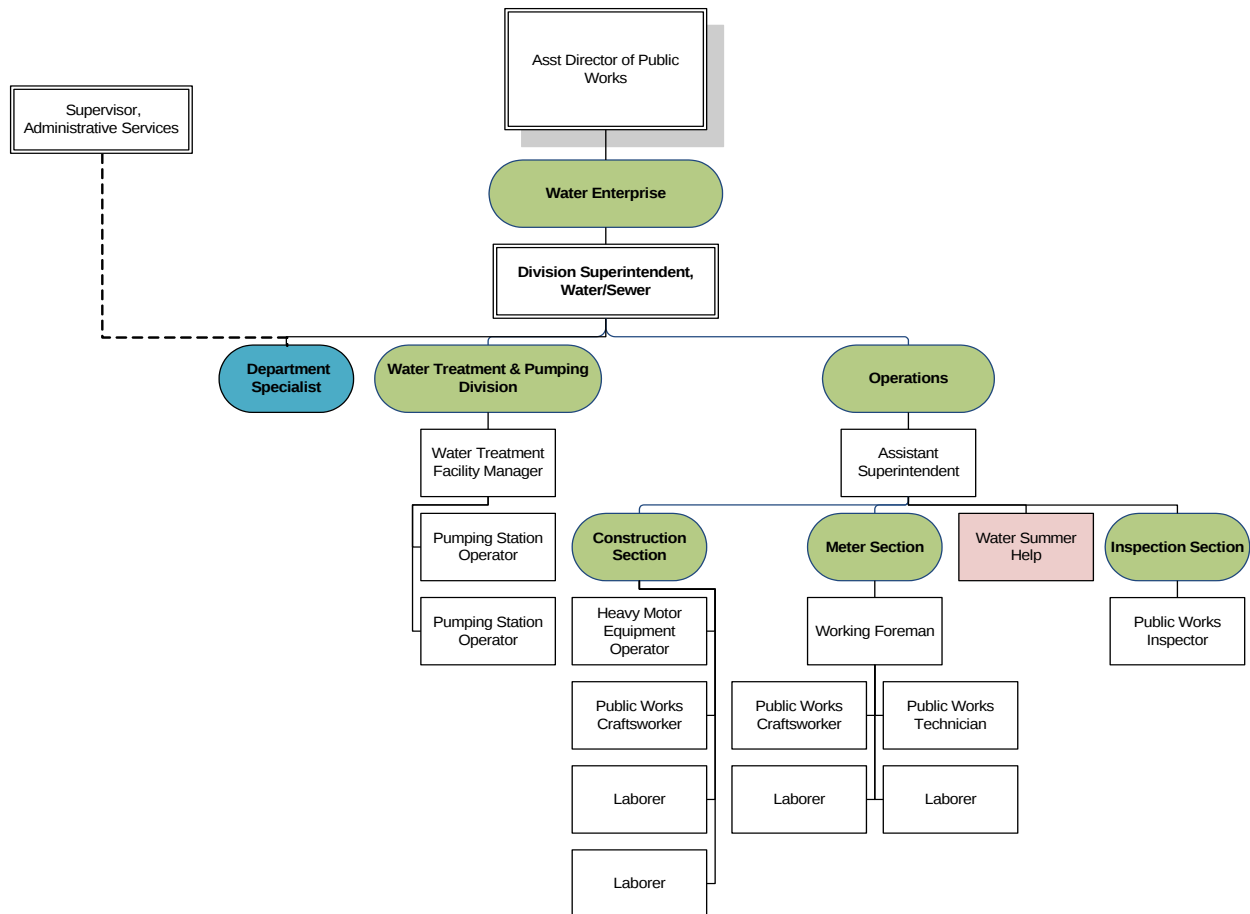
Water and Sewer staff operate, maintain, and repair the sanitary sewer system, consisting of 130 miles of gravity sewers and force mains. Operation and preventative maintenance consists of the inspection and cleaning of sewer mains by means of specialized power rodding and high pressure jet flushing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

Pumping Stations

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

Sewer Enterprise Budget	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	837,531	893,432	931,141	939,465	939,465
Expenses	292,361	437,388	369,945	352,958	352,958
Operating Capital	22,314	21,830	25,000	25,000	25,000
MWRA	5,291,080	5,381,187	5,423,810	5,423,810	5,423,810
Debt Service	1,301,699	1,377,289	1,500,000	1,500,000	1,500,000
Reserve Fund	Transfers Only	Transfers Only	35,000	35,000	35,000
Total	7,744,985	8,111,126	8,284,896	8,276,233	8,276,233

WATER ENTERPRISE FUND



GENERAL PURPOSE

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

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

Pumping and Treatment

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

Fiscal Year 2015 Proposed Budget

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

Distribution

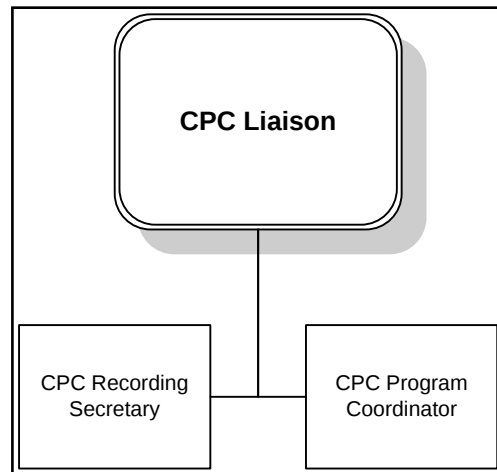
The purpose of the Division is to operate, maintain and repair the Town's water distribution system comprised of 135 miles of various size water mains, 1,150 public hydrants, 3,400 water gate valves, and 9,800 water service connections. This work includes the routine repair and/or replacement of meters,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

Water Enterprise Budget	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
Salary and Wages	863,102	938,387	1,048,593	1,053,177	1,053,177
Expenses	936,221	1,022,501	1,047,350	1,079,548	1,079,548
Operating Capital	52,000	49,002	31,500	40,200	40,200
MWRA	610,028	964,345	1,271,018	1,271,018	1,271,018
Debt Service	1,540,937	1,255,780	1,550,000	1,550,000	1,550,000
Reserve Fund	Transfers Only	Transfers Only	75,000	75,000	75,000
Total	4,002,288	4,230,015	5,023,461	5,068,943	5,068,943

COMMUNITY PRESERVATION FUND

GENERAL PURPOSE

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



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

Fiscal Year 2015 Proposed Budget

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

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

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

Community Preservation Committee	FY12 Actual	FY13 Actual	FY14 Current Budget (11/2014)	FY15 Total Submission	FY15 Town Manager Balanced Budget
CPC Administrative Budget	11,566	14,367	82,000	82,000	82,000
Total	11,566	14,367	82,000	82,000	82,000

Section 4
Departmental Budget Submissions
Table of Contents

TOWN WIDE EXPENSES

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

GENERAL GOVERNMENT

Administration & Finance

Office of the Town Manager / Board of Selectmen	4-12
Office of the Town Clerk & Board of Registrars	4-24
Town Counsel (Legal)	4-32
Personnel Board	4-35
Finance Department	4-38
Finance Committee	4-58

Land Use & Development

Planning and Economic Development	4-61
Community Development	4-70

PUBLIC SAFETY

Police Department	4-79
Fire Department	4-87
Building Department	4-94

PUBLIC WORKS

Department of Public Works	4-101
Municipal Parking Program	4-116
Municipal Lighting Program	4-119

PUBLIC FACILITIES	4-123
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COMMUNITY SERVICES

Health Services	4-132
Human Services	4-141
Commission on Disabilities	4-153
Historical Commission	4-156
Public Library	4-159
Park & Recreation	4-168
Trustees of Memorial Park	4-178

ENTERPRISE FUNDS

RTS Enterprise Fund	4-181
Sewer Enterprise Fund	4-197
Water Enterprise Fund	4-203
Community Preservation Committee	4-216

EDUCATION

Minuteman Regional High School	4-219
Needham Public Schools	4-221

Fiscal Year 2015 Proposed Budget

Department Information DSR1A			
Department		Retirement Assessments	
Operational Considerations			
This line item funds pensions for Non-contributory (c. 34) and Contributory (c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. There are two remaining non-contributory surviving spouses. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of January 2012, there were 644 active participants, 435 retirees, 127 inactive participants, and 38 disability retirees. This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System was 72.9% on January 1, 2012. The Retirement Board is in the process of updating its actuarial analysis, and is considering a recommendation to increase the COLA base for existing retirees (currently \$12,000).			
Budget Categories			
Non-contributory Retirement (c. 34)		\$34,800	
Contributory Retirement Assessment (c. 32)		\$5,621,400	
Total		\$5,656,200	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Retirement Assessments	\$5,656,200		\$5,656,200
Total Operating Request	\$5,656,200		\$5,656,200
Request Prepared By	Kate Fitzpatrick, Town Manager		

Fiscal Year 2015 Proposed Budget

Department Information DSR1A	
Department	Employee Benefits
Operational Considerations	
The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, a temporary HRA program associated with conversion to Rate Saver health insurance plans, Medicare tax, Social Security tax, unemployment assessments, workers compensation and public safety injured on duty payments, employee assistance services, professional services, and incidental expenses. <u>Health Insurance</u> This budget assumes a 4.75% increase in most health insurance premiums for fiscal year 2015, and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town's group health program. The budget assumes a current enrollment of 793 active subscribers. Active employee enrollment declined 4% from the FY2014 projection. While insurance <u>rates</u> are expected to increase by 4.75%, the health insurance portion of this budget is expected to increase by just .3% due to the conversion of all active employees enrolled in HMO/EPO plans to Rate Saver plans, and the fluctuation in the number of subscribers as of the annual census date of November 1st. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2014. The amount budgeted for the temporary HRA decreased 75% based on the expiration of the plans for all units except the Police Unions and the Fire Union. <u>Medicare & Social Security Tax</u> This budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. The amount the Town budgets for Medicare Insurance is projected to increase at 4% based on a three year average of expenditures. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System or the Massachusetts Teachers' Retirement System. The Social Security appropriation is expected to increase by 3.8%, based on a three year average of expenditures. <u>Unemployment</u> The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. In FY2013, the benefit period was reduced from 99 to 30 weeks, and claims have abated over the past year. The budget has been reduced from \$250,000 to \$150,000 based on recent claims experience, with the \$100,000 balance proposed for transfer to the Workers Compensation line. <u>Workers Compensation and Public Safety Injury on Duty</u> This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees, and Injury on Duty benefits for public safety employees. The Town of Needham is self-insured for these programs. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large	

Fiscal Year 2015 Proposed Budget

Department Information DSR1A																													
Department	Employee Benefits																												
claims. The workers compensation line item has been increased based on the average projected growth in salary and wages of 4%, and by a transfer of \$100,000 from the unemployment budget, as noted above. This proposed increase is intended to adequately fund medical expenses and the Workers Compensation Reserve. The November 1, 2013 balance in the reserve was \$900,876, with a target balance of \$1,000,000. Employee Benefits Program <table border="1"> <thead> <tr> <th></th> <th>FY14</th> <th>FY15</th> <th>Variance</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>Group Health Insurance</td> <td>10,091,409</td> <td>10,059,592</td> <td>-31,817</td> <td>-0.3%</td> </tr> <tr> <td>Unemployment</td> <td>250,000</td> <td>150,000</td> <td>-100,000</td> <td>-40.0%</td> </tr> <tr> <td>Workers Compensation</td> <td>467,550</td> <td>586,252</td> <td>118,702</td> <td>25.4%</td> </tr> <tr> <td>Total</td> <td>10,808,959</td> <td>10,795,844</td> <td>-13,115</td> <td>-0.1%</td> </tr> </tbody> </table>						FY14	FY15	Variance	Percent	Group Health Insurance	10,091,409	10,059,592	-31,817	-0.3%	Unemployment	250,000	150,000	-100,000	-40.0%	Workers Compensation	467,550	586,252	118,702	25.4%	Total	10,808,959	10,795,844	-13,115	-0.1%
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Group Health Insurance	10,091,409	10,059,592	-31,817	-0.3%																									
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Total	10,808,959	10,795,844	-13,115	-0.1%																									
Spending Request Recap																													
Description	Base Request DSR2	Additional Request DSR4	Total																										
Salary and Wages																													
Expenses																													
Capital																													
Other Employee Benefits	\$10,795,844		\$10,795,844																										
Total Operating Request	\$10,795,844		\$10,795,844																										
Request Prepared By	Kate Fitzpatrick, Town Manager																												

Fiscal Year 2015 Proposed Budget

Department Information DSR1A	
Department	Retiree Insurance Program & Insurance Liability Fund
Operational Considerations	
This budget incorporates both the "pay as you go" funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. Post-employment benefits ("OPEB") are part of the compensation for services rendered by employees, and the Town's obligations accrue during the life of an individual's employment. In FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the "normal cost" (the projected cost of current employees' expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate large increases in medical costs. Disclosure of a community's unfunded liability is a requirement of GASB 45, and is a factor considered by rating agencies. This budget incorporates both the "pay as you go" funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. The Town has been funding its post-employment benefit obligation since FY2002, and Chapter 10 of the Acts of 2002 created a separate fund for this purpose. As of July 1, 2011, the Town's Unfunded Actuarial Liability was \$59,122,322, with a funded ratio of 10.9%. The Town's biannual actuarial analysis is currently underway. As of July 1, 2013 there were 568 retirees electing health insurance coverage for 810 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans). The Town's pay as you go estimate for fiscal year 2015 is \$2,467,410 – a 21% reduction from the fiscal year 2014 estimate. This reduction is attributable to the conversion of all early retirees to Rate Saver health insurance plans, the mix of plans selected, and a significant reduction in the annual premium rates for Medicare supplement plans. For the first time in calendar year 2014, Medicare D benefits will be incorporated into the rate structure. Previously, the plans were self-insured and Town received a reimbursement from the West Suburban Health Group for Medicare D benefits (which the Town used as a funding source for the OPEB Trust Fund). The new rates are premium-based, and the Medicare D benefit inures to the insurer who has set the premiums accordingly. Savings in premium due to all of these factors will have a positive impact on the Town's unfunded liability moving forward. In an effort to further reduce its unfunded liability, since the July 1, 2011 actuarial date the Town has transferred \$500,000 to the OPEB trust at the May 14, 2012 Special Town Meeting, \$400,000 at the May 13, 2013 Special Town Meeting, and an additional \$307,677 at the November 4, 2013 Special Town Meeting. On August 1, 2013 the Town transferred its OPEB assets (more than \$15 million on that date) to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are then invested in the Pension Reserves Investment Trust (PRIT) Fund. This program allows the Town to participate in a pooled investment of over \$55 billion. Because of this asset size, management fees are lower than the Town could obtain on its own, and the Town has access to alternative investments which would not be available through a smaller investment firm, such as real estate, timber, private equities, and public securities. The Needham Retirement System has a long-standing history with the PRIT fund, and the System's rate of return since the inception of transfer to PRIT is close to 10%.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1A			
Department		Retiree Insurance Program & Insurance Liability Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Retiree Insurance	\$4,940,198		\$4,940,198
Total Operating Request	\$4,940,198		\$4,940,198
Request Prepared By	Kate Fitzpatrick, Town Manager		

Department Information
DSR1A

Department

Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)

Operational Considerations

The Assistant Town Manager/Finance oversees the Town's non-employee/retiree insurance programs. This includes insurance for buildings and property, general liability, boiler and machinery, public official liability, school board liability, emergency medical liability, police professional liability, and vehicle insurance. The Town also procures pollution liability coverage to meet Department of Environmental Protection (DEP) requirements for entities that have underground fuel storage tanks. This budget provides an annual contribution to the Self Insurance fund that is a continuing reserve to pay settlements and other uninsured property losses. The reserve is authorized under MGL chapter 40, section 13. The total insured value of real property exceeds \$220 million. This budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims. Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget.

Since Fiscal year 2002 the Town has insured through the Massachusetts Inter-local Insurance Agency (MIIA), which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws, and is a provider of insurance exclusively to municipalities and other governmental entities in the Commonwealth. The Town has seen favorable rates in comparison

to the overall insurance market, because of the unique nature of the insurance pool. Premiums for fiscal year 2015 are not yet known, this information is usually received in the late spring (June). The table to the right shows the change in the July 1 billed premium for the insurance coverage provided by MIIA, and the

Fiscal Year	Premium*	Change	Expenditure**	Change
2014	\$501,618	6.0%		
2013	\$473,040	0.6%	\$516,500	13.5%
2012	\$470,128	6.3%	\$455,170	-9.1%
2011	\$442,139	4.5%	\$500,722	5.6%
2010	\$422,905		\$473,981	

* Annual billed before adjustments, amendments, and credits.

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

budgetary expenditures for the immediate prior four fiscal years (2013 – 2010). The actual amount paid is impacted by changes due to policy amendments, deductibles, and credits and payment discounts that may be obtained. The Town also pays a separate premium to another insurer for pollution control. MIIA does not offer the required coverage for underground fuel storage tanks. Fluctuations in the annual premium were due to buildings coming off and new or expanded buildings being added to the policy and not due to extraordinary loss experience. The new facilities that have been added over the past few years include the High Rock School, Public Services Administration Building, Town Hall, and the Newman School. The changes in the annual expenditure are reflective of the credits the Town received for its loss control efforts and participation promotions as well as prompt payment discounts obtained. This also includes the payments the Town makes to cover certain policy deductibles and the self-insurance fund. We anticipate that the premium will increase by 4% (to reflect the full year addition of the new Senior Center and the Chestnut Street property purchase), and general administrative expenses to increase by 2%. The budget request for FY15 is approximately 3.25% more than the current budget of \$525,000

Fiscal Year 2015 Proposed Budget

Department Information			
DSR1A			
Department		Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other General Insurance Program and Self Insurance Pool	\$542,000		\$542,000
Total Operating Request	\$542,000		\$542,000
Request Prepared By		Assistant Town Manager/Director of Finance	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Townwide Expense – Debt Service	
Operational Considerations			
The debt service budget includes the amounts required to be paid on current outstanding long term general fund debt, new long term general fund debt issues which authorizations were previously approved by Town Meeting, other principal amounts that will be paid, and the interest and other related temporary borrowing costs. Beginning in fiscal year 2005, this budget includes both general fund debt service within the levy, and excluded debt, and starting with fiscal year 2012 budget also includes debt service supported by CPA funds. The Town incurred its first CPA supported debt service expense for the Town Hall project in fiscal year 2012. The CPA financing plan for Town Hall anticipated a debt service obligation in fiscal year 2015 of \$779,000; the estimate is now \$475,763. The General Fund debt service within the levy limit is projected at \$3,636,947 and the excluded debt service of \$7,475,174 is based on the outstanding obligations and anticipated final new debt issue that will be done on the Newman Elementary School HVAC project. This budget does not contain any funding for debt that may be authorized at the 2014 Annual Town Meeting or May 2014 Special Town Meeting. Debt service related to the RTS (\$150,000), Sewer (\$1,500,000), and Water (\$1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. This budget submission reflects a 5.0% decrease from the current year. The General Fund debt service which is paid within the levy limit is appropriately 4.8% more than the current year, but the General Fund excluded debt service is 6.7% less. The combined total of debt within the levy limit and excluded from the levy limit is expected to decline by \$374,166 or a 3.3% decrease. The CPA supported debt service request of \$475,763 is \$235,237 less than the current year which is decrease of appropriately 33%.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Debt Service	11,587,884		11,587,884
Total Operating Request	11,587,884		11,587,884
Request Prepared By	Assistant Town Manager/Director of Finance		

Fiscal Year 2015 Proposed Budget

Department Information DSR1A			
Department		Classification, Performance, Settlements	
Operational Considerations			
The Classification, Performance, Settlements (CPS) line provides a reserve for funding personnel-related items as they occur during the fiscal year, as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan. The original fiscal year 2014 appropriation for this line was \$25,000, none of which had been allocated to department budgets as of November 1, 2013. On November 12, 2013, the Board of Selectmen voted to approve a 2.5% increase for FY2015 for non-represented employees. Those increases in compensation are included in the various departmental budgets. Collective bargaining agreements for the DPW/NIPEA and ITWA units are not yet settled for fiscal year 2015, so this budget includes an allowance for such settlements. The CPS budget for FY2015 also includes the reserve for performance range increases, merit pay, and potential reclassification actions.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	\$119,000		\$119,000
Expenses			
Capital			
Other			
Total Operating Request	\$119,000		\$119,000
Request Prepared By	Kate Fitzpatrick, Town Manager		

Department Information DSR1A	
Department	Reserve Fund
Operational Considerations	
The Reserve Fund is appropriated as part of the annual operating budget. The purpose of the Reserve Fund is to provide an annual budgetary reserve for unforeseen or extraordinary expenditures. Any Town department may request that the Finance Committee transfer funds from the reserve fund to its budget for a specific unforeseen or extraordinary event. No transfer from the Reserve Fund is allowed without an affirmative vote by the Finance Committee in public session. Any balance remaining in the account at the end of the fiscal year is closed out to free cash. Looking at examples from recent years helps illustrate the function of the Reserve Fund. In May 2011, Town Meeting appropriated \$1,059,763 to the FY 2012 Reserve Fund. An article in the November 2011 Special Town Meeting Warrant increased that appropriation to \$1,166,524. In the fall of 2011, there were transfers from the Reserve Fund totaling \$65,000 to allow the Department of Public Facilities to address parking lot accessibility issues at the Pollard School so that it could re-open on time for school, and to wrap up and finalize the school project. In early 2012, a transfer of \$100,000 was needed to cover unexpectedly high unemployment costs. In the spring of 2012, a transfer of \$100,000 enabled the Town to improve the deteriorating parking lot at DeFazio and improve drainage. Draws on the Reserve Fund in FY 2012 were lower than usual. Notably, Snow and Ice Removal expenses were fully covered by the allocated budget. As a result, the Town was able to bolster its reserves. The May 2012 Special Town Meeting approved of appropriations totaling \$470,000 from the Reserve Fund to the Workers' Compensation Reserve Fund, the Capital Improvement Fund and the Capital Facility Fund. In May 2012, Town Meeting appropriated \$1,199,821 for the FY2013 Reserve Fund. At November 2012 Special Town Meeting, an article increasing the FY 2013 Reserve Fund appropriation to \$1,309,072 was approved. Also, the May 2013 Special Town Meeting approved a reallocation of \$50,641 from the Reserve Fund to fund important operating capital needs in Public Safety. That change resulted in the final Reserve Fund line appropriation in the FY2013 budget to be \$1,258,431. In FY2013, the Reserve Fund was again needed for unanticipated expenses. In the fall of 2013, a transfer of \$30,000 from the Reserve Fund was needed to cover a budget gap in the funding for the completion of the playground at the Newman School. A transfer of \$16,746 was needed to cover the Town Clerk's additional costs related to a special election. In January 2013, the Finance Committee approved a transfer of \$42,622 from the Reserve Fund to cover a tax abatement awarded to Verizon stemming from a Department of Revenue property value assessment. During the latter part of FY2013, \$77,500 was transferred from the Reserve Fund to the Legal Department to cover unexpected legal costs relating to several ongoing legal matters. Expenses for Snow and Ice removal in FY 2013 totaled \$921,074, which was well beyond the \$400,000 budgeted expense. As a result, a Reserve Fund transfer of \$521,074 to the Snow and Ice Removal budget line was necessary. The Reserve Fund line in the current FY 2014 budget, approved at the May 2013 Annual Town Meeting, is \$1,373,243. The November 2013 Special Town Meeting warrant includes an article which would appropriate an additional \$75,000 to the Reserve Fund, bringing the total FY2014 Reserve Fund appropriation to \$1,448,243. To date, one transfer has been made in the amount of \$75,000 to allow the Board of Selectmen to make a deposit payment to hold a critical piece of property in the downtown area adjacent to the Public Safety building. The purchase of that property is subject to Town Meeting approval at the November 2013 Special Town Meeting.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1A			
Department		Reserve Fund	
The request for the FY2015 Reserve Fund is \$1,435,002. It was determined in accordance with the method used for establishing the Reserve Fund level for FY2014. The Reserve Fund request for FY2015 is 1.4% of the projected operating budget adjusted to remove areas that do not draw on the reserves, assuming an annual growth rate of 2.5%. This level of funding is anticipated to be appropriate to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Reserve Fund	\$1,435,002		\$1,435,002
Total Operating Request	\$1,435,002		\$1,435,002
Request Prepared By	Louise Mizgerd, Finance Committee, Executive Secretary		

Department Information DSR1	
Department	Office of the Town Manager/Board of Selectmen
Operational Considerations	
The Town Manager/Board of Selectmen budget includes funding for Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions. <u>Board of Selectmen</u> The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations, representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies, making appointments to Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting in May and any Special Town Meetings that may be required, preparing the Warrant for Town Meeting consideration; licensing all food and liquor establishments and transportation companies, and approving certain appointments recommended by the Town Manager. <u>Office of the Town Manager</u> The Town Manager is the chief executive officer of the Town, and is responsible for functions such as reviewing and recommending the reorganization, consolidation, or abolishment of departments, rental and use of all Town property, except School property, and maintenance and repair of all Town buildings, including School buildings and grounds, serving as purchasing agent for the Town, awarding all contracts for all departments and activities of the Town with the exception of the School Department, adopting rules and regulations establishing a personnel system in cooperation with the Personnel Board, fixing the compensation of all Town employees except those under the jurisdiction of the School Committee, negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the School Department, and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan. The Office of the Town Manager executes the day-to-day operations and special projects associated with both the Board of Selectmen and the Town Manager. This includes the coordination of licensing and permit activities and public hearings related to liquor, fuel storage, public utilities, Class I and II, common victualler, taxi, bowling licenses, entertainment, sale of second hand goods, lodging, automatic amusement, and underground storage permits and applications. This office also serves as an United States Passport Acceptance Facility, a rental and event planning resource for James Hugh Powers Hall, and a staff liaison for the Traffic Management Advisory Committee and for all Selectmen appointed committees where required. The Office also provides oversight of the Town's website, Twitter and Facebook official Town activity. The Annual Town Report, and Annual and Special Town Meeting warrants are also produced from this office. <u>Human Resources</u> The Human Resources Department is responsible for the administration of multiple employee-related functions surrounding the provision of services to Needham's citizens. The Department serves as the liaison to the Personnel Board on behalf of the Town Manager in its advisory role in	

Department Information DSR1	
Department	Office of the Town Manager/Board of Selectmen
such areas as the classification of positions, review and approval of position descriptions and the corresponding compensation plan, and maintaining the personnel policies which address various aspects of employment. In fiscal year 2013, the Department created 23 vacancy postings which attracted 824 applicants. Five months into fiscal year 2014, the Department has created 17 vacancy postings, with 657 applications submitted to the Human Resources Department. The Department also oversaw the posting of 18 additional positions by individual departments. The Human Resource Department conducts internal investigations regarding issues brought forth by management or employees. It serves as a resource to both management and employees in such areas as collective bargaining agreement interpretation, progressive discipline processes, and other general questions such as leave accruals and usage. Another responsibility is the management and administration of pre-employment and quarterly random drug and alcohol testing for Police, Department of Public Works and Public Facilities Department employees. Recently, Department employees were involved in the conversion of the human resources and payroll systems to new software. Other Town-wide responsibilities include the management and administration of unemployment, health, and life insurances, workers' compensation insurance and the public safety injury on duty program, and the health reimbursement arrangement and flexible spending programs for all town employees, including those in the School Department. FY2015 Budget Summary The FY2015 budget submission is 3.4% higher than the FY2014 appropriation. Of the total increase of \$26,939, 90% is related to the base wage increase of 2.5% for non-represented employees, and other routine salary increases provided for under Town policy. The remaining 10% - or \$2,800 - is attributable to expenses associated with the management of Powers Hall. The Repairs and Maintenance Services line has been increased by \$1,889 to reflect increased expenses associated with copiers, fax machines, and other building equipment. The Professional and Technical line for Town Manager has been increased by \$680 reflecting the actual cost of conferences and seminars. The Professional and Technical line for Communications has been increased by \$2,800 to reflect the cost of AV Technician charges for municipal events held in Powers Hall. The complex audio and light systems require qualified technicians to operate, whether for municipal or public usage. Costs related to technical operations for private events are borne by permit holders, so the increase sought for this budget is for municipal use only. The Professional and Technical line for Human Resources has been increased by \$3,500 to reflect the expected costs to conduct an Assessment Center cost for the Fire Department. The Communications line for Town Manager has been increased by \$160 reflecting an increase in wireless charges and a decrease in printing charges. The Communications line for Human Resources has been decreased by (\$3,500) reflecting a decrease in advertising, printing and postage costs.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department	Office of the Town Manager/Board of Selectmen		
The Communications line for Town Meeting/Town Report has been decreased by (\$4,000) reflecting a savings in printing costs. The Travel & Mileage line for Town Manager has been increased by \$1,000 to account for expected costs for conference and meeting attendance. The Dues and Subscriptions line has been increased by \$202 for the Board of Selectmen and by \$69 for the Town Manager. Total Change in Expense Lines: \$2,800			
Reductions	Amount	Increases	Amount
Communications – Human Resources	(\$3,500)	Repairs & Maintenance	\$1,889
Communications – Town Meeting/Town Report	(\$4,000)	Professional & Technical – Town Manager	\$ 680
		Professional & Technical – Communications	\$2,800
		Professional & Technical – Human Resources	\$3,500
		Communications – Town Manager	\$ 160
		Travel & Mileage – Town Manager	\$1,000
		Dues & Subscriptions – Town Manager	\$ 202
		Dues & Subscriptions – BOS	\$ 69
TOTAL	(\$7,500)	TOTAL	\$10,300
		Net Change	\$ 2,800

Department Information DSR1

Department

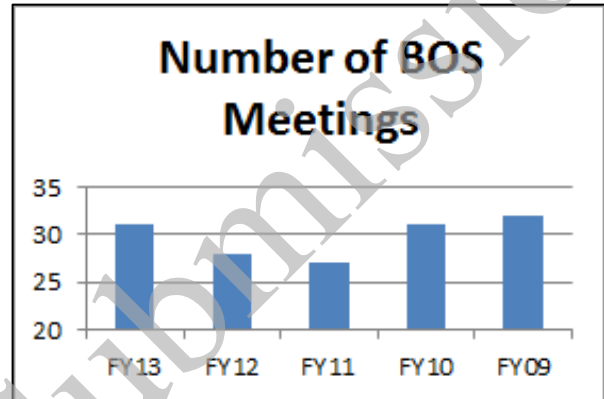
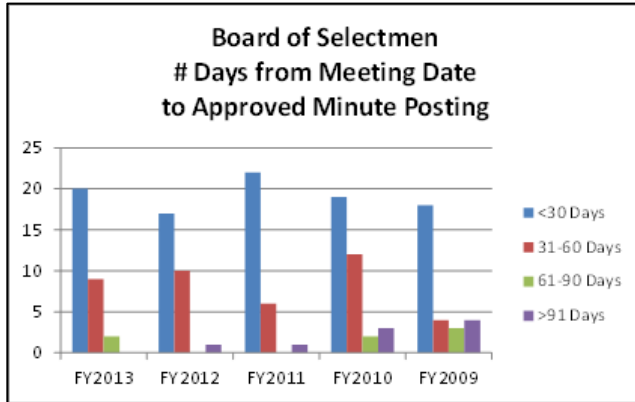
Office of the Town Manager/Board of Selectmen

Performance Factors

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

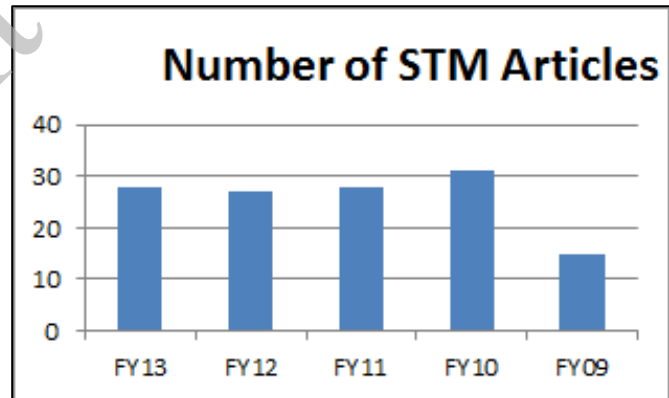
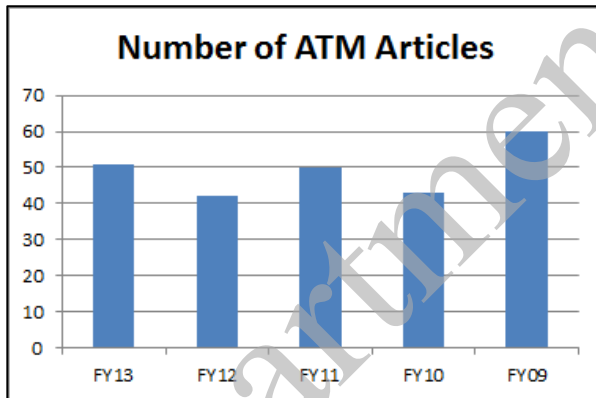
Efficiency Measure: Number of Days from Meeting to Approval of Minutes

Output Measure: Number of Selectmen's Meetings



Output Measure: Number of Articles in Annual Town Meeting Warrant

Output Measure: Number of Articles in Special Town Meeting Warrant

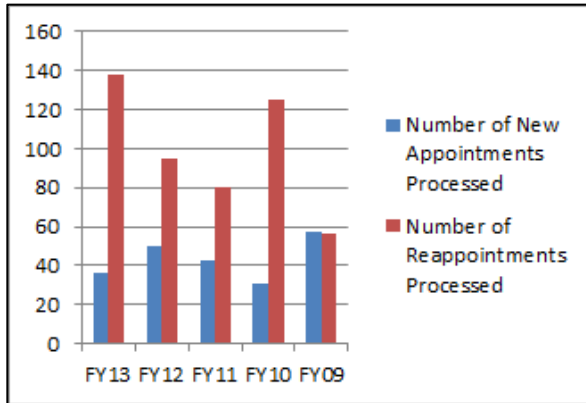


**Department Information
DSR1**

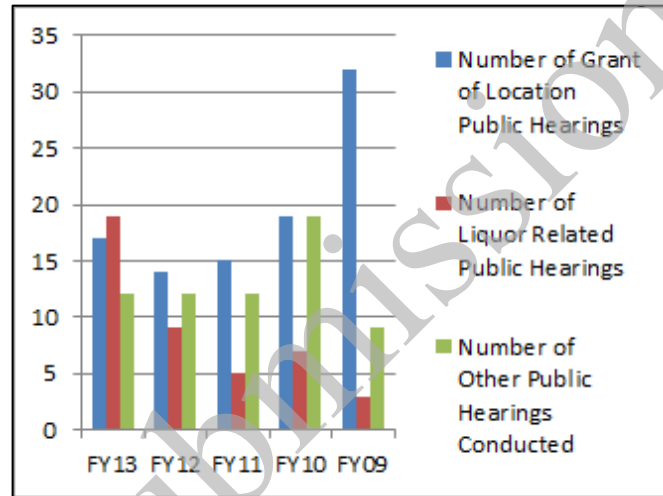
Department

Office of the Town Manager/Board of Selectmen

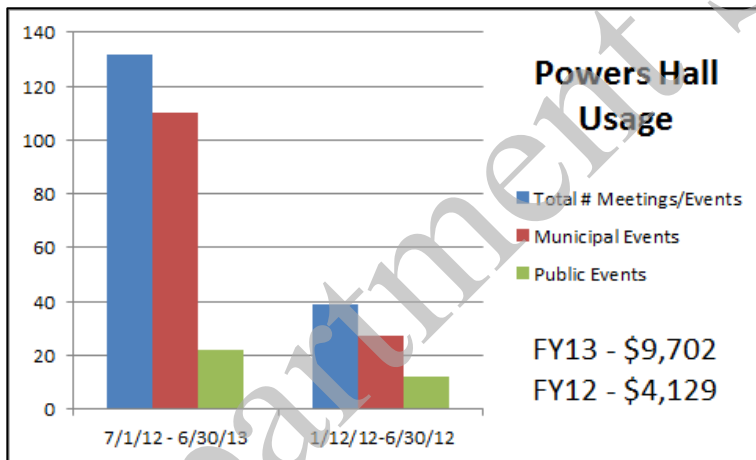
Output Measure: Number of Appointments



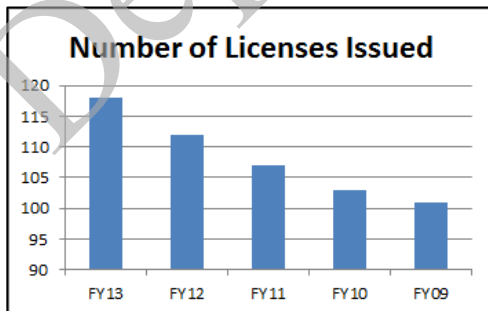
Output Measure: Number of Public Hearings



Output Measure: Powers Hall Activity



Output Measure: Number of Licenses Issued



Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department

Office of the Town Manager/Board of Selectmen

	FY13	FY12	FY11	FY10	FY09
Number of Licenses Issued	118	112	107	103	101
All Alcohol	16	15	15	14	14
Club	3	3	3	3	3
Wine & Malt	3	6	5	5	6
Package Stores	5	N/A	N/A	N/A	N/A
Carry in Special Permit	1	1	1	1	1
Class I	2	2	2	2	2
Class II	5	5	5	5	6
Common Victuallers	52	54	54	48	46
Innkeeper	2	1	1	1	1
Lodging	2	2	2	2	2
Sunday Entertainment	5	2	2	4	1
Weekday Entertainment	6	4	4	4	5
Bowling Alley	1	1	1	1	1
Livery	3	1	1	1	1
Pool Table	1	1	1	1	1
Sale of Second Hand Goods	10	9	9	9	9
Automatic Amusement		0	0	1	1
Special Permit (24 hour food service)	1	1	1	1	1

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

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

	FY13	FY12	FY11	FY10	FY09
One-Day Special Liquor Permit Issued	36	33	31	38	30

	FY13	FY12	FY11	FY10	FY09
Number of Block Parties Granted	57	65	53	64	39

Department Information
DSR1

Department

Office of the Town Manager/Board of Selectmen

Effectiveness Measure: Citizen Satisfaction

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

Goals and Objectives

The Board of Selectmen and Town Manager developed the following goals for fiscal year 2014-2015 – several of these goals will be multi-year efforts:

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

Continuing Strategy:

- Update the Facility Master Plan.
- Evaluate and make changes as necessary to polling locations.
- Improve the DPW Complex beginning with the construction of garage bays.

New Initiative:

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

2. Maintain and improve the vitality and economic success of the Town.

Continuing Strategy:

- Further review the Needham Center Zoning.
- Expand the amount and accessibility of surface parking in Needham Center.
- Improve the Needham Center streetscape and infrastructure.
- Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State Highway).
- Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design.
- Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.
- Evaluate options to address the issue of empty storefronts in Needham Center.

Department Information DSR1	
Department	Office of the Town Manager/Board of Selectmen
- Develop a formal protocol for mobile food vendors. - Encourage a review of the thresholds for site plan and special permit review, particularly in the downtown. <u>New Initiative:</u> - Develop a plan for strengthening relationships with businesses located in Needham. - Recommend a Home Rule Petition allowing sale of all alcoholic beverages in restaurants with fewer than 100 seats. - Initiate a collaborative planning effort with Wellesley and Newton. - Explore "Pianos in the Park" concept. 3. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. <u>Continuing Strategy:</u> - Pursue the siting of a solar installation at the RTS and review options for roof-top installations. - Review and revise as necessary the Integrated Pest Management Policy. <u>New Initiative:</u> - Evaluate participation in the Solarize project. 4. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work. <u>Continuing Strategy:</u> - Develop a shared use recreational rail trail from Needham Junction to the Dover line. - Evaluate the impact of broadening the historical demolition delay by-law. - Implement an off-leash dog area in Needham. - Work with the Planning Board on zoning provisions relating to residential construction. - Evaluate the need to regulate services offered in day spas. - Preserve the Town's interest in the Needham Mews project. <u>New Initiative:</u> - Consider the merits of a tree removal by-law. - Evaluate options for siting of digital billboards on Town property. - Implement a bicycle and road race policy. - Update the Towns' Affordable Housing Plan. - Evaluate and make recommendations relative to Medical Marijuana zoning and public consumption provisions. - Evaluate the status of paper roads in Needham. - Evaluate the use of mobile information sign boards. - Evaluate the charge of the Traffic Management Advisory Committee. 5. Maintain and enhance the Town's Financial Sustainability. <u>Continuing Strategy:</u> - Formalize fund targets for specialized stabilization policies. - Evaluate options relative to the financial sustainability of the RTS.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Office of the Town Manager/Board of Selectmen	
Review current approaches to financing playgrounds.			
<u>New Initiative:</u>			
Explore options for increasing the amount of funds available for cash capital.			
6. Evaluate Town Operations and Administration.			
<u>New Initiative:</u>			
- Evaluate the need for a board and committee handbook. - Review the Town Manager Evaluation Policy. - Consider a by-law to increase handicap parking fines.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	711,576		711,576
Expenses	109,741		109,741
Capital			
Other			
Total Operating Request	821,317		821,317
Request Prepared By			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Office of the Town Manager / Board of Selectmen						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	8	8	8	8	8	8	8	8	8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							679,119		
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends							14,400		
f.										
g.										
Sub Total 1								693,519		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary /BOS							4,541		
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.	Recording Secretary - Other							378		
e.	Town Meeting Workers / TMTR							5,600		
f.										
Sub Total 2								10,519		
3. Salary and Wage Overtime (Itemized Below)										
a.	Overtime / Human Resources							350		
b.	Overtime / TM/BOS							350		
c.	Overtime / Powers Hall / Communications							320		
d.										
e.										
f.										
Sub Total 3								1,020		
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement							2,000		
d.	Payment in Lieu of Vacation - one week ATM; one week Dir HR							4,518		
e.										
f.										
Sub Total 4								6,518		
5. Total Salary and Wages (1+2+3+4)								711,576		
DSR2B										
Object				Description				Amount		
Energy (521x)										
Repairs & Maintenance Services (524x)				Copy machine meter charges, copier and				12,389		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Office of the Town Manager / Board of Selectmen	
Object	Description	Amount
- 525x)	fax machine repair and maintenance	
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Performance Needham/TM (\$12,000) Consulting/TM (\$5,000) AV Powers Hall/Comm (\$6,300) Professional Development TM/ATM (\$3,680) Recruitment/Assessment Center - Fire/HR (\$14,500) Professional Development/HR (\$800) Staff Training/HR (\$7,500) Conference Registration/BOS (\$1,500) Record Binding for Town Clerk/TMTR (\$1,300)	52,580
Communications (534x)	Advertising (\$500), Postage (\$1,100), Wireless Communications (\$3,480), Printing (\$350) TM/ATM Advertising (\$6,000), Printing (\$1,360), Postage (\$1,360)/HR Town Meeting Postage (\$3,500) Printing for Town Report & Town Clerk Records (\$4,000)/TMTR Printing for Election & Town Meeting (\$2,000)/TMTR	23,650
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies TM/ATM (\$1,600) Office Supplies HR (\$1,400)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)	Official Functions TM/ATM	700
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Expenses TM/ATM	300
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Travel MMA, MMMA, ICMA TM/ATM (\$5,300) Travel HR (\$250) Travel BOS (\$100)	5,650
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$2,820) MMA, Suburban Coalition, Norfolk County BOS (\$8,402) HR (\$250)	11,472

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Office of the Town Manager / Board of Selectmen			
Object	Description	Amount		
Other Expenses (574 X – 579x)				
6. Total Expenses				109,741
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				821,317
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☐
Does the Department depend on any Federal or State grants to provide services?		YES	☐	NO ☐

Fiscal Year 2015 Proposed Budget

Department Information DSR1	
Department	Town Clerk& Board of Registrars
Operational Considerations	
<u>Town Clerk/Board of Registrars</u>	
The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2013 had three scheduled elections and ended up with a total of seven elections including two double elections as well as three Special Town Meetings and the Annual Town Meeting. It was a hectic year! FY2014 had only one scheduled election and FY2015 has three scheduled elections – The State Primary on Tuesday, September 16, 2014, the State Election on Tuesday, November 4, 2014, and the Annual Town Election on Tuesday, April 14, 2015. With three elections scheduled for Fiscal Year 2015 the Town Clerk/Board of Registrars budget shows an increase of \$32,606 OVERALL. This reflects an increase in salary costs for 80+ election workers, additional costs for election programming, supplies and postage costs for absentee ballots. It is important to note that the programming costs associated with the Annual Town Election are greater than the costs for a State Primary and State Election due to the 10 individual precinct ballots as opposed to one State ballot. In addition the State pays for costs associated with ballot printing for State Elections while the town is responsible for printing costs associated with the Annual Town Election. In addition, costs for absentee ballots for the State Election are usually considerably higher than for the State Primary or Annual Town Election. Total Salaries FY15 budget increase: \$29,543 This includes \$22,200 salary costs for 80+ election workers for two additional elections, miscellaneous salary increases in the Town Clerk's salary budget of \$3,633, increase in the overtime line item of \$1200, and an increase in the Board of Registrars salary budget of \$2,510. Purchase of Service & Expenses: A total increase of \$7,685 as follows: 1. Town Clerk – Repairs & Maintenance – a small increase of \$25 for the Time Clock. \$ 25.00 2. Town Clerk – Professional & Technical – an increase of \$360 to cover the increased costs of binding the town's Vital Records. \$360.00 3. Town Clerk's – Postage – Postage increase by \$100 due to increase in postage costs. \$100.00 4. Town Clerk – Office Supplies – an increase in supplies for two additional elections. \$450.00 5. Town Clerk – Other Supplies/Equipment – an increase in cost of dog tags/licenses. \$100.00 6. Elections – Professional & Technical – an increase in programming/printing for two Additional elections. \$3,000.00 7. Elections – Postage – an increase in Election Postage for 3 elections. \$2,175.00 8. Elections – Printing/Mailing – an increase in costs of printing 2 additional warrants \$250.00 9. Elections – Office Supplies – an increase in misc. Election supplies \$500.00 10. Elections – Food Supplies – an increase in costs for food for 2 additional elections \$725.00	

Department Information DSR1	
Department	Town Clerk& Board of Registrars
Total Expense FY15 budget increase:	\$7,685
Total FY15 Budget Increase:	\$37,228.
The total Town Clerk/Board of Registrars Operating Budget for FY 15 = \$359,140 representing a total increase of \$37,228 over FY14. The prior 5 year capital request for \$85,000 to replace the town's 11 Accuvote Machines is scheduled to go before the November 4, 2013 Special Town Meeting. It is anticipated that the new federally approved voting machines are currently awaiting approval by the Commonwealth of Massachusetts. Hopefully the new voting machines can be used at the 2014 Annual Town Election on a trial basis.	
Performance Factors	
<u>Town Clerk/Board of Registrars</u>	
The Office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street list, updates and maintains the voting list, sends required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings called by the Board of Selectmen. The Town Clerk prepares, conducts and records the Annual Town Election and the nomination of town officers, and maintains the records of the town. Our census returns average 85% each year and we use a variety of methods to gather census data in addition to the annual mailing such as telephoning, voter registration, dog licensing, and mailing second notices to obtain as close to a 100% return as possible. The office addresses the needs of the residents on a daily basis issuing various licenses such as dog licenses, marriage intentions, Storage of Flammables registrations, business certificates, and licenses issued by the Board of Selectmen. The office receives and records Board of Appeals and Planning Board applications/decisions and certifies the same upon the completion of the appeal period. The office administers and maintains the town's vital records and issues close to 5,000 certified copies annually. The staff continues to serve as commissioners to qualify oath of office for state commissions and served as agents to process passports up until May 1, 2011 at which time the U.S. Department of State determined that any office that issues birth records may no longer serve as passport agents. The Town Manager's Office has taken on this process in order to avoid loss of revenue.	
WHAT'S NEW?	
✚ As we prepare for the Fiscal Year 2015 budget in October 2013, it is still appropriate to note that the Town Clerk's Office completed one of the most difficult election/Town Meeting seasons from September, 2012 through June 25, 2013. My recommendation as the Chief Election official for the Town of Needham continues to be that a second election on the busiest Election Day (the November Presidential Election) in a four-year period should not be allowed. ✚ Ethics, Opening Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk's Office. With just the Open Meeting Law requirements, this office has posted almost 4700 meeting notices. The computer program is slow and the process is time consuming. ✚ The Vitals electronic records program continues to expand. The electronic birth system is	

Fiscal Year 2015 Proposed Budget

Department Information DSR1

Department

Town Clerk & Board of Registrars

working well with all birthing communities and resident communities receiving and processing our birth records daily. The electronic death program is scheduled to begin in January, 2014 (delayed one year). Extensive training for the death program has begun and it looks like it will go live as scheduled. The electronic marriage program (also delayed for one year) should become a reality in the summer of 2014. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and be in compliance with federal regulations.

- ✚ Records Management System -The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall two years ago. The basement vault that once housed most of the archival departmental records does contain those of the Board of Selectmen/Town Manager department, the Assessors' Department and the Town Clerk's Office. These records have been computerized. Other archival records are stored in other basement areas behind the vault. One of our goals would be to assist those departments in creating an itemized list in order to assist in the periodic disposition of records no longer required.
- ✚ During the summer of 2009 we spent many hours retrieving materials in preparation for our temporary move to the Public Service Administration Building. One of the items we discovered was a series of old, unbound records. The Annual Town Meeting of 2012 approved funding for these old, unbound records under approval of the Community Preservation Committee. We went out to bid and Kofile Preservation, Inc. was awarded the bid. Work is currently in process. There are also a series of manilla envelopes containing additional records for which we plan to seek restoration funding through the Community Preservation Committee as well as preserving our current vitals annually.
- ✚ FY2013 revenue totaled **\$225,757.90** compared with FY2012 of **\$208,828.80**. **This represents an increase of \$16,929.10** and is a much more positive picture than the loss of \$32,234.82 between FY2012 and FY2011. On October 8, 2013 the Board of Selectmen approved an increase to the dog licensing fees beginning in 2014. This should bring in approximately \$25,000 - \$28,000 in revenue of which a portion will be used to maintain the proposed Needham dog park.

The following are total revenues by category for Fiscal Years 2009 – 2013:

Fiscal Year	2013	2012	2011	2010	2009
Passports	0	0	3,650.00	5,550.00	4,350.00
General Fees	100,086.90	82,911.30	113,498.42	97,816.73	95,550.86
Liquor Licenses	75,805.00	74,724.00	70,095.00	84,470.00	58,130.00
Other Licenses	20,498.00	19,823.00	21,192.00	20,662.00	19,857.00
Dog Licenses	29,368.00	30,731.00	30,089.00	27,840.00	28,282.00
Fish & Game	0	34.25	141.70	210.15	241.10
	\$225,757.90	\$208,223.55	\$238,576.12	\$236,548.88	\$206,410.96
SOS, UCC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sub Total	\$225,757.90	208,223.55	238,576.12	236,548.88	206,410.96

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department	Town Clerk& Board of Registrars				
Fish & Game Pd to State	0	605.25	2,487.50	4,006.50	4,583.25
TOTAL	\$225,757.90	208,828.80	241,063.62	240,555.38	210,994.21

✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2013. To date we have restored twenty-seven volumes.

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

Board of Registrars:

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

We are also hearing about the return of some interesting legislation that could include the elimination of the checkout table, elimination of the cancellation device, election day registration and early voting. There was a huge push at the State level to pass Election Day Registration in the summer of 2008 but it fell by the wayside at the last hour. Stay tuned for the next round. The MTCA is not opposed to this legislation, but seeks to have the creation of a task force with representation on election-law legislation. It is also very apparent that many residents of Massachusetts (including Needham) seek to vote by absentee ballot which places a huge hardship on the city and town clerks offices particularly during a Presidential election year. This new election legislation seeks to create an early voting period prior to state elections. This could, in fact, help to ease the crunch of absentee voting. As the official election officer for the Town of Needham, I feel very strongly that updated absentee voting procedures while still maintaining the voter's integrity is extremely important and appropriate.

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Town Clerk& Board of Registrars	
<u>WHAT'S NEW</u>			
✚ The federal government passed the MOVE Act to enable our military and citizens residing overseas to vote by email or fax in addition to postal mail. This process began with the November 2, 2010 State Election. we had about 18 federal absentee voter applications. For the 2012 State Election Needham had over 150 overseas voters who received individually both the state and special town ballots either by email or fax. This process has been very well received. ✚ This office continues with the replacement of the very old wooden voting booths. Many of the wooden booths are falling apart and could cause injury to the voters if the tray collapses during voting. The original goal was to purchase enough booths so that each precinct has a least two 4-unit voting booths (80 units in total) supplemented by existing wooden voting booths during elections in which a high voter turnout is anticipated. To date we have purchased a total of 68 booths in either two or four-units each. Each 4-unit booth costs approximately \$660. We hope to continue with our goal of a total of 80 new units. Performance measures under the Board of Registrars division depend mainly on the number of elections per year and the amount of changes in election laws. We will continue to monitor proposed legislation carefully for future implementation.			
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	\$309,990		\$309,990
Expenses	\$47,450		\$47,450
Capital			
Other			
Total Operating Request	357,440		\$357,440
Request Prepared By	Theodora K. Eaton		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2															
Department				Town Clerk/Board of Registrars											
Object				Description						Amount					
DSR2A															
Personnel	FY13			FY14			FY15								
	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						
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?										Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.															
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)														
b.	PRD1 Holiday														
c.	PRD1 Career Education														
d.	PRD1 Uniform														
e.	PRD1 Stipends														
f.															
g.															
										Sub Total 1	\$269,855				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)															
a.	Recording Secretary														
b.	Seasonal Help														
c.	Temporary Department Coverage														
d.	80 Election workers per election (3 Elections in FY15)									\$33,300					
e.															
f.															
										Sub Total 2	33,300				
3. Salary and Wage Overtime (Itemized Below)															
a.	Miscellaneous Overtime									\$4200					
b.															
c.															
d.															
e.															
f.															
										Sub Total 3	\$4200				
4. Other Salary and Wage Expenses - (Itemized Below)															
a.	Incentive Programs														
c.	Training and Development														
b.	Tuition Reimbursement														
d.	Board of Registrars Stipend for Town Clerk (\$1000)									\$1000					
e.	Board of Registrars - \$545 x 3 = \$1635									\$1635					
f.															
										Sub Total 4	\$2635				
5. Total Salary and Wages (1+2+3+4)										\$309,990					

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department		Town Clerk/Board of Registrars		
Object		Description		Amount
DSR2B				
Object		Description	Amount	
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)		A4 Typewriters = \$450, 1 Time Clock = \$200, 11 Accuvote Machines @ \$220 = \$2420		\$3070
Rental & Leases (527X)		Iron Mountain Storage = \$440, P. O. Box 920663 = \$200 (postal box rental increasing substantially)		\$640
Other Property Related Services (529x)		N/A		
Professional & Technical Services (530x – 531x)		Binding Vitals (6 x \$350 = #2100, Misc. Record Restoration = \$1200 = \$3300; Program/Printing for 3 Elections (ATE: \$6500 + \$2700 ESS&S = \$9,200), ST. Primary = \$2500, St. El. = \$1300) = \$13,000. Elections Conference = \$200		\$16,500.
Communications (534x)		Postage at \$.46 TC Misc (\$1800), Postage – Census 11, 000 x \$.46 = \$5,060, Confirmation Notices (1000 x .28 x 2 = \$560), Misc. \$200, Absentee ballots (600 x 2 = 1200 + St. EL = 1700 = 2900 x \$.85 = \$2465), Wireless Monthly fee (\$45 x 12 =\$540) Printing Letterhead, Misc. + A.G. By-Laws \$400, Printing 2015 Street List = \$2800, Census Forms/Env. = \$1200, Confirmation Notices = \$1200, Warrants (3 x \$125 = \$375)		\$16,600
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)		Office Supplies (TC) – Misc. supplies =\$1000, election supplies 3 x \$225 = \$675 Bd. Of Reg. Supplies = \$1000, election supplies (3 x \$200 = \$600), Voting Booths (4 4-0unit booths \$2640)		\$5,915
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)		Food Supplies for 3 Elections x \$375 = \$1125		\$1125
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)		Office Supplies – Dog Tags/Licenses \$650		\$650

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department		Town Clerk/Board of Registrars		
Object	Description	Amount		
Travel & Mileage (571x - 572x)	Conf. in State - 3 MTCA Conferences = \$1000, Conf. Out of State = NEACTC \$350, IIMC \$900	\$2450		
Dues & Subscriptions (573X)	IIMC = \$175, NEACTC = \$25, MTCA = \$150, Tri-County = \$25, Other = \$25	\$400		
Other Expenses (574 X - 579x)	Town Clerk Annual Bond	\$100		
6. Total Expenses		\$47,450		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		357,440		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
YES		☐	NO	☒

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Legal Department	
Operational Considerations			
Provides legal services to the Town, including outside counsel. Attends Selectmen's and Town Meetings. Represents Town before courts and other administrative agencies. Drafts and reviews contracts, by-laws and regulations. Due to increases in rates charged by lawyers and other consultants and the additional specialized projects requiring outside counsel, an increase of \$20,000 is requested. Examples of outside counsel included in this budget are: Human Resource – counsel for contractual disputes and negotiations Cable – counsel for contract negotiations and lease renewals Environmental – legal representation for environmental issues Tax – counsel for tax issues and agreements Housing – counsel for issues regarding 40B housing Appraisals – specialists to value property for sale and purchase Solar – counsel for contracts and issues regarding solar energy			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	73,584		73,584
Expenses	254,000		254,000
Capital			
Other			
Total Operating Request	327,584		327,584
Request Prepared By	DTobin/SCincotta		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Legal Department							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	1		.20	1		.20	1		.20		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☐	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							73,584			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1								73,584			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary ☐										
b.	Seasonal Help ☐										
c.	Temporary Department Coverage ☐										
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs ☐										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)								73,584			
DSR2B											
Object				Description				Amount			
Energy (521x)											
Repairs & Maintenance Services (524x)											

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Legal Department			
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	Specialized Outside Counsel		250,000	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)	Subscription to Mass Gen Law updates		4,000	
Other Expenses (574 X - 579x)				
6. Total Expenses			254,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			327,584	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
YES		☐	NO	☒

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Personnel Board	
Operational Considerations			
The Personnel Board is established under M.G.L. c. 41 § 108A and C. The Board works with the Town Manager and provides guidance pursuant to the Town's human resources systems in accordance with State Laws and the Town's Charter. The Board also advises Town Meeting when appropriate. The functions of the Human Resources Department include reporting, when appropriate, to the Board of Selectmen, the Town Manager, and Town Meeting; receiving copies of articles related to the human resources systems that are inserted into the warrant for Annual or Special Town Meetings; and reporting and making recommendations to the Town Meeting with regard to such articles. The Human Resources Department also consults with the Town Manager, the Board of Selectmen, Personnel Board, and Finance Committee on motions that are proposed to appropriate funds for cost items of collective bargaining agreements. The professional and technical services line is level funded from FY 2014. We expect that this amount reflects the actual expenses associated with one classification and compensation study. We will have to procure the services of a new consultant to conduct this study following procurement laws.			
Performance Factors			
According to the standard classification and compensation schedule, the Management titles were scheduled for FY 2013. This study has not yet been contracted due to the delay in completing the two previous studies (administrative support and professional and technical titles). The next groups in line for a study are as follows: NIPEA, (DPW position titles), BCTIA (Trades and Custodians), Professional and Technical (non-represented) and ITWA (Independent Town Workers' Association) which includes Professional and Technical and Administrative Support titles.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	600		600
Expenses	15,000		15,000
Capital			
Other			
Total Operating Request	15,600		15,600
Request Prepared By	Director of Human Resources		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Personnel Board						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
		1	.02		1	.02		1	.02	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No	x	FTE
									.02	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
								Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary								600	
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
								Sub Total 2	600	
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
								Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
								Sub Total 4		
5. Total Salary and Wages (1+2+3+4)								600		
DSR2B										
Object				Description				Amount		
Energy (521x)										
Repairs & Maintenance Services (524x)										

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department		Personnel Board		
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	Classification and Compensation Study according to standard schedule		15,000	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			15,600	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☐	NO ☒

Department Information DSR1	
Department	Finance Department
Operational Considerations	
The Finance Department's budget is driven by Federal, State, and local requirements as well as financial and budgetary work created as a result of the services and operations provided by municipal and school departments to residents, young and old, taxpayers, commercial operations, commuters, and visitors. The primary functions of the Finance Department are to protect the financial assets of the Town; monitor and enforce procurement regulations, ensure that spending is consistent with appropriations, and assist departments with their reporting and submission requirements. It is our responsibility to accurately calculate property valuations and tax assessments. The department also coordinates municipal parking operations with other departments and agencies, and is the office that handles all parking fine appeals. The department processes bills and collects revenues that are due the Town. The Information Technology Center (ITC) maintains the Town's IT networks (there are more than one) and other system wide technology operations. Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided a means to continue services with the similar staffing levels. This trend would make the elimination of technology more expensive for the Town rather than a cost savings. The Department is responsible for the oversight of fiscal management functions, establishment of accounting policies and practices and publication of official financial reports. With virtually no exceptions, expenditures made by any department within the fiscal year cannot exceed the appropriation authorized by Town Meeting. In limited cases, such as debt service where the Town is required to pay debt service regardless of the amount of the annual appropriation, or snow and ice removal expenses, provided that the current year appropriation is at least the same dollar amount or more than the previous year's appropriation, spending may exceed what is appropriated by Town Meeting. The Finance Department also develops, updates, explains, and puts into effect internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others, establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures. Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers.	

Department Information DSR1	
Department	Finance Department
The FY15 budget submission inclusive of a DSR4 request to increase the number of hours budgeted for a part-time position in the accounting division is \$2,489,282 which is an increase of \$16,814 (0.7%) from the current FY14 budget. The FY14 budget includes \$55,000 in "transitional expenses" related to the conversion of the accounting and financial applications to the new software package (\$40,000 for licensing and user assistance and \$15,000 for overtime). An "apples-to-apples" budget comparison would be to back out the temporary expenses from the FY14 budget to see the change in the recurring portion of the request. This would be comparing an FY14 budget of \$2,417,468 (\$2,472,468 less \$55,000) to the FY15 budget request of \$2,489,282, which results in an FY15 submission that is \$71,814 or 3.0% greater than the FY14 budget. The department has submitted one DSR4 request for FY15. This request is for an additional \$8,128 for the accounting division to increase the number of hours for the part-time department specialist by 7.5 hours a week. If the request is funded, an additional \$15,493 may need to be appropriated to Townwide expenses for related benefit and assessment costs that may be incurred by the Town. A similar request was made with the FY12 budget submission to have a 20 hour per week part-time position. There is one notable reclassification of expenses (other purchased services to professional and technical expenses) with this budget submission for FY15. There are minor changes in some line items to offset increases in other line items, in addition to some increased costs expected for FY15, which are explained below. <u>Salary and Wages:</u> The fiscal year 2015 budget submission is \$30,340 higher than the current budget of \$1,637,963, an <u>increase of 1.9%</u> before accounting for any transfers from the Classification, Performance and Settlements budget line by the Town Manager to reflect any merit raise that may be approved for any of the managers. The department budget for FY14 already has the cost-of-living increase approved for the various employee groups. The FTE's for FY15 are the same as FY14 and FY13. However the FY15 budget request includes a DSR4 request for a 0.2 FTE increase to a position in the accounting division. The FY15 base request is \$1,660,175 and the total request with the DSR4 is \$1,668,303. The submission includes step and longevity increases for the fifteen (15) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group which runs through June 30, 2014, but no cost of living allowance for FY15. There is no successor agreement for FY15 at the time of submission of this budget. The request also includes step and longevity increases, if applicable, for the three (3) non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the non-benefited part-time positions rates are based on current classification and compensation plans. Merit pay increases for managers, if any, for FY15 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The base overtime budget is <u>\$11,775 lower</u> than the current budget because the \$15,000 provided for the accounting software implementation work in FY14 is removed. However excluding the \$15,000 included in the FY14 salary and wage budget for the one-time expenses, the FY15 overtime request translates into an <u>increase of \$3,225</u> which is based on the day-to-day demands on the department. The overtime allowance for the Accounting, Assessing, Collector/Treasurer, Parking Clerk and ITC offices has been submitted at \$4,000, \$500, \$1,450, \$500, and \$5,125 respectively.	

Department Information DSR1	
Department	Finance Department
<u>Services, Supplies, and other Expenses:</u> The fiscal year 2015 submission of \$783,479 is \$13,526 lower than the current appropriation of \$797,005 or a decrease of 1.7%. After accounting for the one-time transitional expenses for the software conversion and implementation related work which is included in the FY14 operating budget (\$40,000), the expense budget is up \$26,474 or 3.5%. 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 FY15. ➤ Repairs and Maintenance line is \$2,600 or 24.5% more than the current budget. This is attributed to increased cost for equipment and technology maintenance agreements. It should be noted that this line was reduced by \$3,000 in the Department submission for FY14 owing to the greater reliance on virtual servers, so even with the \$2,600 increase the budget line is still lower than two years ago. ➤ Rental and Leases line is \$4,500 or 428.6% more than the current budget. This cost is attributed to the lease of the new ticket citation machines that the Town is implementing with the traffic supervisors in the Police Department. These new machines will better track ticketing activity, improve the accuracy of the violation data sent to the collection company, and allow law enforcement to track the types and frequency of violations. The Board of Selectmen held a public hearing earlier in the year after which the parking fines were increased. The increase is expected to offset the costs of the enforcement efforts. ➤ Professional and Technical Services line is \$12,487 or 2.3% more than the current budget. This expense line has the most changes associated with the request. First, this expense line included in the FY14 budget \$40,000 for anticipated one-time costs associated with the conversion to the new accounting software. Second, we have moved \$25,375 from the <u>other purchase service</u> expense line to this line because the expense is related to ambulance billing and collection services which are considered a professional service contract and all other such services are reported under this expense line. After backing out the one-time funds and adding the transferred funds from other purchased services expense line, this expense line is \$27,112 or 5.0% more than the comparable FY14 budget. The table below shows an “apples-to-apples” comparison. Another factor impacting the amount of the request is the cost of software licenses and use agreements continue to escalate, the estimated cost is \$295,727 for FY15, which is a 9.5% increase over the base budget for FY14 (\$310,000 less \$40,000 one-time cost). However, there has been a decrease in the annual audit expense for FY15 as the Town secured a two-year fixed price for this service. There is also a decrease in the parking ticket collection processing fees as a result of the RFP that the Town issued to upgrade the violation tracking and collection process. These service costs are less expensive with the new three-year agreement. This request anticipates an increase in professional service fees paid by the Treasurer by \$2,500.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1		
Department	Finance Department	
Description	Presented	Apples to Apples
Professional and Technical FY14 Budget Line	554,120	554,120
Less FY14 One-Time Funds		(40,000)
Transfer FY14 Other Purchased Services Budget Line		25,375
Adjusted FY14 Professional and Technical Budget Line	554,120	539,495
FY15 Professional and Technical Budget Submission	566,607	566,607
Change \$	12,487	27,112
Change %	2.3%	5.0%
Other Purchased Services FY14 Budget Line		25,375
Transfer to Professional and Technical Expenses Budget Line		(25,375)
FY15 Other Purchased Services Budget Submission		-

- **Communications** line is \$8,406 or -6.8% less than the current budget. Although postage rates are expected to increase by 7% in the next year, some printing and mailing expenses are predicted to decrease as customers use the online look-up and bill paying options that are now available. The Town has move most bid related documents to the web site which has reduced printing, courier, and processing costs. The Town is required, however, to run legal notices for multitude of actions which is an increasing cost. The Town is also required to mail tax bills and various of notices to residents, businesses, so cost reduction opportunities in these areas are not as great may otherwise be possible.
- **Other Purchased Services** line has been reduced from \$25,375 to zero. This same amount has been added to the professional and technical services line. This represents the expense for ambulance billing and collection services. These expenses should be reported under professional and technical expenses as all other collection services are tracked.
- **Office Supplies** line is \$700 or 9.0% more than the current budget. This reflects expenses that are appropriately charged to this line item and provides a modest amount (\$50) for the office of the Parking Clerk.
- **Other Supplies and Equipment** line is \$800 less than the current budget or -1.3%. This reduction more than offsets the increase in the office supplies line. Often these two lines (office supplies and other supplies) are looked at as one and certain expenses could easily be classified against either line number.
- **Governmental Charges** line is unchanged for FY15.
- **Travel and Mileage** line is \$138 more than the current budget an increase of 1.4%. Reflective of increase cost in general for parking, mileage reimbursement, local transit, and conference and annual school attendance.
- **Dues and Subscriptions** line is \$405 or 10.4% more than the current budget. This cost is attributed to increased pricing for assessing related subscriptions and an increase in professional association dues.
- **Other – Expenses** line is \$225 or 11.3% more than the current budget. This increase is to cover Treasurer and Collector surety bonds. The Town is required per Department of Revenue regulation to secure surety bonds on the positions of Treasurer/Collector and Assistant Treasurer/Collector. This coverage is for the Town and not the individual.

Department Information DSR1	
Department	Finance Department
<u>Operational Capital:</u> The FY15 base submission of \$37,500 is level dollar for the sixth year in a row. These funds provide for the purchase of replacement PCs, low end data servers, and network components. There is a secondary part to the annual operational capital request found as part of the CIP request for network hardware, larger servers, switch replacements and equipment upgrade at \$30,000 per year. <u>Divisional Activities</u> Accounting: The Town Accountant maintains the Town's financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The office relies upon the enterprise-wide financial software applications from Tyler Technologies. This centralized accounting system is used by all departments including the Needham Public Schools. The system provides a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system also tracks receivables, payables, fixed assets, payroll and other accounting processes. The Town Accountant reviews procedures governing transactions in the accounting systems and makes recommendations to the Assistant Town Manager/Director of Finance. The office also ensures that expenditure controls are in place. Most all obligations are identified through purchase orders, contracts, and other commitments and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support other spending commitments. Departments may use the accounting system to determine, at any given time, the amount of their appropriations that are available for other commitments. Assessing: The primary function of the Assessor's office this year, as it is every year, will once again be one of keeping tabs on the sales and economic activity that took place in calendar year, reflecting any changes indicated by market data gathered, to make adjustments as needed to Residential and Commercial properties in Town. FY15 will also be the Department of Revenue (DOR) mandated triennial recertification year for Needham which will involve a typical upgraded usage of some outside consulting vendors in the review of primarily commercial/industrial and personal property. The residential market review for certification is for the most part accomplished in house by inspecting all properties that changed hands in 2013 to confirm that the physical information as well as the description of the condition of the property in our database is up to date. Buyers of property are also sent questionnaires to confirm the terms of their sale, and establish whether they are in fact "arms length" market transactions. All the information gathered will be subjected to in depth statistical analysis by the DOR prior to certification of the FY15 values. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year. Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to	

Department Information DSR1	
Department	Finance Department
reflect the fluctuations of the economic environment. The uptick in commercial activity in the former industrial park has continued to accelerate in 2013 as work is completed on the construction of a Marriott facility as well as the Cabot St. Data Center. In 2014, plans in the works for Trip Advisor's large amount of additional office space, now on the drawing board should begin to become reality, further enhancing tax revenue in the commercial/industrial realm going forward. The impact on overall rents in the Needham Crossing due to the advancement toward Needham of the "add a lane" project, with its Kendrick Street ramp, will also most likely be positive, due to increased accessibility to the area in the not too distant future. A third element of the value triad consists of business personal property. The primary job of the office, in this area, is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of more complicated returns an outside vendor is retained to determine the value and taxability of the listed items. The staff also does onsite visits to many businesses during the year to verify the listings of assets submitted. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park is likely to be significantly enhanced by the equipment sure to be housed in the projects mentioned above. Fortunately, Needham continues to buck the trends brought about by the economic downturn in recent years, prevalent in much of the Commonwealth. Median residential sales prices have begun to rise dramatically in the second half of calendar 2013. This may or may not signal a return to the rampant seller's market that was prevalent in the early to mid-2000's. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have not had to be expanded upon, thereby keeping values stable in the commercial/industrial sector. As always, the office will process upwards of 29,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year. Collector: The Collector's office continues to insure that all bills. i.e. real estate, personal property, excise, water and sewer bills are mailed timely and in accordance with state statutes. Having experienced another year of economic distress we have continued to maintain a stable collection rate. Collections have remained consistent with the prior years. The last quarter of fiscal year 2013 reflected a notable decrease in the amount outstanding at year end. The monitoring of collections and the timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the Fiscal Year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%. We remain sensitive to the need of the public and the impact lower interest rates have had on	

Department Information DSR1	
Department	Finance Department
individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining timely collections. Working with individuals has provided the results shown below. Treasurer: The Treasurer has consistently outperformed the established benchmark, MMDT (Massachusetts Municipal Depository Trust) for the past several years as indicated by the chart below (under the performance factors). We continue to be confronted with challenges to obtain a substantive yield on investment. However, safety of Town funds is of utmost importance. To further protect Town funds, we continue to require that Town deposits are collateralized if not insured. We regularly review rating agency reports and although collateralization is required for funds held in any one financial institution for more than 14 days banking, funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures and payroll which dictates the amount of cash that must remain available on a weekly basis. All monies are invested wisely and within the mandates of state statute. Interest earned on deposits during fiscal year 2013 reflected the continued low interest yield and fiscal year 2014 is not expected to significantly different. Parking Clerk: Parking activities within the town are administered through the coordinated efforts of several different Town departments. The Police Department conducts enforcement activities in response to the needs of the community. The Highway Department performs installation, signage, repair and maintenance activities. The Finance Department through the Treasurer's office is responsible for the collection of fines and penalties and the resolution of parking appeals through the Office of the Parking Clerk. The Parking Clerk holds weekly hours for hearings and requests are accepted in person, by mail and online. The Parking Clerk maintains ongoing contact with Treasurer's office staff, the Police Department, the Highway Department, collection service, and parking violators. A fair and impartial process for investigating and resolving disputes is in place. A vigorous program has also been instituted to promptly identify and report parking meters needing repair to the Highway Department. During FY13 a survey of surrounding communities was conducted to determine whether changes in the parking fines should be recommended. The last change to the fines was in 1989. Based on information gained from the survey, after a public hearing, the Board of Selectmen did approve the proposal to implement changes by increasing the fines for most violations from \$10 to \$15. The new fine structure will take effect in fiscal year 2014. Informational meetings were held during the year with a number of parking vendors to evaluate best practices in parking system technology and determine possible future Town acquisitions of parking system equipment and systems. Purchasing: The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures that must be followed pursuant to the applicable Massachusetts General Laws. Towards this end, the Purchasing division strives to safeguard taxpayer's dollars by obtaining the most advantageous value and promoting a fair competition process that is honest and open.	

Department Information DSR1	
Department	Finance Department
From the time a decision is made to purchase goods and/or engage professional services to the execution of the resulting contract, the Procurement staff coordinates all aspects of the planning and implementation of the legal and competitive procurement procedures. By understanding the needs for a purchase we are able to assess the applicable course of action and explain the necessary documentation in accordance with the Uniform Procurement Act, or other applicable bid laws. This includes advertising the bid opportunity and making the documents available for public access; organizing the internal bid evaluation process; making recommendations for award; and executing the contract in a timely manner. Throughout this process, the Purchasing staff is responsible for ensuring the best value for goods and services for the Town and maintaining transparency of the process, in an effort to prevent waste, fraud and abuse. The Purchasing division also has functional oversight of the procurement procedures conducted by individual departments, and serves as a resource on procurement law inquiries. During the year, the Purchasing division will focus its efforts on transitioning departments to comply with new legislation as issued by the Uniform Procurement Act. The department will educate Town departments on the changes to the regulations and how these changes may affect current procedures. As part of the training process, a standard procurement procedure manual, to outline practices and expectations, will be produced and made available to all Town departments. By making the information more readily available we can minimize inaccuracies and lost opportunities for further savings. Information Technology Center (ITC): The ITC continues to support the 24 hour day to day needs of the Town services, systems, applications and networks. Down time of any of these can have an implication on the operational effectiveness of one or more departments. The ITC staff works during normal business hours to ensure after hours, when ITC staff is not available, all the services, systems, applications, and networks are functioning properly. The Information Technology Center (ITC) staff attempts to schedule any updating or improvements during off business hours when it will have the least effect on the Town staff. In FY13 the ITC added an additional FTE, Applications Administrator, whose primary responsibility is to support the new General Ledger package the Town acquired during FY13. Though this position will have other duties assigned in addition to supporting the General Ledger package, the demands on the ITC continue. The Town has made a concerted effort to limit the growth of FTEs however the demand for additional hardware such as workstation, communication devices, and tablets continues. Though the growth of Information Technology Users (ITU) has slowed the number continues. As in the past this demand for hardware and increased departmental application support has continued to put pressure on the department. The ITC continues to use operational dollars to engage outside support for the ITC's own internal projects. This need is due to the day to day demands of the Town staff on the ITC that in the past have caused delays in ITC internal projects. A significant number of projects were completed and over seen by the ITC and additional projects are being scheduled for FY14.	

Department Information DSR1				
Department		Finance Department		
Performance Factors				
1. Direct deposit of pay participation by employees.				
Measure: Percentage of payments by direct deposit vs. check.				
Results:				
Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY09	70%	82%	81%	84%
FY10	73%	78%	78%	81%
FY11	79%	81%	83%	84%
FY12	84%	83%	85%	84%
FY13	85%	84%	87%	87%
2. Number of management letter comments by Independent Auditors compared to prior years and the number of comments from a prior year which carried forward. A comment means something requires improvement.				
Measure: Number of comments; Number of comments from a prior year.				
Results:				
Fiscal Year Audited	Comments		Prior Year Comments	
FY08	4		2	
FY09	2		0	
FY10	5		2	
FY11	5		4	
FY12	3		2	
3. Percent of taxable construction permits issued that were captured by the assessment date (Reports how much new construction is captured for taxation).				
Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that was captured by the assessment date. (Note this measure has been revised to reflect the new growth certified by the Department of Revenue)				
Results:				
One hundred percent of the permits issued by the Building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2010. This is the statutory deadline for the collection of New Growth for the following fiscal year. This mirrors FY09 results. The amount of New Growth certified by the Department of Revenue was \$142,063,936 (\$118,823,221 was residential property which includes the Charles River Lofts).				

Department Information DSR1	
Department	Finance Department
One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2011. This is the statutory deadline for the collection of New Growth information for the following fiscal year. This mirrors FY10 results. A total of 573 properties were inspected during the year. The amount of New Growth certified by the Department of Revenue was \$115,336,941 (\$78,284,378 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2012. This is the statutory deadline for the collection of New Growth information for the following fiscal year. This mirrors FY11 results. 1,069 properties were inspected during the year. The amount of New Growth certified by the Department of Revenue was \$128,733,944 (\$84,202,602 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2013. This is the statutory deadline for the collection of New Growth information for the following fiscal year. This mirrors FY12 results. 1,133 properties were inspected, several multiple times. The amount of New Growth certified by the Department of Revenue was \$172,855,396 (\$92,906,300 was residential property).	
4. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills. Measure: Number of changes (corrections) per year as a percent of the total number of parcels. Results: Of the 11,150 Real and Personal property accounts billed in FY10, the value of 69 of those properties, or .006% saw changes in their value through the abatement process vs .007% in FY09. The average adjustment in tax dollars for FY10 was \$1,487 vs. \$1,186 for FY09. Of the 10,691 Real and Personal property accounts billed in FY11, the value of 50 of those properties, or .005% saw changes in their value through the abatement process vs .006% in FY10. The average adjustment in tax dollars for FY11 was \$1,613 vs. \$1,487 for FY10. Of the 10,664 Real and Personal property accounts billed in FY12, the value of 74 of those properties, or .007% saw changes in their value through the abatement process vs .005% in FY11. The average adjustment in tax dollars for FY12 was \$2,223 vs. \$1,613 for FY11. Of the 10,706 Real and Personal property accounts billed in FY13, the value of 60 of those properties, or .005% saw changes in their value through the abatement process vs .007% in FY12. The average adjustment in tax dollars for FY13 was \$2,184 vs. \$2,223 for FY12.	
5. Updated: The number of customer bill payment transactions done electronically rather than mailing or delivering a payment to the Treasurer/Collector's office.	

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department Finance Department

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

Results:

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

Fiscal Year	2010	2011	2012	2013
Escrow Service Payments	16,716	16,772	16,798	16,523
Customer Payment by Check/Cash	45,020	45,221	46,197	52,070
Customer Payment by ACH	403	430	452	498
Total Payments	62,139	62,423	63,447	69,091
Total Payments by Customer	45,423	45,651	46,649	52,568
Percentage of Customer Payments by ACH	0.89%	0.94%	0.97%	0.95%
Escrow Service Amount Paid	\$31,656,365	\$33,092,355	\$34,495,525	\$35,256,747
Check/Cash Amount Paid	\$54,111,147	\$57,351,710	\$59,605,651	\$69,089,403
ACH Amount Paid	\$667,975	\$718,509	\$768,414	\$933,774
Total Amount Paid	\$86,435,487	\$91,162,574	\$94,869,590	\$105,279,924
Total Amount Paid by Directly by Customers	\$54,779,122	\$58,070,219	\$60,374,065	\$70,023,177
Percentage of Amount Paid by Customers via ACH	1.22%	1.24%	1.27%	1.33%

Utility Payments (Water and Sewer Service)

Fiscal Year	2010	2011	2012	2013
Customer Payment by Check/Cash	30,081	32,075	28,003	35,698
Customer Payment by ACH	6,876	7,328	7,570	7,873
Customer Payment Online				189
Total Payments	36,957	39,403	35,573	43,760
Percentage of Payments by ACH or Online	18.61%	18.60%	21.28%	18.42%
Check/Cash Payment Amount	\$11,435,759	\$12,256,608	\$11,144,174	\$12,074,155
ACH Payment Amount	\$1,733,271	\$2,107,381	\$1,959,593	\$2,150,463
Online Amount Paid				\$38,128
Total Payment Amount	\$13,169,030	\$14,363,989	\$13,103,767	\$14,262,746
Percentage of the Amount Paid by ACH or Online	13.16%	14.67%	14.95%	15.34%

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. In March 2013 the Town engaged the services of a third party vendor to accept online payments for water and sewer bills by electronic check or credit card. The tables above reflect this activity. The benefits to the Town in having customers pay via an electronic submission are handling transaction costs are lower and the funds are considered good at the time of

Department Information DSR1				
Department	Finance Department			
receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks.				
6. Optimize earnings on general funds while maintaining adequate liquidity.				
Measure: Needham average investment yield compared to MMDT index.				
Results:				
Needham average investment yield for fiscal year 2009 was 2.32% as compared to the MMDT rate of 2.02%				
Needham average investment yield for fiscal year 2010 was 0.46% as compared to the MMDT rate of 0.45%				
Needham average investment yield for fiscal year 2011 was 0.31% as compared to the MMDT rate of 0.29%				
Needham average investment yield for fiscal year 2012 was 0.34% as compared to the MMDT rate of 0.29%				
Needham average investment yield for fiscal year 2013 was 0.28% as compared to the MMDT rate of 0.21%				
7. Percent change in year-end delinquent tax receivables (tax money owed to the Town).				
Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.				
Results:				
Percent change in the year-end delinquent tax receivables increased 0.14% from FY09 to FY10, then decreased 0.14% from FY10 to FY11, then increased 0.09% from FY11 to FY12, and then decreased 0.37% from FY12 to FY13				
Year	1 st Qtr	2 nd Qtr	3 rd Qtr	Year End
FY09	1.80%	2.50%	0.26%	0.76%
FY10	1.69%	2.53%	0.34%	0.90%
FY11	1.70%	2.59%	0.91%	0.76%
FY12	1.77%	2.45%	0.33%	0.85%
FY13	1.77%	2.22%	0.33%	0.48%
8. Revised: Percentage of normal business hours principal business applications are available				
Measure: It was determined that certain business application were important to the needs of specific departments. These are applications that are housed and supported internally by the Information Technology Center. Downtime hours are captured through internal				

Department Information
DSR1

Department

Finance Department

communications from the departments using the applications.

Results:

Business Hours – 8:30-5:00, 5 days a week, 261 days in FY 13 = 2,218.5 Business Hours per year

Total Annual Hours – 365 days in FY13, 24 hours per day = 8,760 Total Annual Hours

Total number of business hours Engineering Computer Aided Design was available – 2,180 out of 2,218.5 = 98.26% uptime

Total number of business hours Police Computer Aided Dispatch was available – 2,213 out of 2,218.5 = 99.75% uptime

Total number of business hours Town Financial Applications (SunGard/Tyler) were available – 2,182 out of 2,218.5 = 98.35% uptime

Total number of business hours Town Permitting Application was available – 2,184 out of 2,218.5 = 98.44% uptime

9. New: Percentage of time networks are available to our customers

Measure: Due to the importance of internal connectivity (LAN) between buildings and outward connectivity to the World Wide Web (WAN) uptime is an integral part of supporting the Town's 24 x 7 operational needs. Downtime hours are captured through internal communications from the departments and vendors using or supporting both the LAN and the WAN.

Results:

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

- i. Town Hall – 2,217.5 out of 2,218.5 = 99.95% uptime
- ii. Public Safety – 2,218.5 out of 2,218.5 = 100% uptime
- iii. Public Service Administration Building – 2,218.5 out of 2,218.5 = 100% uptime
- iv. Senior Center – 2,218.5 out of 2,218.5 = 100% uptime
- v. Total number of hours wide area network (WAN) was available – 8,760 out of 8,760 = 100% uptime
- vi. Planned and unplanned local area network (LAN) down time events - 1
- vii. Planned and unplanned wide area network (WAN) down time events - 0

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

Measure: Number appeals over number of parking tickets issued.

Results:

Fiscal Year	2009	2010	2011	2012	2013
Parking Tickets	8,641	7,413	6,494	4,699	4,231
Appeals	405	390	333	250	236
Appeal %	4.7%	5.3%	5.1%	5.3%	5.6%

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Finance Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	1,660,175	8,128	1,668,303
Expenses	783,479		783,479
Capital	37,500		37,500
Other			
Total Operating Request	2,481,154	8,128	2,489,282
Request Prepared By	Assistant Town Manager/Director of Finance and Division Managers		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Finance Department							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	22	4	23.7	22	4	23.7	22	4	23.7		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							1,623,155			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends							3,000			
f.	Payment in lieu of vacation							9,991			
g.											
Sub Total 1								1,636,146			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage										
d.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week							7,954			
e.											
f.											
Sub Total 2								7,954			
3. Salary and Wage Overtime (Itemized Below)											
a.	Accounting office overtime provision for hours for CY payroll reporting and processing, and FY end preparation work as needed							4,000			
b.	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.							500			
c.	Collector and Treasurer offices overtime for seasonal demands e.g., RTS sticker sales extended hours; property tax due dates							1,450			
d.	Technology center overtime related to extended, evening callback, or weekend work							5,125			
e.	Parking enforcement appeals research and after hours support							500			
f.											
Sub Total 3								11,575			
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement							3,000			
d.	Assistant Parking Clerk Stipend							1,500			
e.											
f.											
Sub Total 4								4,500			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
5. Total Salary and Wages (1+2+3+4)		1,660,175
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Hardware maintenance revenue systems AS400 and Public Safety AS400 (7,500) Other Technology Equipment (MDT) - ITC (2,000) Mail processing and printing equipment - ITC (3,200) Office equipment maintenance contracts - AS (500)	13,200
Rental & Leases (527X)	Parking Violation Machines - PC (4,500) Postage Meter - ITC (1,050)	5,550
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance - AC (57,000) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property - AS (15,300) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense, conference registration fees - AS (15,000) Accounting consulting services - AC (4,500) Procurement regulation - PO (500) Parking ticket processing - PC (12,110) IT application services for any application or technical process requiring outside consulting or training - ITC (50,000) Banking and Rating Service - CT (26,875) Collection, lockbox, credit card, and service bureau fees - CT (32,695) Debt issuing costs not included in prior appropriations - CT (7,000) Paying agent fees and MWPAT fees - CT (6,625) Continuing Disclosure filings - CT (2,000) Bond Counsel related expenses not otherwise funded - CT (2,500)	566,607

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
	Collection Fees – CT (3,000) Ambulance billing and processing services – CT (25,375) Accountants annual conference, quarterly training sessions, employee training – AC (850) Purchasing and procurement professional development – PO (550) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (1,350) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (1,450) State and professional related seminars – FD (650) Professional outside trainers internal control program – FD (500) Other professional Services – FD (650) Professional services – PC (500) Information Systems training for applications – ITC (900) Software license and maintenance Operating Systems; Security Systems; Web Site; Applications – ITC (295,727) Appraisal software and network maintenance contract – AS (3,000)	
Communications (534x)	Postage & printing – AC (400) Postage, certified, copying, and cell telephones – AS (3,815) Postage, copying , mailing permit, mailing services, postage machine fees, POB, and calling services – CT (17,100) Postage, billing and mailing – CT (70,859) Legal postings – CT (1,000) Postage & printing – FD (50) Postage & printing – PC (2,225) Legal notices, postage & printing – PO (1,368) Wireless Communications – ITC (3,100) Fax line services and Internet IP – ITC (14,500)	114,417
Recreational & Cultural Services (535x)		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Finance Department	
Object	Description	Amount
Other Purchased Services (538x)		
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, etc. Office supplies and materials – AC (1,800) Office supplies and materials plus state Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and Apartments) and other assessing supplies— AS (1,500) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (750) Office supplies and materials – PC (50) Office supplies and procurement forms and other materials – PO (260) Office supplies and materials – ITC (2,150)	8,510
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Camera supplies; field inspection “calling cards”, property cards and field equipment – AS (500) State forms for tax collections and parking permits – CT (500) Parking forms, tags and tickets – PC (2,250) Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc – ITC (51,500) Mail equipment supplies – ITC (1,500) Wireless equipment – ITC (2,500)	58,750
Governmental Charges (569x)	State CAMA upgrades to Community Software Consortium system – AS (250)	250
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (650)	9,670

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Finance Department			
Object	Description	Amount		
	State and professional related required travel for town business- FD (650) Employee educational reimbursement and required travel- AC (1,085); AS (1,085); TC (2,620); PC (0); PO (580); ITC (3,000)			
Dues & Subscriptions (573X)	Accounting related association dues - AC (300) Community Software Consortium - AS (1,900) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees - AS (1,000) Collector and Treasurer related association dues; etc. - CT (200) Professional associations - FD (300) Professional associations - PO (100) Network system, GIS dues and subscriptions - ITC (300)	4,300		
Other Expenses (574 X - 579x)	Collector & Treasurer and Assistant bonds - CT (2,225)	2,225		
6. Total Expenses		783,479		
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment	37,500		
7. Total Operating Budget Capital		37,500		
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,481,154		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☐	NO ☒

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4						
Department	Finance Department/Accounting					
Title	Department Specialist Increase Weekly Hours			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)			Total Amount (A + B)	
1. Salary and Wage	.2	8,128			8,128	
2. Expense						
3. Operating Capital						
4. Other Costs		15,493			15,493	
5. Total (1+2+3+4)		23,621			23,621	
Budgetary Considerations					Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee					☐	☒
2. Has this request been submitted in the last three fiscal years and not funded?					☒	☐
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					☒	☐
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☐	☒
6. Does the request support activities which produce revenue for the Town?					☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?					☐	☒
8. Is there an increased exposure for the Town if the request is not approved?					☐	☒
9. Is specialized training or licensing required (beyond the initial purchase)?					☐	☒
10. Does this request address a documented health or safety issue?					☐	☒
All "YES" responses must be explained in the narrative						
Description and Explanation						
The position is currently filled at .40 hours a week. The position originally was slotted for a .60 hours position but was cut and filled short due to budget constraints. The position assists in the department editing and posting of school accounts payable batches, verifies & posts treasurer's daily cash receipts, processes all purchase order change requests, verifies & files of taxpayers identification numbers and filling in wherever is needed on a daily basis. By adding the additional day to this position it opens up more time for reconciliations that should be done on a monthly basis but hasn't been due to the department workload. A similar request was submitted in FY12 for a 20 hour a week position, but was not funded. The amount that would be added to the Finance Department budget should the request be funded is \$8,128. The \$15,493 figure is the estimated costs for the benefits and other employee assessments. The current position is not eligible for Town provided benefits, but if the number of hours is increased from an average of 15 per week to 22.5 per week, the position would be eligible for Town provided benefits. Those costs would be budgeted in Townwide expenses.						

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Finance Committee	
Operational Considerations			
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is presented to Town Meeting. The Committee makes recommendations to Town Meeting on capital requests and all warrant articles it finds to have a financial impact, relying on policies and principles of sound fiscal management. In addition, the Committee may consider any and all municipal questions for the purpose of making reports or recommendations to the Town.			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	32,462		32,462
Expenses	1,225		1,225
Capital			
Other			
Total Operating Request	33,687		33,687
Request Prepared By	Louise Mizgerd		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Finance Committee							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	0	1	0.5	0	1	0.5	0	1	0.5		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	0.5
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									32462	
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1										32462	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage										
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)										32,462	
DSR2B											
Object				Description				Amount			
Energy (521x)											
Repairs & Maintenance Services (524x)											

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Finance Committee			
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	ATFC Annual Meeting, MMA Annual Meeting		775	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)			100	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)	ATFC Dues		350	
Other Expenses (574 X - 579x)				
6. Total Expenses			1,225	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			33,687	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
YES		☐	NO	☒

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department	Planning and Economic Development
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Operational Considerations

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

In FY 2013, the Department secured funding through CPA for a part-time Community Housing Specialist. The Housing Specialist will provide administrative and technical support relating to affordable housing issues, will coordinate the efforts of various town boards and committees to develop affordable housing opportunities, and will assist in the implementation of the Town's Community Housing Plan. The salary allocation within the budget remains level funded from FY 2014 to FY 2015 with only cost of living adjustments and contractual step increases reflected in the request. The expense allocation for the department also remains level funded from FY 2014 to FY 2015 with a reallocation between the professional and technical services line item and the communications line item to reflect historical experience. The enclosed budget and report addresses the Planning and Economic Development function of the Department.

In FY2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. FY2012 and FY2013 saw an increase in application fee activity over the previous fiscal years reflecting increased permitting activity following the economic contraction of early 2008. Special Permit and subdivision fees have returned to pre-recession levels of approximately \$30,000 annually with FY2012 and FY2013 Special Permit fees exceeding historical averages due in large part to four new projects namely Wingate at Needham, North Hill, Digital at 128 First Avenue and Center 128 at First Avenue. Finally, FY2014 saw a \$930,000 contribution from the Center 128 project to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the New England Business Center and/or for traffic improvements directly related to the study area and adjacent neighborhoods. The above-described items constitute the major anticipated change in revenue for FY2014.

	FY '11	FY '12	FY '13	FY '14*	FY '14**
Application Fees	\$22,188	\$58,313	\$121,154	\$4,175.00	\$30,000
Zoning By-Laws	\$255	\$300	\$240	\$80	\$320
Zoning Maps	\$195	\$150	\$120	\$30	\$120
Subdivision Regulations	\$15	\$30	\$10	\$5	\$30

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Planning and Economic Development			
Grants/Donations	\$67,389 ^a	\$59,648 ^b	\$111,149 ^c	\$36,149 ^d	\$36,149 ^d
Traffic Mitigation Fee				\$930,000	\$930,000
Total	\$90,042	\$118,441	\$232,673	\$970,439	\$996,619

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

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

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

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

*Revenue received July 1, 2013 through September 30, 2013.

**Projected revenue to June 30, 2014.

Performance Factors

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

The 215-acre NEBC is the economic powerhouse of the Town of Needham. In FY2010, the NEBC provided 57 percent of all tax revenue that came from commercially and industrially classified properties in Needham. The study's objective was to identify a balanced plan appropriate to (1) expanding the type of allowable uses and mix of commercial uses within the NEBC so that the park can respond to market demands and fulfill its development potential; (2) expanding the allowable amount of retail and/or other consumer uses and/or restaurant uses on the first floor of multi-floor developments; (3) analyzing which, if any, existing dimensional controls are restraining development, either prohibiting it altogether on smaller lots or not providing sufficient financial incentive to encourage development; and (4) assessing what the traffic and other impacts are of various levels of different uses and/or mix of uses and/or regulatory changes increasing the density of development so that a proper balance can be reached between appropriate fiscal incentives and acceptable levels of impacts on our community. The first phase of the study was completed in FY2011 and recommended changes in the use profile for the park including the expansion of the allowed mix of retail, restaurant and consumer services on the first floor of multi story buildings and the clarification of certain permitted medical uses. Said zoning changes were presented to and adopted by the May 2011 Annual Town Meeting. Phase 2 of the study which relates to dimensional changes was not complete at the time of the May 2011 Annual Town Meeting. Accordingly, the Planning Board advised Town Meeting that it would be back in the fall of 2011 with respect to the NEBC recommended dimensional zoning changes. Said changes were presented to and adopted by Town Meeting in the fall of 2011 and removed dimensional requirements that were providing impediments to development in the NEBC. The

Department Information
DSR1

Department

Planning and Economic Development

changes included reductions in front yard setback and open space requirements along with increases in permitted maximum lot coverage, height and floor area ratio standards. Said adjustments permit greater flexibility, especially when coupled with a general provision granting discretion to the Planning Board to relax dimensional requirements (except height) up to 25% after making specific findings as to the propriety of the waivers as to a particular project and location. Successful office parks, such as those located in Waltham, Lexington and Burlington, have flourished due to the flexibility of their zoning provisions. In order to foster economic growth, the Town has now incorporated into its zoning code the flexibility required to compete with other communities for development.

The strategy noted above for the NEBC district has proved successful. In April of 2012, the Planning Board approved the first major redevelopment project in the district namely the Marriot Residence Inn, a hotel comprising approximately 89,740 square feet and containing 128 guest units, approximately 13,240 square feet of conference/function space, a guest dining area, lounge/bar, indoor pool, exercise room and other hotel amenities, parking for 140 vehicles, landscaping and associated improvements. The hotel was completed in September 2013 and is now fully occupied. Also approved were four office/research and development buildings having a total square footage of 740,000 square feet, two parking garages (Garage A to contain 580 parking spaces; Garage B to contain 2,040 parking spaces) the latter to be constructed in phases, 114 surface parking spaces and associated infrastructure, improvements and landscaping. Construction of the first building with tenancy planned for Trip Advisor began in October 2013.

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

A comprehensive planning study focusing on improving and enhancing Needham Center was completed in FY2009. The planning effort engaged the Town, including municipal officials, citizens, business interests, property owners, and, where appropriate, federal and state transportation agencies, in a focused and prioritized planning effort to improve the downtown area. To assure that Needham Center continues to serve its important social and economic function, the comprehensive planning process achieved two primary objectives: 1) developed a cohesive comprehensive plan for the future of Needham Center, which addresses the land use, infrastructure, parking and traffic issues; and 2) educated and involved the community during plan development to assure a planning effort supported by a broad range of community representatives. Zoning, land use, and dimensional regulations such as height, setbacks and FAR were addressed, as well as parking, finance, marketing and other aspects of creating an attractive context for investment in a mixed-use center. Warrants for zoning changes based on the plan were presented and adopted at the Annual Town Meeting in May of 2009. Implementation of the Plan and its recommended next steps agenda remains one of the primary goals and functions of the Department. Construction of the first mixed-use building authorized under the new Needham Center Overlay District has begun at 36-58 Dedham Avenue. The building is 3+1 stories and has a finished height of 48 feet. The first floor of the building comprising 2,379 square feet will be utilized for retail purposes and the second, third and fourth floors comprising 17,068 square feet will be utilized as dwelling units. The development will include ten residential units with one of those units designated as affordable.

Department Information
DSR1

Department

Planning and Economic Development

In Fiscal Year 2012, the Planning Board initiated two zoning changes in the Apartment-2 Zoning District. The Apartment-2 Zoning District is comprised entirely of the North Hill Continuing Care Retirement Community, which is in the process of modernizing and expanding its facility. One of the components of that effort is the replacement of its existing 72-bed nursing home with a new expanded nursing facility. The amendment offered permits an increase in the number of occupied stories from three to four as well as an increase in the maximum height of a structure from 40 feet to 50 feet. In an effort to limit any potential impacts in the zoning district, the proposed amendment was written narrowly so that the increase in the number of occupied stories and the increase in height would only be applicable to structures or portions of structures that are to be utilized as convalescent or nursing homes (and supportive and/or accessory uses). In that way, it is made clear that any expansion will not be applicable to the apartments that make up the bulk of the North Hill Continuing Care Retirement Community. The zoning amendment was overwhelmingly approved at the Special Town Meeting in November 2011. Presently, the construction of a new 73,767 square foot 72 bed skilled nursing facility to replace the existing 72 bed skilled nursing facility at North Health is proceeding as authorized under the zoning adopted in 2011 (one wing of the new facility will be three stories and one wing will be four stories).

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

The Town continued its membership in the Metro West Housing Consortium, which includes Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Lincoln, Natick, Sudbury, Newton, Waltham, Wayland and Watertown. HUD allocated approximately \$1 million to the consortium for the development of low and moderate-income housing. As anticipated FY2004 through FY2008 consortium funds (\$260,000) were utilized at High Rock Homes, where the Housing Authority, with technical support from the Planning Department, oversaw the replacement of approximately 20 of the 80 existing single-family homes with newly built two-family townhouses on the same lot. Construction of this project, which began in FY2008, was completed in FY2009. FY2009 through FY2013 consortium funds (\$280,000) have been allocated to the Charles River Center for the construction of a group home at 1285 South Street. The home will serve individuals with development disabilities. Construction of this new group home is underway with occupancy planned for December 2013.

Departmental Goals for FY 2015

The key challenges facing the Planning Board and Department over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the New England Business Center. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. To that end the department is currently assisting the Downtown Streetscape Working Group in the development of a comprehensive plan for streetscape improvements in Needham Center.

Department Information
DSR1

Department

Planning and Economic Development

Consistent with the Design Guidelines and the Downtown Planning study, the Committee has focused its attention on identifying a range of recommended infrastructure and aesthetic improvements to the downtown area designed to create a distinct identity and sense of place. The Town has planned for this re-development of the Needham Center infrastructure and streetscape through Chapter 90 funds which have been earmarked for this purpose. It is anticipated that the completion of the streetscape plan and its implementation will lead to a remake of sections of Great Plain Avenue, Highland Avenue, Chestnut Street, Dedham Avenue, and Chapel Street over the next decade.

Unlocking the economic potential of the New England Business Center remains an overarching goal of the Board and Department. In furtherance of this goal the department continues to work with Major New England Business Center developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Department remains committed in its effort to renew and foster its work with the City of Newton in relation to Needham Street improvements and mass transit uses of the abandoned rail bed. Finally, completion of Mixed-Use zoning changes to promote economic development through the creation of the residential overlay/mixed-use district along the Charles River at Wexford Street remains a key goal for FY 2015.

Coordinating and/or conducting planning and feasibility studies for new affordable housing development remains a further goal of the Department for FY2015 as does the monitoring of local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. Additionally, assuring the Town remains competitive with other West Metro Home Consortium communities in securing Home program funds for affordable housing development remains a further goal. Beginning in FY 2015 Home funds not spent by a member community during the year received will be placed in a pool to be awarded on a competitive basis. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed for allocation to a desired project. As this strategy will not be available moving forward assuring that Needham remains competitive for Home funding remains a key goal for FY2015.

Permit Tracking

Finally, during the previous fiscal year the Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the time line between application filing and the scheduling of the public hearing, issuance of the Certificate of Action following close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. The articulated goals were met for all three studied criteria in FY 2013. During the affected time line 15 new Special Permit applications and 1 Subdivision application were processed. Public hearings were held on average within 28 days of application receipt, decisions were issued within 7 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 48 days with a minimum of 28 days and a maximum of 87 days. It should be noted however, that although the number of applications processed for a Special Permit public hearing decreased from 29 in FY 2012 to 15 in FY 2013 the noted change does not reflect the full story. During FY 2013 the Board processed 13 Special Permit applications for amendment not requiring a public hearing under the statute. This move to process changes deemed insignificant absent a public hearing was a result of the Board's continued effort to streamline the permitting process while still retaining necessary

Fiscal Year 2015 Proposed Budget

Department Information DSR1							
Department		Planning and Economic Development					
permitting oversight. When one combines the total number of Special Permit applications processed in FY 2013, including both those processed with and without a public hearing, the total number is adjusted upward from 15 per year to 28 per year in line with the FY 2012 experience.							
The Department plans to continue to track these items and will submit a similar report with its FY2016 budget request.							
Application Timeline	Average # days until Public hearing (PH)	G O A L	Average # days after PH closed until Decision issued	G O A L	Average # days until decision filed with Town Clerk	G O A L	Total Average # days to process an Application
Fiscal Year 2013 15 Applications Processed total	28	35	7	14	5	5	48
Fiscal Year 2012 29 Applications Processed total	30	35	5	14	9	5	58
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Salary and Wages	261,537				261,537		
Expenses	16,460		12,500		28,960		
Capital							
Other							
Total Operating Request	277,997				290,497		
Request Prepared By	Director of Planning and Community Development						

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2												
Department				Planning and Economic Development								
Object				Description						Amount		
DSR2A												
Personnel	FY13			FY14			FY15					
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)			
	3	1	3.3	3	1	3.3	3	1	3.3			
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.												
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									256,322		
b.	PRD1 Holiday											
c.	PRD1 Career Education											
d.	PRD1 Uniform											
e.	PRD1 Stipends											
f.												
g.												
Sub Total 1										256,322		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	Recording Secretary									5,215		
b.	Seasonal Help											
c.	Temporary Department Coverage											
d.												
e.												
f.												
Sub Total 2										5,215		
3. Salary and Wage Overtime (Itemized Below)												
a.												
b.												
c.												
d.												
e.												
f.												
Sub Total 3												
4. Other Salary and Wage Expenses - (Itemized Below)												
a.	Incentive Programs											
c.	Training and Development											
b.	Tuition Reimbursement											
d.												
e.												
f.												
Sub Total 4												
5. Total Salary and Wages (1+2+3+4)										261,537		
DSR2B												
Object				Description						Amount		
Energy (521x)												
Repairs & Maintenance Services (524x - 525x)												
Rental & Leases (527X)												

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Planning and Economic Development			
Object	Description	Amount		
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Planning and Economic Development Consultant Services		2,460	
Communications (534x)	Statutory Legal Notices and Postage Publishing Costs: Zoning By-Law, Subdivision Regulations, Permitting Guide, Zoning Maps, & Planning Studies		7,600	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)			1,600	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)			1,200	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	American Planning Association (Regional) Annual Conference and Misc. State, Private and University Sponsored Conferences		2,100	
Dues & Subscriptions (573X)	American Planning Association, Massachusetts Association of Planning Directors,		1,500	
Other Expenses (574 X – 579x)				
6. Total Expenses			16,460	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				277,997
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Planning and Economic Development				
Title	Professional and Technical Services	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		\$12,500			\$12,500
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		\$12,500			\$12,500
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☒	☐
2. Has this request been submitted in the last three fiscal years and not funded?				☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
6. Does the request support activities which produce revenue for the Town?				☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
8. Is there an increased exposure for the Town if the request is not approved?				☒	☐
9. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
10. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Department of Planning and Community Development seeks the approval of the Town Manager to increase its professional and technical services line item by \$12,500. The purpose of this request is to allow the Department to retain required technical and professional services on an as needed basis. Presently this line item is budgeted at \$2,460. Departmental demands over the course of the last few years have triggered this request. The use of contracted services, including consulting services for professional assistance in matters related to development applications, land use regulations, zoning, and other items related to the day-to-day responsibilities of the department has proved essential to allowing the department to effectively address the issues coming before it. During the last year alone the Department has needed to secure consultant services in its review of "the Mews" a 350 unit 40B affordable housing project on Greendale Avenue. As funds were not available in the Planning and Community Development budget for this purpose, monies for the required density analysis comparison and fiscal impact analysis of the project were secured from other sources. The above-noted funding request will prevent the problem experienced at "the Mews" from reoccurring by providing a dedicated source of funding for professional and technical services moving forward. Any funds not required in any given year would of course be returned to the general fund at the end of the fiscal year.					

Department Information DSR1	
Department	Community Development
Operational Considerations	
FY2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under this reorganization the Planning and Economic Development functions were retained under a singular budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning budget and Community Development budget. Finally, a new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service delivery to Needham's constituents. The MA wetlands protection fund has been utilized to supplement the salary demands of the Community Development Department. Thirty six hundred dollars (\$3,600) was secured in FY2012 and fifty-four hundred dollars (\$5,400) in FY2013 and FY 2014 to partially fund the Conservation Specialist position. A contribution of fifty-four hundred dollars (\$5,400) from the MA wetlands protection fund is included in the FY2015 budget request for the Conservation Specialist position moving forward. As relates to the Director of Conservation position, ten thousand dollars (\$10,000) was secured from the MA wetlands protection fund to partially fund the position in FY2011, FY2012 and FY2013. The FY2014 appropriation and FY 2015 budget request fund the position entirely out of the tax levy in accordance with the agreement reached with the Conservation Commission at the time the reorganization plan was implemented. The enclosed budget and report address the "Community Development" function of the Department organized by the two divisions therein namely Conservation and Board of Appeals.	
<u>CONSERVATION</u>	
OPERATIONAL CONSIDERATIONS	
The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commissions' primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Division undertakes the following tasks pertaining to wetlands permitting: ☐ Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations. ☐ Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records. ☐ Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes. ☐ 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.	

Department Information DSR1	
Department	Community Development
☐ Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issuance and provide better public outreach. ☐ Responds to complaints and investigates potential violations. ☐ Keeps regular office hours to provide assistance to the regulated community. ☐ Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities. In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following: ☐ Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. ☐ Participating members of the Trail Advisory Group and the Town's Integrated Pest Management Committee. ☐ Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. ☐ Assist the Commission in planning, acquisition, administration and management of municipal conservation land. ☐ Helps prepare Open Space and Recreation Plans to meet criteria for approval. ☐ Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions. ☐ Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants. ☐ Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space. ☐ Educate the public about the importance of protecting wetlands and other open space. Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2013, all applications were completed within the noted time line with no requests for additional time requested. The Conservation Division makes every effort to assist Applicants with the filing process. The Director of Conservation meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Division conducted well over a hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The universalized permitting procedures and deadlines; the Division message system and forms to track written requests; established filing system; inter and intra departmental established procedures; required record keeping and data base entry; drop-in office hours; and established field days all provide consistency and efficiency in project reviews to provide better service and response time to the public. The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. One Conservation Commission issued decision was appealed under the MA Wetlands Protection Act for the Town of Needham Department of Public Works General Maintenance Permit. The Director of	

Department Information DSR1	
Department	Community Development
Conservation played a crucial role in coordinating efforts with the MA Department of Environmental Protection to withdraw the appeal and return permit authority and oversight to the Needham Conservation Commission, in order to allow for the Department of Public Works to maintain and repair its existing infrastructure in a timely and efficient manner.	
FY 2010 THROUGH FY 2013 OPERATIONAL ACHIEVEMENTS Since the creation of the Community Development Department in FY 2010, the Conservation Division has established written administrative procedures to increase efficiency, consistency and better serve the public. Written permitting procedures and deadlines were developed along with a Division message system and forms to track written requests. Inter and intra departmental procedures were established including required record keeping and data base entry; drop-in office hours; and designated field days that provide better service and response time to the public. Specifically, written guidelines were developed for the following: electronic filing system; abutter list requests & notifications; legal ads; agenda postings; commission packages; meeting notes; meeting minutes; site visits; public hearing & preparation; pre-hearing site visits; pre-construction site visits; and demolition permit procedures. Additionally, the Conservation Division coordinated the creation of a Town wide GIS wetland map that has significantly increased the efficiency and accuracy of site investigations regarding the presence of state and town protected wetland resource areas and associated protection zones. The Conservation Department also worked with the GIS Department to create ARC MAP templates for USGS Maps and Wetland Site Maps with parcel and topographical information that have professional legend and title data and can be used for town permit application filings along with permit issuances.	
LAND MANAGEMENT With respect to FY2013 land management activities, the Conservation Commission continued its ongoing work to implement the Comprehensive Master Trails Plan and finalize the Open Space Plan and Recreation Plan. In cooperation with the Trails Advisory Group (TAG), the Conservation Commission has made tremendous progress over the last year in implementing the first priorities of the Master Plan including signage, kiosks, a trail steward program and improved trail maintenance. The Commission has partnered with Eagle Scouts Award applicants and the Town of Needham Forestry Department to complete maintenance of several Ridge Hill Reservation trails. Additionally, the Conservation Commission created and voted unanimously to implement an Ecological Management Plan for Ridge Hill Reservation. The plan's goal for ecological management is to preserve, restore, or enhance the ecological integrity and natural diversity of the Ridge Hill Reservation in a way that protects the values of this important conservation land and that is consistent with the reasons that the Town acquired and protected the land. This plan contains recommended management of Ridge Hill that will protect its habitats and biodiversity.	
FY 2015 GOALS Primary goals for FY 2015 include assisting in the implementation of the Comprehensive Master Trails Plan in cooperation with the Trails Advisory Group. Projects to be addressed are as follows: (1) Coordinate permitting and construction of the Ridge Hill Trail Loop – This project would create a large turn-around for the northernmost extension of the Esker Trail; (2) Coordinate the Design of the Needham Reservoir All-Persons Trail – This project would create a handicap accessible trail (with boardwalks) around the Needham Reservoir; and (3) Coordinate the design of the Eastman Conservation Area Trail Connection Project – This project would allow the trail system in the Eastman Conservation land behind the Newman School and which is utilized as	

Department Information DSR1	
Department	Community Development
part of the curriculum of the Needham Public Schools and its Science Center to be connected to the trails at the Carol/Brewster property. Additional goals for FY 2015 include updating of the Town's Open Space and Recreation Plan and assisting the Stormwater Committee in assuring compliance with the Town's NPDES permit. <u>ZONING BOARD OF APPEALS</u> OPERATIONAL CONSIDERATIONS The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws. The office provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; provides professional staffing to Board members, and maintains and manages all department communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations. To provide information about the Town's policies procedures and requirements for comprehensive permits under Massachusetts General Laws, Chapter 40B the Board of Appeals completed an update of its Chapter 40B comprehensive permit regulations including both procedural and substantive requirements. The updated regulations include (a) minimum submittal requirements, (b) filing and/or administrative fees, (c) review fees, utilizing M.G.L., Chapter 53G, (d) notice, hearing, and review procedures, (e) standards for approval, approval with conditions and denial of an application and (f) provisions relating to modification of projects.	
Performance Factors	
Conservation In FY2013, the Conservation Commission met formally a total of twenty-two (22) times and held a total of fifty-five (55) public hearings – nearly 40 percent fewer hearings than FY 2012 (refer to Table 1). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out a permit. The Commission handled one hundred and twenty-two (122) of these applications and requests during this fiscal year (refer to Table 2). Finally, for that small percentage of projects that occur within the Commission's jurisdiction obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2013, fifteen (15) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas. During FY 2013 the Conservation Commission collected a total of \$8,250.00 in fees and \$6,900 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2011 and FY 2012 is likely due to the fee increase from the Regulation changes approved in September of 2011.	

**Department Information
DSR1**

Department | Community Development |

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

Fiscal Year	Number of Public Hearings	Wetlands Protection Bylaw Fees Collected	Enforcement Order Fines Collected
FY 2011	79	\$3,249	\$2,400
FY 2012	96	\$12,962*	\$1,300
FY 2013	55	\$8,250	\$6,900
*Needham Wetlands Protection Bylaw Regulations Application fees increased in September 2011 which contributed to the increase in application fees collected.			

The following Table 2 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Recent regulatory changes have occurred that impact the Divisions administrative operations and includes Section 173 of Chapter 240 of the Acts of 2010, also known as the MA Permit Extension Act (November 2010 updated August 8, 2012), that automatically extends permits and determinations under both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw for a period of four additional years beyond the original expiration date. It appears that there has been a minor decrease in application filings from FY 2012 to FY 2013 in the form of Notice of Intents and Requests for Determination of Applicability, but there has been a significant shift in Minor Modification requests for existing permits in lieu of filing for new permit applications (see Table 2).

Table 2: Conservation Commission Application Filings & Requests

Type of Application Filing/Request	FY 2011	FY 2012	FY 2013
Notice of Intent	30	28	24
Request to Amend Order of Conditions	8	4	4
Request for Determination of Applicability	16	15	7
Abbreviated Notice of Resource Area Delineation	0	0	1
Extension Permit	3	2	1
Emergency Certification	2	2	1
Certificate of Compliance	20	30	27
Minor Modification Request	19	24	22
Enforcement Order	7	8	15
Trail Maintenance Notification Form	6	6	5
DPW Generic Permit Activity Notification Form	2	8	3
Exemption Letter	11	7	12
Conservation Restriction	1	0	0
Notice of Non-significance	0	1	0
TOTAL	125	135	122

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

Department Information
DSR1

Department | Community Development |

Zoning Board of Appeals

In FY2013, the Board of Appeals met formally a total of thirteen (13) times and held a total of twenty-nine public hearings and five (5) informal hearings (refer to Table 1). During FY 2013 the Board of Appeals collected a total of \$43,137.00 in fees in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected from FY2012 to FY2013 is in large part due to the filing of two new 40B affordable housing projects as follows: Greendale Village a 20-unit development at 894/906 Greendale Avenue and Needham Mews a 300-unit development at 692 Greendale Avenue.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2011	65	7	\$11,819
FY 2012	50	5	\$13,700
FY 2013	29	5	\$43,137

Within the 29 public hearings conducted in FY2012, eighteen (18) special permits, one (1) variance, one (1) appeal of a Building Inspector decision and three (3) Chapter 40B applications were presented (refer to Table 2). It should be noted that today's hearings can run for several meetings, and require more intense background checks.

Table 2: Number of Permit Application Filings in FY2011, FY2012 and FY2013

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2011	14	38	1	1	1	5	41
2012	13	32	2	1	0	1	33
2013	13	18	1	1	3	3	22
Total		78	4	3	4	9	96

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

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

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Community Development	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	133,356		133,356
Expenses	11,858		11,858
Capital			
Other			
Total Operating Request	145,214		145,214
Request Prepared By	Lee Newman, Director of Planning and Community Development		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Community Development							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	1	3	2.5	1	3	2.5	1	3	2.5		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							133,356			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1							133,356				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage										
d.											
e.											
f.											
Sub Total 2											
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)							133,356				
DSR2B											
Object				Description				Amount			
Energy (521x)											
Repairs & Maintenance Services (524x)											

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Community Development			
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	Consultants (environmental assessments, enforcements, appeals)		2,758	
Communications (534x)	Wireless Device, Postage, Legal Notices		5,300	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)			1400	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)			100	
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Misc. State, Private and University Sponsored Conferences		1,000	
Dues & Subscriptions (573X)			1,300	
Other Expenses (574 X - 579x)				
6. Total Expenses			\$11,858	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			145,214	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☐	NO ☒

Fiscal Year 2015 Proposed Budget

Department Information DSR1				
Department		Police Department		
Operational Considerations				
	Activity	FY2013	FY2012	FY2011
	Calls for Service	32,584	33,595	32,800
	Priority 1, 2, 3, Calls	9,947	9,958	9,713
	Incident Reports	1,569	1,667	1,777
	Arrests & Complaints			
	Adult	341	376	318
	Juvenile	28	29	19
	Motor Vehicle Violations	2,931	3,355	3,966
	Motor Vehicle Accidents	407	437	462
Priority 1	calls-Immediate Response	Police	Priority 2	calls-Reasonable response police
	Examples- Domestic disturbance			Examples- 911 hang-ups
	Physical altercation			Past burglary, suspect not on scene
	Accident with injuries			Commercial/Residential alarm
	Robbery/ hold-up alarm			
	Suspicious person			
			Priority 3 calls-As available	
			Examples- Simple larceny report	
			Vandalism	
FY2015 Budget Request				
The FY2015 overall budget request of \$6,056,663 is \$432,640 above FY2014 department budget.				
Salaries & Wages				
The FY2015 salary and wage amount requested is \$5,575,009. The \$399,164 increase is the result of the following:				
Contractual wage increases for uniformed bargaining unit members and employee salary step increases (\$191,076)				
Overtime expense has increased due in part to the number of special events which require adequate shift coverage to insure public safety. These events include road races, bicycle races and functions such as New Years Needham. Luminary event and soccer tournament.				

Fiscal Year 2015 Proposed Budget

Department Information DSR1	
Department	Police Department
A request to fund an additional two dispatcher positions (\$71,012). If funded, the police training line item, 911 recertification will be reduced by approximately \$35,000 for FY2015 COLA increase for school crossing guards- Increase of (\$ 3,620) Increase to parking enforcement hours- Increase of (\$ 3,401) Two more elections in FY15 - Increase of (\$11,000) Matron Duty Increase of (\$ 359) Shift Vacancies, Court, Investigations, Emergencies, Meetings (\$29,389) Vacation Shift Filling - Increase of (\$18,191) In-Service - Increase of (\$16,059) Holiday- Increase of (\$10,310) NOSL Incentive Increase of (\$ 2,885) Other Payments Increase of (\$ 1,553) 911 Recertification Increase of (\$40,309) Expenses The FY2015 expense request has increased by (\$14,504) Repair & Maintenance- There is an increase to the vehicle repairs & inspections of (\$2,800) Rental & Lease - There is a slight decrease due to the cancellation of postal box rental (-\$150) Communications- The increase is in wireless fees (\$700) Other purchased services- Increase by (\$400) Vehicle Supplies- Increase to fuel (\$7,154) Other Supplies & Equipment- Increase due to ammunition costs (\$600) Dues & Subscriptions- Due to increase in existing membership fees (\$3,000) The total expense requested for FY2015 is \$306,930 Capital Equipment Replacement The Capital Equipment Replacement request is \$18,972 more than FY2014 In FY2014 the department will replace four patrol cruisers. An additional vehicle that was part of the FY2014 budget request was funded at the 2013 May Special Town Meeting and was purchased with FY2013 funds. For FY2015, the replacement of five vehicles is anticipated in accordance with the department's vehicle replacement schedule. They are four patrol cruisers and one pick-up truck. The fleet conversion to a new model has for the most part been completed. Therefore we are able to swap specialty equipment to these new patrol vehicles, resulting in a lower cost per vehicle this fiscal year. The total capital equipment replacement request is \$174,724	

Department Information DSR1	
Department	Police Department
Grants & Donations We receive reimbursement funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Program. The grant funding to each primary 911 call center is based on the previous years 911 call center volume. During FY2013 the department received \$51,592. The Department also received federal grant funding through the Massachusetts Highway Safety Department to conduct high-visibility traffic enforcement. The enforcement mobilizations targeted drunk driving, aggressive drivers and seat belt use. In FY2013, the Department received \$3,000 through the grant. These grants are not guaranteed and are subject to Federal and State appropriation. The reimbursement is returned to the general fund and is not reflected in the Departments bottom line. Total Budget Summary The total police department budget request for FY2015 is \$6,056,663	
Performance Factors	
Since 2006, the Police Department has participated in ICMA's (International City/County Management Association) comparative performance measurement program. This benchmarking project analyzes data to evaluate the service-delivery performance of the police department as compared to other police agencies of similar size. On September 23rd of this year, the Needham Police and Needham Fire Department each received "Voice of the People Awards" at the annual ICMA conference in Boston. The awards were based on the results of Needham's 2012 Citizen Survey, conducted by the National Research Center Inc. The award is based on a service quality rating that was in the top three among all eligible jurisdictions in 2012 and the top 10 percent among more than 500 jurisdictions in national citizen surveys. In FY2013, the Police Department entered into a contract with Lexis Nexis eCrash Reporting. The benefits are three fold. It allows us to complete our crash reports electronically. It allows us to submit crash reports to the Massachusetts RMV. Lastly, it allows us to offer crash reports to insurance companies and crash operators through eCommerce. This initiative was accomplished with no cost to the Town of Needham and generates some revenue from crash report fees paid by insurance companies and crash operators who purchase reports through eCommerce. The Police Department working in conjunction with the Fire Department has been working with the Needham Schools on several school safety initiatives. These include lock-down drills, review of school crisis plans, building security and other school safety concerns. This team approach has been valuable and beneficial in enhancing school safety. With the patrol fleet changeover to a new model vehicle, the Police Department was also able to change the fuel it purchases from 89 octane to a lower cost 87 octane.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Police Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	5,503,997	71,012	5,575,009
Expenses	306,930		306,930
Capital	174,724		174,724
Other			
Total Operating Request	5,985,651	71,012	6,056,663
Request Prepared By	Police Chief		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Police Department						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	57		57	57		57	57		57	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No	X	FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							3,749,476		
b.	PRD1 Holiday							13,005		
c.	PRD1 Career Education							446,512		
d.	PRD1 Uniform							58,600		
e.	PRD1 Stipends							34,300		
f.										
g.										
Sub Total 1								4,301,893		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.	Matron Duty							1,712		
e.	Parking Enforcement							30,704		
f.										
Sub Total 2								32,416		
3. Salary and Wage Overtime (Itemized Below)										
a.	Shift Vacancies, Holiday, Court, Investigations, Emergencies, Meetings and Functions							594,202		
b.	Vacation Shift Filling							205,007		
c.	Training and Development							149,965		
d.	Elections (3)							16,500		
e.								0		
f.										
Sub Total 3								965,674		
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs NOSL							15,000		
c.	Traffic Supervisors							148,705		
b.	911 Recertification							40,309		
d.										
e.										
f.										
Sub Total 4								204,014		
5. Total Salary and Wages (1+2+3+4)								5,503,997		
DSR2B										
Object				Description				Amount		
Energy (521x)										

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Police Department	
Object	Description	Amount
Repairs & Maintenance Services (524x – 525x)	Photocopier Maint (1,000), Radar,Lidar other devices (5000), Communication system (18,200), CJIS &crossmatch (2900), Bicycle parts/ services (500), vehicle repairs & Inspections (8,300)	35,900
Rental & Leases (527X)	Range Rental (2,750), Motor Cycle (4,495),Postage meter (800), TTY (75) Coolers (800), identi kit (450)	9,370
Other Property Related Services (529x)	Animal control services (2,100) Crematory (400)	2,500
Professional & Technical Services (530x – 531x)	Employee training,Testing Services, Consultant & Technical Services	13,000
Communications (534x)	General Postage (2,000), 911 and other landlines (6,500) Wireless (13,200) Printing (1,300)	23,000
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Towing (800) ACO Testing (800) Vehicle cleaning (600)	2,200
Office Supplies (542x)	Office Supplies	6,700
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Gasoline (116,400), Oil (1,800) Tires, Batteries,Accessories(14,500)	132,700
Food and Service Supplies (549x)		
Medical Supplies (550x)	Cruiser Medical & Station kits (4,000), Defib Supplies (1,600)	5,600
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Uniform Supplies New Issue (12,800) Allowance (6,000) Range Supplies (12,600) Batteries, Portable Radio (10,500) Lab Items & Evidence Supplies(1,900) Patrol, Traffic, Cell Supplies, Training Supplies (10,500) Other supplies (3,500)	57,800
Governmental Charges (569x)	EMT Licenses (3000) Court Filing Fees (160)	3,160
Travel & Mileage (571x – 572x)	Court, Training & Seminars	3,000
Dues & Subscriptions (573X)	Memberships & Dues GBPC, Metro-LEC,NESPIN, IACP, SSPI, Chiefs, Plymouth County, ICMA	12,000
Other Expenses (574 X – 579x)		
6. Total Expenses		306,930
DSR2C		
Capital Equipment Replacement (587X)	Four Marked Cruisers (148,290)	174,724

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department		Police Department		
Object	Description	Amount		
	One Pick-Up Truck (26,434)			
7. Total Operating Budget Capital		174,724		
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,985,651		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		YES	☒	NO ☐

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Police Department				
Title	Civilian Police Dispatchers	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount(B)		
1. Salary and Wage	2	71,012		71,012	
2. Expense					
3. Operating Capital					
4. Other Costs		41,718		41,718	
5. Total (1+2+3+4)		112,730		112,730	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☒	☐
2. Has this request been submitted in the last three fiscal years and not funded?				☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
6. Does the request support activities which produce revenue for the Town?				☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
8. Is there an increased exposure for the Town if the request is not approved?				☐	☒
9. Is specialized training or licensing required (beyond the initial purchase)?				☒	☐
10. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
Currently the Police Department employs three full time dispatchers who work days and evenings in the dispatch center. The midnight shifts are currently manned by sworn officers. Due to recent additional training mandates by the State 911 Board, the Police Department proposes to shift the police 911 call taking task to a civilian role on the midnight shifts. The addition of these positions will substantially reduce the 911 recertification training costs the Department must now provide to all officers, budgeted for FY15 at 40,309. The anticipated first year 911 recertification savings would be approximately \$35,000. The amount that would be added to the Police Department budget should the request be funded is \$71,012. The \$41,718 figure is the estimated benefits costs for the two positions, and those costs would be budgeted in Townwide expenses.					

Department Information DSR1	
Department	FIRE
Operational Considerations	
The Fire Department has three main sources of revenue for the Town: the ambulance(s), fire inspection permits and fire alarm permits. In FY13 we collected \$506,014 in revenue from the ambulance, \$69,415 in revenue from fire permits/inspections and \$60,910 in revenue from fire alarm permits/inspections. In FY13 we, once again, received a Student Awareness of Fire Education grant in the amount of \$5,225. This money provides us the opportunity to have firefighters go into the classroom and teach children about fire safety. Since we believe that fire safety education should begin at a young age, we concentrate our efforts on Grades Pre-K through Grade 3. We are currently awaiting word on our FY14 SAFE grant application.	
Salaries	
The salary line items include cost of living increases as per contractual agreements for Local 1706, Units A, B and C members. Non-represented employee salaries also include a cost of living increase. ITWA employee salaries do not include a cost of living increase.	
Services/Supplies	
The following highlights significant changes (+/-100) to our services/supplies portion of our budget.	
Repair and Maintenance	
- FF equipment maintenance contracts ~ 8,821 up from 7,385 (+1,436) - Vehicle inspections ~ 5,940 up from 4,640 (+1,300) (950 increase for Non-Destructive Aerial Ladder and Platform Fire Truck Test mandated by NFPA Standard 1911. These vehicles must be tested every 5 years.) - Outside vehicle repairs ~ 18,550 down from 21,630 (-3,080) - Defibrillation maintenance contract ~ 4,981 up from 4,768 (+213)	
Rental and Leases	
Ambupro Software License/User Fee ~ 4,855 up from 4,750 (+105)	
Prof/Tech	
- FF Certification for Fire Academy classes ~ removed from budget (-180) - EMT/Paramedic Refresher Course with ACLS ~ 9,550 up from 7,600 (+1,950) (Massachusetts has recently adopted National EMS Standards which is a quality improvement initiative to ensure that all EMT's/Paramedics have the same training across the US.)	
Communications	
Wireless communications ~ 4,950 down from 5,100 (-150)	
Office Supplies	
General office supplies ~ 2,900 down from 3,150 (-250)	
Building Equipment/Supplies	
Digitize Upgrade ~ The Digitize alarm receiver monitors our municipal fire alarm system and provides us a paper record of all alarms received and transmitted. The manufacturer	

Department Information DSR1	
Department	FIRE
is no longer supporting the current software. This Digitize upgrade will provide us with new hardware, software and a new printer. (+7,500) Vehicular Supplies - Fuel (based on FY13 consumption) ~ 43,078 down from 43,230 (-152) (Fuel consumption for FY10: Diesel~7,680 gal/Unleaded~3,017 gal: FY11: Diesel~6,973 gal/Unleaded~3,490 gal: FY12: Diesel~6,651 gal/Unleaded~2,933 gal: FY13: Diesel~7,021 gal/Unleaded~3,104 gal) Other Supplies/Equipment - FF Supplies ~ 33,618 up from 32,501 (+1,117) - All uniforms ~ 24,570 down from 33,399 (-8,829) - NFPA Codes On-line ~ 1,166 up from 885 (+281) - Fire Alarm Supplies ~ 7,103 up from 3,055 (+4,048) (This increase includes the purchase of a portable radio for E-4 (1,460) and batteries for portable radios (2,588)) Governmental Charges - EMT/Paramedic State Recertification ~ 5,400 down from 5,550 (-150) - EMT/Paramedic National Registry Fee ~ 1,260 (new EMS regulations) (+1,260) Dues and Memberships - Norfolk County Fire Chiefs annual dues ~ 400 up from 250 (+150) Capital Equipment Replacement - New FF/Officer Hitch Gear (Structural Firefighting Protective Apparel) ~ In an effort to be pro-active, we have projected potential retirements for FY15. This projection is based on individuals' eligibility to retire. Any retirements would require promotions and hiring Firefighters who will require new hitch gear. (+20,012) - Comparator – The comparator is a communication device that monitors multiple remote radio receivers on a radio channel and selects the best signal. The incoming signal with the lowest noise is selected; usually from the receiver site closest to the transmitting portable or mobile radio. Our comparator is more than 25 years old and due to its age, it is not covered by a maintenance contract. In addition, replacement parts are extremely difficult to find, if available at all. (+12,819)	
Performance Factors	
In the FY14 Operating Budget, we referenced our goal of being able to operate both of our ambulances at the Advanced Life Support (ALS) level. Our objective of satisfying all of the requirements from the Massachusetts Office of Emergency Medical Services (OEMS) has been met. This now allows us the opportunity to provide this advanced level of pre-hospital care utilizing both ambulances simultaneously. As we proceed, we will be tracking the results of this achievement. Another current initiative of our Emergency Medical Service is to transition all EMT's and Paramedics to National Standards for education, recertification and licensing. This will improve continuing education programs and ensure that all EMT's and Paramedics are providing standardized patient intervention and pre-hospital care with nationally recognized practices. We intend to have all of our personnel transitioned prior to the mandated deadline of March 16, 2016.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		FIRE	
The Fire Department has been partnering with the Police Department on school safety issues for well over 18 months and will continue to do so in the future. This team approach has covered a wide variety of activities including fire drills, lock-down drills, assisting school administrators with action plans, and having a strong presence in the schools without causing any anxiety for the students. One of the more valuable aspects of this process has been the enhanced relationship between the public safety command staff and the school leadership team. We have been working with all of the principals and administrators within the public and private schools to ensure that any, and all, safety concerns and/or emergency incidents are professionally managed.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	6,866,720		6,866,720
Expenses	268,907		268,907
Capital	32,831		32,831
Other			
Total Operating Request	7,168,458		7,168,458
Request Prepared By	Fire Chief, Deputy Chief of Operations, Director of Administrative Services and Fire Alarm Superintendent		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				FIRE							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	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)		
	72	0	72	72	0	72	72	0	72		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							5,106,734			
b.	PRD1 Holiday							347,361			
c.	PRD1 Career Education							258,930			
d.	PRD1 Uniform							520			
e.	PRD1 Stipends							31,933			
f.	PRD1 Compensated Adjustment Option							20,002			
g.											
Sub Total 1								5,765,480			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage (Admin Assist, Temp, Part-Time, 23.46/hr X 60 hrs)							1,408			
d.											
e.											
f.											
Sub Total 2								1,408			
3. Salary and Wage Overtime (Itemized Below)											
a.	Fire Overtime, Units A & C In order to cover all Vacations and Personal Days in Units A & C (Deputies, Captains, Lieutenants and Firefighters), we will need approximately 672,561. In addition, based on experience from previous years, we will need approximately 125,000 - 135,000 to cover NOSL, Mutual Aid, callbacks, holdovers, storm coverage, EMS meetings, mechanics callbacks, etc. The estimated amount needed for Units A and C overtime is 807,561.							807,561			
b.	Fire Alarm Overtime (contractual)							10,000			
c.	Fire Civilian Dispatch Overtime							45,586			
d.											
e.											
f.											
Sub Total 3								863,147			
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development							221,658			
b.	Tuition Reimbursement										
d.	Working Out of Grade							10,290			
e.	Assistant Director, Emergency Management							1,506			
f.	Fire Civilian Dispatch Holiday Worked							3,231			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
Sub Total 4		236,685
5. Total Salary and Wages (1+2+3+4)		6,866,720
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Copier maintenance contract (920) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow and hydrostatic testing, air compressor maintenance contract, annual calibration of CO monitors, recharging fire extinguishers, and small equipment repair (8,821) Vehicle inspections (5,940) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake body, pump/aerial and electrical repairs, as well as scheduled maintenance (18,550) Radio maintenance contract (3,330) Radio repairs (2,200) Defibrillator maintenance contract (4,981)	44,742
Rental & Leases (527X)	Acetylene tank rental (156) Medical oxygen tank rental (84)	240
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Regional Shared Resource (1,000) New Hire Psychological/PAT and Academy Trust Fund (1,160) Monthly MetroFire, Fire Chiefs' Assoc. of MA, Norfolk County and Fire Prevention monthly meetings (1,310) MMA Annual Conference, International Association of Fire Chiefs' Annual Conference, Annual Fire Prevention Association Conference, Fire Alarm Conferences/Seminars and Fire Chiefs' Association of MA Professional Development Seminar (1,515) Ambupro Software License/User Fee (4,855) Medical Oxygen (1,216) EMT/Paramedic Refresher Course/ACLS (9,550) Police details (336)	34,134

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	FIRE	
Object	Description	Amount
	Instructors fees (4,500) Powerphone EMD Recertification (650) Swiftreach Emergency Notification Software User License (8,042)	
Communications (534x)	All wireless communications (4,950) All phone/repeater lines (3,566) Postage (285) Printing/Mailing (125)	8,926
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	Office supplies including but not limited to: pens, paper, stationery, envelopes, notebooks, file folders, tape, etc. (2,900)	2,900
Building & Equipment Supplies (543x)	Digitizer Upgrade (7,500)	7,500
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, other plantings (385)	385
Vehicular Supplies (548x)	Fuel – regular, diesel and additives (43,078) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, and general supplies (17,235)	60,313
Food and Service Supplies (549x)	Meeting Refreshments (200)	200
Medical Supplies (550x)	General medical supplies including, but not limited to: cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, gloves, saline, sharps, syringes, EPI-pens, sanitizers, electrodes, defib pads, EZIO needles and bandages, etc (25,500)	25,500
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, gates, tools, SCBA accessories, batteries, etc.) (33,618) All uniforms including, but not limited to: pants, shirts, sweatshirts, hats, gloves, badges, dress uniforms and boots (24,570) NFPA Codes on-line (1,166) Fire Prevention supplies (300) Educational supplies (1,375) Fire alarm supplies (7,103) Emg Mgt supplies (200)	68,332
Governmental Charges (569x)	Ambulance license (1,000) Food and Drug license (300)	7,960

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	FIRE			
Object	Description	Amount		
	EMT/Paramedic State Recertification (5,400)			
	EMT/Paramedic National Registry Fee (1,260)			
Travel & Mileage (571x – 572x)	Mileage, hotels, parking and tolls for all meetings/conferences (3,365)	3,365		
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400) Norfolk County Fire Chiefs (400) IAFC (210) NFPA (165) Fire Prevention Association (80) MetroFire (2,500) Haz-Mat Team member (75) IMSA (80)	3,910		
Other Expenses (574 X – 579x)				
6. Total Expenses		268,907		
DSR2C				
Capital Equipment Replacement (587X)	Promotion/New FF Hitch Gear (20,012) Comparator (12,819)	32,831		
7. Total Operating Budget Capital		32,831		
8. Total Base Request (Line 5 + Line 6 + Line 7)		7,168,458		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒

Department Information DSR1	
Department	Building
Operational Considerations	
The Building Department oversees several functions of public safety, and the enforcement of their applicable codes. Massachusetts State Building Code: The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations. National Electric Code: The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity. Commonwealth of Massachusetts Fuel Gas and Plumbing Code: This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems. The Building Department also reviews all building, electrical, plumbing, gas, and sign applications. Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or code. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc. The Building Department is funded by its fiscal operational budget. The FY11 operational budget was \$461,601.00 The FY12 operational budget was \$467,911.00 The FY13 operational budget was \$489,559.00 The FY14 operational budget is \$559,654.00 Monies generated by the Building Department are by means of permit fees, and misc. fees. Total fees collected in FY11 amounted to \$1,206,173.- increased by approx. 37% Total fees collected in FY12 amounted to \$1,693,088.- increased by approx. 40.5% Total fees collected in FY13 amounted to \$1,598,953.- decrease by approx. 6% Fees collected thru 10/31/13 FY14 amount to \$1,096,137. – increase by approx. 91.5% The Building Department enforces state and national public safety codes and Town By-Laws. The Building Department actively investigates complaints filed with the office regarding building safety, zoning enforcement and general nuisance complaints. The Building Department also fields many calls to resolve other Town of Needham Departments' issues. Department staff works with town departments involved with planning future developments in town.	

Department Information DSR1	
Department	Building
<u>New positions</u> The Building Department received additional funding this year for a staff increase of one part time Building Official and one full time Department Assistant. This will greatly benefit the Department in the expected increase of demand on the Department. The first three months of this fiscal year has already shown a 9% increase in building permit application review. The recent issuance of a building permit for a 290,000 square foot office building and a 346,524 square foot parking garage projects a continuous flow inspections and associated permits. In addition, this same site is also slated for several additional structures, of equivalent size, to be constructed either simultaneously or soon after. The Building Department continues enhancing information on the town web page and handouts designed to assist its customers. For example: MGL Chapter 112 Section 237 instituted a new law effective February 19, 2011, that the installation of any sheet metal work was to be permitted and performed by a sheet metal worker, licensed by the Massachusetts Board of Examiners of Sheet Metal Workers. This work is to be inspected by the Inspector of Building, Building Commissioner, or Local Building Inspector. To create as smooth of a transition as possible for trades- persons and property owners, the Building Department announced this new law coming into effect by means of hand outs and the Town web page. A sheet metal permit application and fee schedule was developed and also made available on the web page. This involved a comparative study of surrounding towns. The Town of Needham continues to attract building, development, and new business. Prospective buyers appreciate that construction projects in our community, with regard to safety and zoning, receive full attention and that the Building Department is maintaining high standards. Property purchase in Needham continues to be on the rise. <u>New Construction:</u> FY11-Residential Dwelling Units- 77 FY11-Non-residential Buildings - 3 FY12-Residential Dwelling Units- 95 FY12-Non-residential Buildings - 5 FY13-Residential Dwelling Units- 84 FY13-Non-residential Buildings - 6 FY14-Residential Dwelling Units issued thru 10-31-13- 38 plus 4 waiting for pick-up. FY14 Non-res Buildings issued thru 10-31-13- 3. Last fiscal year Needham property owners reported they spent \$170,786,960.00 to construct or remodel 1,429,045 square feet to buildings and structures. This amounted to a <u>monthly</u> average of \$14,232,247.00 and 119,087 square feet. Budget submission for level service is \$582,350.00 <u>Salary & Wages</u> FY15 Budget submission-\$551,310.00 <u>Services, Supplies & Other Expenses</u> FY15 Budget submission-\$31,040.00	

Department Information DSR1	
Department	Building
Performance Factors	
The Building Department maintains extensive document information on all town properties. Because of the availability of these well maintained, historical and current records, our department property files are constantly being requested for access & review by the public and other town departments. The Building Department has provided and continues to offer a high level of customer service through several avenues. <u>1.)Information: Written & Verbal</u> <u>Written:</u> <u>On-line 'Easy Permit' Process:</u> Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights. Permit applications-Building, Electric, Plumbing, Gas, Sheet metal, Sign Fee schedules-Building, Electric, Plumbing, Gas, Sheet metal, Sign Controlled Construction documents, Homeowner exemption document, Home Improvement Contractor, & Workers' Comp. <u>In-Office-All permit applications-Fee schedules-State Construction Control documents - Residential zoning information, Misc. construction guidelines</u> In addition, approximately 30-40 informational pamphlets have been generated by the Inspectors as an educational tool or guided process for tradespersons and property owners. New postings on the web page, and counter displays, as soon as any code changes or amendments are announced by the State. <u>Verbal:</u> Telephone assistance answering questions as to building, electric, plumbing & gas codes, as well as zoning and sign by-laws. Telephone assistance and guidance as to permit process and special permit process. Telephone assistance providing property information; property history; ownership; contractor information; etc. Counter assistance answering questions as to permit process, property information, zoning information, contractor information, etc. Inspectors make themselves available before and during normal business hours to meet with contractors and property owners for questions and informal plan reviews. <u>2.)Permit Review:</u> The Building Department reviews all building, electric, plumbing, gas, sheet metal, and sign applications.	

Department Information DSR1	
Department	Building
Number of total permits issued: FY11-3,896 FY12-4,797-increase of 23% FY13-5,080-increase of 6% FY14-1,780- 4 months only 3.)Inspections: Adjustments in inspection scheduling to ensure on time arrival of inspectors. Adjustments in inspections required to expedite construction progress. (e.g. House demolition and new house excavation may be combined into one inspection if building permit for new house has been issued). Developing an inspection process; resulting in eliminating unnecessary delays of project. Daily inspection schedules for building, plumbing, gas, electric, sheet metal, and annual state inspections times are posted on the Building Department website by 5:00pm the night before, so that tradespersons and property owners are better able to plan their day and be prepared for the scheduled inspection. This process has received an exceptional, positive response from tradespersons & property owners. Number of requested inspections performed: <u>Building Inspector</u> FY11-3,151* FY12-3,728* inspections-increase of 18.3% FY13-3,240** decrease-see below * Change in Massachusetts Sheet Metal Code: Residential bath vents & cook stove venting no longer require separate permitting by Licensed sheet metal worker. Although inspection of work is still performed by Building Official, it is no longer inspected under a separate permit thus removing the requirement to be called in by a sheet metal tradesperson, but inspected by a building Official when construction contractor calls for a framing & final inspection. <u>Plumbing Inspector</u> FY11-2,776* inspections FY12-2,969* inspections-increase of 7% FY13-3,552* inspections-increase of 20% <u>Wiring Inspector</u> FY11-3,078* inspections FY12-3,293* inspections-increase of 7% FY13-3,094* inspections-decrease of 6% * These numbers do not reflect emergency calls from Police & Fire Depts.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Building	
4.)Complaints The Building Department fields numerous calls and written complaints from Needham residents expressing their concerns regarding neighborhood construction, zoning conformance, nuisances, noise, parking, water run off, trash, unsightly properties, abandoned properties, unsafe properties, working with out permits, illegal use of property, broken elevators, general maintenance. The Building Department also receives many written complaints regarding all of the same issues. The Building Department responds to all complaints by means of letters, phone calls, site visits, or, if applies, directing to the attention of another more appropriate town department.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	\$551,310		\$551,310
Expenses	\$31,040		\$31,040
Capital			
Other			
Total Operating Request	\$582,350		\$582,350
Request Prepared By	Building Commissioner		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Building							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	7		7	7	1	8	8	1	8.6		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	☐	No	☒	FTE
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									\$520,221	
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1										\$520,221	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage									\$20,842	
d.											
e.											
f.											
Sub Total 2										\$20,842	
3. Salary and Wage Overtime (Itemized Below)											
a.										\$10,247	
b.											
c.											
d.											
e.											
f.											
Sub Total 3										\$10,247	
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)										\$551,310	
DSR2B											
Object				Description				Amount			
Energy (521x)											

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Building			
Object	Description	Amount		
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)			\$5,231	
Communications (534x)			\$5,069	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)			\$100	
Office Supplies (542x)			\$4,149	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)			\$1,500	
Governmental Charges (569x)			\$12,000	
Travel & Mileage (571x – 572x)			\$2,111	
Dues & Subscriptions (573X)			\$880	
Other Expenses (574 X – 579x)				
6. Total Expenses			\$31,040	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			\$582,350	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	

**Department Information
DSR1**

Department	Department of Public Works
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Operational Considerations

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

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

Difference in FY 15 Budget Submission

Salaries & Wages increased by \$44,353, 1.38%
 Expenses & Services increased by \$61,947, 4.40%
 Operating Capital decreased by \$1,466, -18.92%
 Total Budget Submission increased by \$104,834, 2.27%

Salaries

There is no finalized union contract for FY 15, so step increases and staff changes are the only increase for Wages & Salaries for union employees. The cost of living adjustment for the 18 non-represented employees is 2.5%. The overall increase in the Wages & Salaries and the Other Salary Items line is 1.55% over the prior years approved budget.

The Temporary Salaries line item has been kept flat from the prior year's allocation, with the exception of the Administrative Division. The Administrative Division has reduced this submission for temporary assistance, due to the additional Department Assistant, that was hired in FY 13, resulting in a savings of -3.83%.

The Overtime line item is being kept level with the exception of the Administrative Division, which is being reduced by 22.3%. Additionally, there are some fluctuations in hourly rates as a result of step increases. This has resulted in an overall nominal change of -0.07%.

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Electricity	181,607	\$0.21	\$38,138	\$133
Electricity - New Salt Shed	15,500*	\$0.21	\$3,255	\$3,255
Natural Gas	5,961	\$1.17	\$6,974	\$12

*engineer's estimate

Increased Professional Development

Increases have been made in Training, Seminars, and Travel that are reflective of a concentrated effort of the Division to educate its staff about the services that they provide and industry standards and requirements. This should result in increased innovation, higher compliance rates, and improved operations.

Fiscal Year 2015 Proposed Budget

Department Information DSR1

Department

Department of Public Works

Commonwealth Connect

An increase in the Communications line for cell phones is for the on-site usage of the new Commonwealth Connect application that the DPW is utilizing for a work order system. This system provides direct communication between customers and employees, and on-site access will improve responsiveness and accuracy.

Vehicular Supplies

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	26,360	\$4.42	\$116,511	\$13,741
Gasoline	11,452	\$3.88	\$44,344	-\$4,406

Garage

In the FY 2014 budget \$22,180 was eliminated due to fiscal pressures, and not as a result of operational considerations. These expenses were eliminated from Vehicular Supplies. The Division has been utilizing more outside services for complicated repairs making it necessary to restore \$10,000 to the Repairs & Maintenance line item for vehicle repairs, and the remaining amount is being restored to the Vehicular Supplies line item.

Parks & Forestry

Prior to FY 2014, the Parks & Forestry Division utilized \$46,000 from the Field Maintenance Revolving Fund. In FY 2014 the fee and allocation of the Field Maintenance Revolving Fund was increased and \$46,000 of expenses that had previously been paid for by the general fund was transferred to the Field Maintenance Revolving fund. This method of financing field maintenance services (\$92,000) with funds from the beneficiaries of those services is being continued in the FY 15 budget.

Operating Capital

The operating capital this year is for two pieces of equipment for the Parks & Forestry Division. These are both small pieces of equipment used for maintaining smaller areas. The Lawn Aerator is for aerating and the Seed Slicer is for over-seeding. Both pieces of equipment are for use on smaller parks and pocket parks such as: Thorpe Park, Town Commons, and Town Heights.

DSR4s – Wetting Agent Program

This is for a biannual application of a wetting agent to the Town's sand fields that will help maintain these fields at an appropriate level for community use, all while complying with the MassDEP water restriction.

Chart of Specific Changes to Services & Expenses

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$133		Based on 3 year average	\$3,400
	Electricity Salt Shed	\$3,255		New Salt Shed	
	Natural Gas	\$12		Based on 3 year average	

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change
Repairs & Maintenance	Admin: Copies & Printer Repairs	\$2,190		Increase from 1 to 3 copies/printers to maintain	\$15,126
	Garage: Vehicle Repairs	\$10,000		Restoring funding to FY 13 levels	
	P & F: Equipment Repairs	\$2,000		Repair to new Turf Groomer	
	Highway: Roadway Markings	\$831		Increase based on market, no contract	
	Highway: Specialty Signs	\$105		Increase based on market, no contract	
Other Property Related Services	P & F: Mowing	\$1,480		Increase based on new contract FY 13; slight increase in acreage	\$7,715
	Fertilizer	\$12,484	(\$12,484)	Transfer from Grnds. Keep. Spls. & Other Purch. of Srvc.; new contract FY 14	
	Top Dressing	\$3,965		Increase based on new contract FY 14	
	Highway: Road Surface Treatment	\$2,270		Increase based on new contract FY 14	
Professional & Technical Services	Admin: Training, Seminars & Conferences	\$3,725		Increased training, seminar, & conference opportunities	\$4,075
	Garage: Training, Seminars & Conferences	(\$200)		Based on prior year spending	
	Garage: RTA Software Maintenance	\$1,450	(\$900)	License to track fuel usage & vehicle maintenance	

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change
Comm.	Admin: Comm.	(\$1,435)		Decreased postage & printing due to email/tech.	\$1,815
	Engineering: Comm.	\$2,160		3 new data plans for NR employees	
	Garage: Comm.	\$720		1 new data plans for NR employees	
	Garage: Comm.	(\$350)		Decreased postage & printing due to email/tech.	
	P & F: Comm.	\$720		1 new data plans for NR employees	
Other Purchase of Services	Garage: Prof. & Technical	(\$900)	\$900	RTA Maintenance Software License - to Prof & Tech.	\$0
	P & F: Plant Protectant Application	(\$3,125)	\$3,125	Now included with Fertilizer Application	
Grounds Keeping Supplies	P & F: Plant Protectant	(\$9,359)	\$9,359	Now included with Fertilizer Application	\$7,550
	P & F: Rubber Crumb Top Dressing	\$4,500		Remedy infill levels on artificial turf	
	P & F: Mulch	\$900		Based on prior year spending	
	P & F: Infield Mix	\$1,650		Based on prior year spending	
	P & F: Irrigation Supplies	\$500		Based on prior year spending	
Vehicular Supplies	Diesel	\$13,741		Based on 3 year average	\$21,515
	Gasoline	(\$4,406)		Based on 3 year average	
	Garage: Vehicle Repair Parts	\$12,180		Restoring funding to FY 13 levels	
Public Works Supplies	Highway: Traffic Signals	\$441		Increase based on market, no contract	\$601
	Highway: Traffic Markings Painting	\$160		Increase based on market, no contract	

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change
Travel & Mileage	P & F	\$150		Based on prior year spending	\$150
Grant Funding: The Highway Division can receive funding from Federal, State and Local funding programs. There are 4 main sources of funding for road maintenance & improvement. These are Federal/ State Transportation funds, the State Chapter-90 program, the Town Capital Improvement Program (CIP) and the Highway Operating Budget. The State has several types of funding opportunities including grants, capital projects and Chapter 90 funding. Chapter 90 funding is a State program that distributes funds annually to cities and towns in the Commonwealth. Needham has received \$556,921 in FY2006, \$556,035 in FY2007, \$694,876 in FY2008, \$695,922 in FY2009, \$695,374 in FY2010, \$713,988 in FY2011, \$905,446 in FY 2012, and \$901,756 in FY 2013. The Parks & Forestry Division received a reimbursement grant from the Massachusetts Department of Conservation and Recreation (\$30,000) in FY 13 that was extended into FY 14 for a street tree inventory. This grant allows the Town to conduct a street tree inventory that will identify and locate public shade trees within the public right of way. This study will be invaluable in identifying public street trees that are in need of maintenance and will allow for the quick determination of which trees belong to the Town and which trees belong to citizens.					
Performance Factors					
Engineering					
		FY 12	FY 13		
Street/Sidewalk Occupancy and Excavation Permits		613	450		
Project Reviews for Planning Board Completed		34	33		
Project Reviews for ZBA Completed		2	5		
Project Reviews for Building Department Completed		802	658		
Administration The Department of Public Works began using the Commonwealth Connect application in June of 2013. This cell phone application/webpage widget is a tool that allows residents to report the problems that they see around Town to the appropriate department and shows the real time activity the Town takes on resolving that item. This is a work order tracking system that the Department will be working with to engage with more actively during FY 2014. This system will be used more in future years to track the Department's progress					

**Department Information
DSR1**

Department | Department of Public Works |

Commonwealth Connect- Pilot

Between Jun 01, 2013 and Jun 30, 2013

25 issues were opened

24 issues were acknowledged

8 issues were closed

The average time to acknowledge was 1.0 days.

The average time to close was 4.7 days.

Service Request	Opened	Acknowledged	Closed	Days to Acknowledge	Days to Close
Street Lights	6	5	1	0.0	1.1
Other	5	5	1	2.2	3.1
Potholes	4	4	3	0.0	3.3
Tree Issues	3	3	0	1.0	
Catch Basins	2	2	1	0.0	3.9
Traffic Signals	2	2	1	0.0	5.1
Public Litter	1	1	1	9.9	14.2
Manhole Covers	1	1	0	0.0	
Signs	1	1	0	0.0	

Parks & Forestry

Mowing & Trimming Fields (Number of Cuts)			
	FY 2011	FY 2012	FY 2013
Marquis Fields - 25 Acres cut & trim before major events, and twice per week	50%	75%	100%

Next year, conduct a customer survey to determine the success of maintaining Marquis Fields.

Tree's Planted	
FY 2011	139
FY 2012	103
FY 2013	117

Goal: Plant 100 trees per year.

Method: Plant 2 trees for every one tree removed

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department Department of Public Works

Garage

	Gasoline Fuel Usage in Gallons			Diesel Fuel Usage in Gallons		
	FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
Department						
Assessors	185	158	154			
Board of Health	55	12	14			
Building	1,514	1,487	1,280			
Council on Aging	1,382	1,346	1,793			
Fire	1,875	2,402	2,526	6,973	6,651	7,021
Needham Housing Authority	4,541	3,501	4,353	21	5	21
Public Facilities - Ops	7,915	7,342	7,440		9	17
School Department		5,638	5,961	5,551	5,615	5,022
DPW						
Administration	504	323	527			
Drains				2,289	2,776	1,583
Engineering	913	908	756			
Garage	1,318	896	1,181	233	85	130
Highway	1,589	1,347	1,944	18,491	9,315	14,873
Parks & Forestry	2,206	2,144	2,677	12,949	11,018	11,243
RTS	635	386	539	18,240	17,130	16,240
Sewer	1,603	1,280	1,666	12,197	2,558	4,976
Water	8,677	8,904	9,226	4,255	2,763	4,361
Total	34,912	38,074	42,037	81,199	57,925	65,487

Highway

Average Days to Fill Potholes				
	FY 10	FY 11	FY 12	FY 13
Days	2.94	2.06	2.34	2.3

Percentage of Potholes Filled Within 3 Days				
	FY 10	FY 11	FY 12	FY 13
% Filled	70%	79%	77%	71%

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Works

Total Roadway & Sidewalk Rehabilitation Program by Fiscal Year

Program	FY 10	FY 11	FY 12	FY 13	Unit
Asphalt Paving	12.30	5.98	4.51	7.48	lane miles
Asphalt Curbing	32,250	28,750	19,600	30,350	feet
Grass Plot	42,650	32,500	22,450	37,850	feet
Micro Surfacing	3.90	0.00	0.00	0.00	lane miles
Chip Seal (Double)	0.00	5.25	0.00	0.00	lane miles
Rubberized Crack Seal	4,130	5,280	8,261	9,432	gallons
Granite Curbing	5,100	2,050	4,650	5,340	feet
Asphalt Sidewalk	2.70	2.80	2.30	3.59	miles
Aprons Repairs & Adjustments	295	185	146	241	driveways
Handicap Ramps	54	35	26	31	ramps
Repair/Adjust Large Utility Castings	325	165	129	284	
Repair/Adjust Small Utility Castings	145	67	48	92	

Performance Condition Index (PCI) Rating of Roads:

	PCI (0-40)			PCI (41-70)			PCI (71-100)			Average PCI
2004	16.98	clm	13.88%	39.88	clm	32.60%	65.46	clm	53.52%	68
2006	21.53	clm	17.60%	24.68	clm	20.18%	76.09	clm	62.22%	72
2009	8.26	clm	6.75%	34.36	clm	28.09%	79.68	clm	65.15%	78
2011	8.27	clm	6.76%	34.26	clm	28.01%	79.77	clm	65.22%	77

*center lane miles (clm)

Goal 1: Average PCI rating of 80 or above

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

Will conduct PCI in FY 15

Traffic Signals Energy Consumption

	FY 2010	FY 2011	FY 2012	FY 2013
Energy Usage in KWH	130,557	114,029	151,790	137,079
Number of Intersections (not including school crossings)	26	27	27	27
% LED Fixtures	46%	53%	55%	70%

Goal: To have all Traffic Signals converted to LEDs by the end of FY 14.

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Department of Public Works	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	3,251,531		3,251,531
Expenses	1,468,921	11,500	1,480,421
Capital	6,284		6,284
Other			
Total Operating Request	4,726,736	11,500	4,738,236
Request Prepared By	Richard Merson, Director of Public Works		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Works							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	49		49	49		49	49		49		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							2,978,657			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform							11,200			
e.	PRD1 Stipends							11,100			
f.	Snow Pay							36,000			
g.											
Sub Total 1							3,036,957				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help Summer and Seasonal for Parks & Forestry, Engineering, & Admin							53,675			
c.	Temporary Department Coverage										
d.											
e.											
f.											
Sub Total 2							53,675				
3. Salary and Wage Overtime (Itemized Below)											
a.	Parks & Forestry							43,470			
b.	Highway & Traffic							78,714			
c.	Garage							14,463			
d.	Engineering							5,090			
e.	Administration							7,962			
f.											
Sub Total 3							149,699				
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs Sick							11,200			
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4							11,200				
5. Total Salary and Wages (1+2+3+4)							3,251,531				
DSR2B											
Object				Description				Amount			
Energy (521x)				Electricity (41,393) Natural Gas (6,974)				48,367			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
Repairs & Maintenance Services (524x – 525x)	- Administration - Copiers, Printers & Typewriter Repair (5,000) - Engineering - Large Document Copier & Survey Equip. Repair (930) - Garage - Equipment Repair (6,000) - Fuel Tank Maintenance (4,000) - Vehicle Repair (22,000) - Vehicle & Equip. Inspections (7,000) - Highway - Roadway Markings (34,093) - Specialty Signs (2,205) - Repair & Maint. of Traffic Signals (14,999) - Parks & Forestry - Electrical Repair (4,000) - Irrigation Repair (1,000) - Equipment Repair (7,800)	109,027
Rental & Leases (527X)	- Garage - Shop Supplies, Gas & Welding Supplies	3,000
Other Property Related Services (529x)	- Highway - Roadway Paving (243,300) - Road Surface Treatments (93,060) - Crack Seal (64,520) - Sweeping & Disposal of Street Sweepings (41,420) - Fence/Guardrail (10,500) - Sidewalk Repair/Rehabilitation (35,500) - Curbing (7,500) - Handicapped Ramps (11,100) - Parks & Forestry - Fence Repair (3,400) - Winter Moth Spray (1,100) - Power Wash Pool (1,500) - Contracted Mowing (36,480) - Fertilizer (57,418) - Field Work (24,322) - Soil Sampling (1,578) - Turf Field Grooming (0) - Sod Installation (4,000) - Xeriscape Planting (2,000) - Crane Work – Trees (8,000) - Tree Spade (2,000) - Invasive Weed Control – Carol Brewster (4,900) - Top Dressing (20,788)	674,386
Professional & Technical Services (530x – 531x)	- Administration - Training, Seminars, Conferences (5,000) - Engineering - Monumentation, Conferences, Seminars (25,450)	47,740

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
	Garage • Training, Seminars, & Conferences (700) • RTA Software Maintenance (1,550) Highway • Inspection Services (6,500) • Asphalt Cores & Analysis (3,165) Parks & Forestry • Consulting (4,000) • Training, Seminars, & Conferences (1,375)	
Communications (534x)	Cell Phones, Postage, Telephones, Printing, Legal Advertising & 2 Way Radio System • Administration (1,800) • Engineering (5,660) • Garage (1,670) • Highway (6,100) • Parks & Forestry (4,010)	19,240
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Garage • Admissions Testing & Towing Services (6,100) Police Details • Highway (5,900) • Parks & Forestry (1,500)	13,500
Office Supplies (542x)	Administration	12,100
Building & Equipment Supplies (543x)	Parks & Forestry • Light Bulbs, Paint, Hardware	350
Custodial Supplies (545x)	Hand Soap, Paper Goods, Shop Towels • Garage (500) • Highway (1,000) • Parks & Forestry (350)	1,850
Grounds Keeping Supplies (546x)	Highway • Seed & Fertilizer (1,000) Parks & Forestry • Rubber Crumb Top Dressing (4,500) • Trees & Shrubs (4,000) • Mulch (2,900) • Tools (4,250) • Loam, Sod & Soil Additives (5,000) • Marking Lime (400) • Irrigation Supplies (3,000) • Beach Sand (350) • Seed (27,092) • Infield Mix (5,000) • Quick Dry Clay (840)	58,332
Vehicular Supplies (548x)	Garage • Vehicle, Parts, Batteries, Tires (92,050) • Diesel (116,511) • Gasoline (44,344) Highway • Sweeper Brooms, Wear Parts (5,400) Parks & Forestry • Parts, Supplies, Fuel Additives (2,200)	260,505

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works	
Object	Description	Amount
Food and Service Supplies (549x)		
Medical Supplies (550x)	First Aid Kits & Supplies • Garage (2,000) • Highway (100) • Parks & Forestry (750)	2,850
Public Works Supplies (553x)	Engineering • Drafting, Engineering, Surveying Supplies (1,100) Garage • Welding Supplies (500) • Steel, Lumber (500) • Hardware Supplies (5,000) Highway • Asphalt (121,970) • Granite Curbing (4,500) • Concrete, Masonry Supplies (2,100) • Lumber, Hardware (950) • Traffic Signals (18,081) • Traffic Signal Equipment & Supplies (5,550) • Traffic Marking Paint (3,360) Parks & Forestry • Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (10,550)	174,161
Other Supplies & Equipment (558x)	Administration (1,200) Engineering • Plan Size Copy Paper, Large Toner Bar (1,100) Garage • Clothing Supplies (1,000) • Shop Supplies (1,925) • 2-Way Radio Supplies (4,000) • License Renewals (500) Highway • Tools (2,250) • Traffic Control Supplies (9,477) • Clothing Supplies (2,275) • Safety Clothing (700) • License Renewals (200) • Dead Animal Supplies (106) Parks & Forestry • Clothing, Work & Safety Gear, Supplies & Equipment (9,180)	33,913
Governmental Charges (569x)	Engineering • Registry of Deeds Fees (500) Garage • CDL Licenses (100) Highway • Hoisting & CDL Licenses (200) Parks & Forestry • Hoisting & CDL Licenses (360) • Pesticide Licenses & Certifications (900)	2,060

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works			
Object	Description	Amount		
Travel & Mileage (571x – 572x)	- Administration (2,000) - Engineering (600) - Garage (50) - Parks & Forestry (250)	2,900		
Dues & Subscriptions (573X)	Administration - APWA Membership (1,200) Engineering - Law Books, ASCE/BSCE, MALSCE, Prof. Lic. (1,000) Garage - NAFA & APWA (700) Highway - APWA, MHA, NHM Highway Assoc., Mun. Signal Assoc. (400) Parks & Forestry - NESTMA, MTWFA, MCLP, APWA, ISA, MMA (1,340)	4,640		
Other Expenses (574 X – 579x)				
6. Total Expenses		1,468,921		
DSR2C				
Capital Equipment Replacement (587X)	Lawn Aerator & Seed Slicer	6,284		
7. Total Operating Budget Capital		6,284		
8. Total Base Request (Line 5 + Line 6 + Line 7)		4,726,736		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		YES	☒	NO
Does the Department depend on any Federal or State grants to provide services?		YES	☒	NO

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4									
Department	Department of Public Works								
Title	Wetting Agent Program					Priority	1		
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
1. Salary and Wage									
2. Expense			11,500					11,500	
3. Operating Capital									
4. Other Costs									
5. Total (1+2+3+4)			11,500					11,500	
Budgetary Considerations							Yes	No	
1. Does this request address a goal of the Board of Selectmen or other Board or Committee									X
2. Has this request been submitted in the last three fiscal years and not funded?									X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?									X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
6. Does the request support activities which produce revenue for the Town?									X
7. If the request is not approved, will current Town revenues be negatively impacted?									X
8. Is there an increased exposure for the Town if the request is not approved?									X
9. Is specialized training or licensing required (beyond the initial purchase)?									X
10. Does this request address a documented health or safety issue?									X
All "YES" responses must be explained in the narrative									
Description and Explanation									
In FY 2013 the Town complied with a MassDEP mandated water restriction that limits the time of day that public fields can be watered. This policy was particularly challenging for the maintenance of the Town's Sand Fields at Memorial and DeFazio parks that are not designed to retain water. On very hot and dry days, the grass on these fields is vulnerable. Given the significant investment that the Town has put in to improving these fields, this proposal is to add a wetting agent to the existing fields that will assist in the retention of water during hot and dry days, so that the fields will not be damaged. The benefits of using wetting agents include: • Enhances water management, water efficiency and turf quality. • Prevents localized dry spot. • Accelerates wilt recovery from drought. • Reduces labor costs and turf maintenance. • Corrects hydrophobic soil conditions									

Fiscal Year 2015 Proposed Budget

Department Information DSR1																																	
Department		Municipal Parking																															
Operational Considerations																																	
The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town sells parking permits for local businesses to purchase for their employees so they may park in the permitted areas in the business centers. The Town maintains and enforces parking regulations in these lots. The municipal parking program no longer includes the commuter parking lots, which were transferred to the Massachusetts Bay Transportation Authority (MBTA) during FY2011. The budget was reduced significantly as the rental costs the Town paid to the MBTA disappeared with their assuming responsibility of the lots. However, the Town has been working towards a plan to increase general parking in the downtown business area. This includes an expansion of parking spaces in some lots, and retaining existing parking on other property for which the Town has a use license. The Town has license agreements with private property owners and with the MBTA for local parking. The Town has also moved to increase the number of spaces that may be available for use by customers and employees of the downtown businesses and offices by abandoning of the Eaton Square right of way, so that the Town and Needham Bank could move forward with a public/private partnership to increase available parking in Eaton Square. The Town acquired four parcels on Lincoln and School Streets to increase the number of parking spaces available in the downtown. Demolition of the structures is expected to begin in fall 2013. The new parking area will provide an additional 38 public parking spaces (an increase of 20%), and the new design will increase utilization of parking spaces by a total of 42%. A review of permit parking fees is on-going, with a recommendation to be made to the Board of Selectmen in late winter. Revenue associated with the business center lots over the past ten years is as follows: <table border="0"> <tr> <td>2001/2002</td> <td>\$16,860</td> <td>2006/2007</td> <td>\$32,110</td> <td>2011/2012</td> <td>\$35,075</td> </tr> <tr> <td>2002/2003</td> <td>\$17,305</td> <td>2007/2008</td> <td>\$33,072</td> <td>2012/2013</td> <td>\$39,910, plus \$2,000*</td> </tr> <tr> <td>2003/2004</td> <td>\$14,360</td> <td>2008/2009</td> <td>\$32,995</td> <td colspan="2">*revenue received from</td> </tr> <tr> <td>2004/2005</td> <td>\$25,585</td> <td>2009/2010</td> <td>\$32,560</td> <td colspan="2">short term parking permit</td> </tr> <tr> <td>2005/2006</td> <td>\$28,395</td> <td>2010/2011</td> <td>\$32,220</td> <td colspan="2">with Hospital contractors</td> </tr> </table> Increase in leases includes 2.4% increase anticipated from MBTA.				2001/2002	\$16,860	2006/2007	\$32,110	2011/2012	\$35,075	2002/2003	\$17,305	2007/2008	\$33,072	2012/2013	\$39,910, plus \$2,000*	2003/2004	\$14,360	2008/2009	\$32,995	*revenue received from		2004/2005	\$25,585	2009/2010	\$32,560	short term parking permit		2005/2006	\$28,395	2010/2011	\$32,220	with Hospital contractors	
2001/2002	\$16,860	2006/2007	\$32,110	2011/2012	\$35,075																												
2002/2003	\$17,305	2007/2008	\$33,072	2012/2013	\$39,910, plus \$2,000*																												
2003/2004	\$14,360	2008/2009	\$32,995	*revenue received from																													
2004/2005	\$25,585	2009/2010	\$32,560	short term parking permit																													
2005/2006	\$28,395	2010/2011	\$32,220	with Hospital contractors																													
Performance Factors																																	
Spending Request Recap																																	
Description	Base Request DSR2	Additional Request DSR4	Total																														
Salary and Wages	11,200	[]	11,200																														
Expenses	60,245	[]	60,245																														
Capital	[]	[]	[]																														
Other []	[]	[]	[]																														
Total Operating Request	71,445	[]	71,445																														
Request Prepared By	SCincotta, RHoyland, EOlsen																																

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Municipal Parking						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	0		0	0		0	0		0	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No		FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
Sub Total 1										
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
Sub Total 2										
3. Salary and Wage Overtime (Itemized Below)										
a.	Overtime for staff to clean, sweep lots (3x/year) & lot maintenance									4,000
b.	Weeding, mulching, pruning, planting and leaf collection at 6 parking lots									7,200
c.										
d.										
e.										
f.										
Sub Total 3										11,200
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
Sub Total 4										
5. Total Salary and Wages (1+2+3+4)										11,200
DSR2B										
Object				Description				Amount		
Energy (521x)										

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Municipal Parking			
Object	Description	Amount		
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)	Lease for Dedham Avenue lot \$12,000; lease to MBTA for Heights lot \$16,945* (*amount increases approx. 2.4% each year)		28,945	
Other Property Related Services (529x)	Crack sealing, pavement repair, curbing, concrete sidewalk \$12,000 Paint markings (every lot/every year) \$8,000 Miscellaneous \$5,000		25,000	
Professional & Technical Services (530x – 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)	Mulch, fertilizer 6 lots (80 yards) \$2000 Plantings \$500		2,500	
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Signs, patching, fence repair		3,800	
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses			60,245	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			71,445	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☐
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☐

**Department Information
DSR1**

Department	Municipal Lighting Program
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Operational Considerations

The Municipal Lighting Program maintains and operates all of the street and municipal parking lot lights in Town.

FY 15 is the final year of the existing street light contract for maintenance and repair. The maintenance unit price is now \$0.73 per month per fixture. There are approximately 2,900 fixtures that are maintained under this agreement.

The other contractual items in this agreement include new fixtures and lamps, tags and labels, and street light transfers. There are currently 70 street light transfers necessary due to utility pole replacement, and the contract that we have allows for 10 transfers per year. Each transfer costs between \$150 and \$300 depending on the materials required.

Knockdowns are an additional cost to the program, that are not included as part of the maintenance and repair contract. Knockdowns typically occur through motor vehicle accidents or weather. The Town does pursue payment for knockdowns through automotive insurance when appropriate. It is estimated that there will be seven knockdowns on an annual basis based on prior years' experience. Each knockdown is estimated to cost between seven and ten thousand dollars depending on the severity of the knockdown and the type of fixture that is being replaced.

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Electricity	881,941	\$0.18	\$158,749	\$32,749

The FY 14 budget submission for electricity was based off of the dollars spent in the prior fiscal year. It was determined that utilizing a three year average was a more precise way to budget electricity for street lighting.

Performance Factors

Energy Consumption

	kWh
FY 09	1,136,855
FY 10	903,934
FY 11	865,634
FY 12	896,506
FY 13	883,684

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Municipal Lighting Program	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	0		0
Expenses	221,153		221,153
Capital			
Other			
Total Operating Request	221,153		221,153
Request Prepared By	Richard Merson, Director of Public Works		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Municipal Lighting Program						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	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)	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
							Sub Total 1			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
							Sub Total 2			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 3			
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
							Sub Total 4			
5. Total Salary and Wages (1+2+3+4)									0	
DSR2B										
Object				Description				Amount		
Energy (521x)				Electricity				158,749		
Repairs & Maintenance Services (524x				Transfers (3,000)				62,404		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Municipal Lighting Program			
Object	Description	Amount		
- 525x)	Monthly Maintenance Fee (25,404) Knockdowns (34,000)			
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses		221,153		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		221,153		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	

Fiscal Year 2015 Proposed Budget

Department Information DSR1	
Department	Department of Public Facilities - Operations
Operational Considerations	
The Department has worked to keep down costs while providing a high level of service. The changes in this year's submission are in Salary & Wages, Energy, Repairs and Maintenance, Rentals and Leases, Other Property Related Services, Professional and Technical Services, Communications, Building Equipment and Supplies, Vehicular Supplies, and Governmental Charges. The changes to these lines are detailed below. The Salary & Wages costs have increased due to a 2.5% pay increase for that year and step increases to eligible employees. Additionally, one full time night custodian has been added with the new Sr. Center and was budgeted in FY14 for three quarters of the year. The budget for the new Sr. Center in FY15 includes a custodian for the full year. The overtime budget was comprised in the same manner as past years where programs for Sunday Coverage at Library, Snow Program, Non-Billable Coverage, Boiler Watch, and Saturday Program to Support Preventative Maintenance are based on the average salary of each employment category. The overtime line item was increase by \$11,596, which is an increase of 3.56%. The overall increase in Salary & Wages from last year is \$95,900, which is an increase of 3.14%. The energy budget was derived in the same manner as the last year by taking all of the buildings and calculating the 3 year consumption average and multiplying it by the estimated cost of that energy type for FY 2015. For Electricity the assumed average cost of energy per kWh is \$0.21. The major changes from FY 13 for electricity are the Town Hall is decreasing by 10.84% based on the average of the consumption for the building during its first year of operation and consumption during FY13, the Sr. Center Building will be consuming an additional 33,512 kWh because of being online for the full year for an increase of \$7,037, the Newman is increasing by \$10,767, which is an increase of 5.43%, based on the consumption in FY13 and adding a 5% inflation factor, and the PSAB is increasing by 23.39% base on a 3 year consumption average. The overall electricity budget is increasing by \$21,914, which is a 1.19% increase over last year. For Natural Gas the assumed average cost of energy per therm is \$1.17. The Mitchell School has been converted and is now utilizing natural gas, and the Pollard is running entirely off of natural gas. The budget for both buildings was calculated in the same way as last year, by converting the oil consumption average to natural gas for the Mitchell for a decrease of 14.58% and by converting oil data to natural gas and adding to present consumption average for the Pollard for an increase of 5%. Additionally, the estimated cost of natural gas at the Newman has decreased based on the average of the FY10 and FY11 oil usage converted to therms and the FY13 therm usage for a decrease of 27.54%. There was also a reduction of 22.9% at the Town Hall based on the average of the first year of occupancy, which was pushed out to 12 months, and FY13 usage. Additionally, the new Sr. Center Building will be pushed out to 12 months and budgeted for an increase of \$647. The overall natural gas budget is decreasing \$31,530, which is a difference of 5.77% from last year. For Fuel Oil the assumed average cost per gallon is \$3.58. There are slight decrease in all of the buildings based on the cost per gallon being used being \$.68 lower than what was utilized in the past year. The overall fuel oil budget is decreasing by \$20,088, which is an 11.79% reduction over last year. Overall the energy line item is being decreased by \$29,704 over last year's submission which is a reduction of 1.16 %. The Repairs and Maintenance line item has been increased to reflect the increase in contracted repair and maintenance service from FY 14 to FY 15. The department is utilizing outside contractors much more often in order to keep up with the maintenance demands while still proving a high level of service. The overall increase is \$28,596 in this line item and reflects the	

Fiscal Year 2015 Proposed Budget

Department Information DSR1	
Department	Department of Public Facilities - Operations
adjustments made based on an average of three prior years spending. The repair and maintenance line items for Building Repairs and Mechanical, Electrical, and Plumbing repairs were increased by 3.5%, which is the estimated overall increase in contracted work based on inflators in current agreements. The overall increase in this line item from last year is 6.55%. There is a decrease in the Rental and Leases line item due to spending trends over the last three years. The line item was decreased by \$2,000 based on an average of three prior years of spending, which is a decrease of 29.68%. There is a slight decrease in the Other Property Related Services line item based on an average of three prior years spending. This is a decrease of \$3,595. For the High School and the Pollard Middle Schools which are both cleaned by outside contractors the budget was adjusted to reflect the now known new contract values. The overall decrease in this line item from last year is .55%. The Professional & Technical Services line item has been increased to reflect the growing increase in licensed professional services over the past three years. The department is utilizing more consultants to assist in drafting bid documents for construction projects. The department is also utilizing professional services for programming of HVAC equipment. The overall increase in this line item is \$11,697, which is an increase of 19.72%. The Communications line item for the most part stayed level. However, the Eliot School was not budgeted for Landline Telephone service and therefore needs to be increased by \$2,500, which is based on 3 years average spending at that building. The overall increase in this line item from last year is \$2,500, which is an increase of 1.58%. The Building and Equipment Supplies line item was increased slightly based on an average of three prior years spending, and the Sr. Center Building being online for 12 months. The overall line item increase is \$2,000, which is an increase of .50% The Vehicular Supplies which is comprised entirely of vehicle fuel costs was increase by \$1,592. This increase is based on a \$3.88 per gallon price and past year's consumption. Overall, there is an increase of 5.61% Lastly, there was a change in the Governmental Charges line item. Boiler inspections were previously done by the Mass Department of Public Safety at no charge. There is now a fee associated with boiler inspections so the line item has been increased by \$2000. The overall change from FY 2014 to FY 2015 submission for Expenses is \$13,085 which is an increase of .29%. The overall change from FY 2014 to FY 2015 submission for the total operating budget is \$108,985, which is an increase of 1.43%	

Fiscal Year 2015 Proposed Budget

Department Information DSR1				
Department		Department of Public Facilities - Operations		
Object Code	Change from prior years approved budget	Amount offset by transfer	Object transferred to/from	Net change
Salary & Wage Regular	\$83,929	\$0		\$83,929
Salary & Wage Temporary	\$375	\$0		\$375
Salary & Wage OT	\$11,596	\$0		\$11,596
Salary & Wage Other	\$0	\$0		\$0
Energy	-\$29,704	\$0		-\$29,704
Repairs & Maintenance	\$28,596	\$0		\$28,596
Rental & Leases	-\$2,000	\$0		-\$2,000
Other PropertyRelated Services	-\$3,595	\$0		-\$3,595
Professional&TechnicalServices	\$11,697	\$0		\$11,697
Communications	\$2,500	\$0		\$2,500
Recreational &Cultural Services	\$0	\$0		\$0
Other Purchase of Services	\$0	\$0		\$0
Office Supplies	\$0	\$0		\$0
Building & Equipment Supplies	\$2,000	\$0		\$2,000
Custodial Supplies	\$0	\$0		\$0
Grounds Keeping Supplies	\$0	\$0		\$0
Vehicular Supplies	\$1,592	\$0		\$1,592
Food & Service Supplies	\$0	\$0		\$0
Medical Supplies	\$0	\$0		\$0
Public Works Supplies	\$0	\$0		\$0
Other Supplies & Equipment	\$0	\$0		\$0
Government Charges	\$0	\$0		\$0
Travel & Mileage	\$0	\$0		\$0
Dues & Subscriptions	\$0	\$0		\$0

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

Performance Factors

Completed Work Orders By Building

Building	Fiscal Year 2011		Fiscal Year 2012		Fiscal Year 2013	
	Number	Percentage	Number	Percentage	Number	Percentage
All Buildings	7	0.3%	24	0.8%	20	0.6%
Town Hall	7	0.3%	79	2.5%	160	4.8%
Ridge Hill	33	1.3%	25	0.8%	19	0.6%
Daley Building	72	2.9%	61	1.9%	57	1.7%
Public Safety Building	115	4.6%	156	4.9%	165	4.9%
Fire Station No. 2	38	1.5%	59	1.9%	54	1.6%
Broadmeadow	161	6.4%	214	6.7%	220	6.6%
Eliot	114	4.6%	119	3.7%	135	4.0%
Hillside	154	6.2%	219	6.9%	173	5.2%
Mitchell	154	6.2%	213	6.7%	260	7.8%
Newman	155	6.2%	81	2.5%	147	4.4%
High Rock	106	4.2%	168	5.3%	223	6.7%
Pollard	418	16.7%	619	19.5%	598	17.9%
NHS	404	16.2%	469	14.7%	432	12.9%
Emery Grover	96	3.8%	90	2.8%	115	3.4%
DPW	87	3.5%	123	3.9%	64	1.9%
Water & Sewer	92	3.7%	93	2.9%	74	2.2%
RTS	12	0.5%	20	0.6%	36	1.1%
PSAB	94	3.8%	109	3.4%	120	3.6%
Senior Center	16	0.6%	22	0.7%	13	0.4%
Library	126	5.0%	160	5.0%	185	5.5%
Parks & Fields	40	1.6%	58	1.8%	70	2.1%
Schools	1762	70.5%	2192	68.9%	2188	65.5%
Municipal	739	29.5%	989	31.1%	1152	34.5%
Total	2501		3181		3340	

Average Age of Work Order

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

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

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department

Department of Public Facilities - Operations

PM vs. Regular Maintenance Work Orders Complete

Type	Fiscal Year 2011		Fiscal Year 2012		Fiscal Year 2013	
	Number	Percentage	Number	Percentage	Number	Percentage
Preventative Maintenance	798	31.9%	984	30.9%	1027	30.7%
Regular Work Orders	1,703	68.1%	2197	69.1%	2313	69.3%
Total	2,501		3181		3340	

Permit of Afterschool Activities

*2010 started program in November

Buildings	Fiscal Year 2010*		Fiscal Year 2011			Fiscal Year 2012		
	# of Events	Hours	# of Events	Hours	Fees Charged	# of Events	Hours	Fees Charged
Broadmeadow	414	2,361	576	3,074	\$4,910	844	4,150	\$6,640
Eliot	350	2,286	727	5,119	\$3,060	542	3,342	\$3,135
Hillside	124	1,490	158	1,591	\$1,000	229	2,580	\$1,542
Mitchell	251	1,388	330	1,986	\$525	342	1,655	\$730
Newman	364	1,527	547	3,724	\$4,785	279	1,629	\$0
High Rock	32	181	316	1,788	\$3,115	552	2,904	\$2,403
Pollard	363	1,339	731	4,029	\$14,610	817	3,275	\$10,713
NHS	1,264	5,632	2,761	11,804	\$6,455	3,010	14,413	\$6,195
Total	3,162	16,204	6,146	33,114	\$38,460	6,615	33,946	\$31,356

Buildings	Fiscal Year 2013		
	# of Events	Hours	Fees Charged
Broadmeadow	622	2,893	\$6,210
Eliot	560	3,385	\$6,152
Hillside	291	2,319	\$1,163
Mitchell	168	1,212	\$1,046
Newman	374	2,101	\$5,526
High Rock	505	2,296	\$2,667
Pollard	726	3,009	\$13,783
NHS	2,321	8,792	\$5,960
Total	5,567	26,007	\$42,507

Fiscal Year 2015 Proposed Budget

Department Information DSR1							
Department		Department of Public Facilities - Operations					
Energy Consumption in MMBTUs							
FY 2009 – High Rock offline, PSAB not yet constructed FY 2010 – High Rock online for 11 months, PSAB online for 6 months FY 2011 – Town Hall Offline FY 2012 – Town Hall Online for 9 months, Newman housed in modular classrooms, St Mary's Pump Station oil consumption moved to Water Division FY 2013 – Newman fully online							
Year	Electricity		Natural Gas		Oil		Total
	kWh	MMBTU	therms	MMBTU	gallons	MMBTU	MMBTU
2009	7,607,407	25,296.02	226,051	22,479.40	204,005	27,928.74	75,704.16
2010	7,949,501	24,610.37	212,600	18,900.30	174,965	24,282.88	67,793.55
2011	8,128,945	27,744.09	263,497	26,349.70	194,096	27,169.66	81,263.45
2012	8,680,870	29,627.81	299,781	29,978.10	84,839	11,962.30	71,568.21
2013	8,571,948	29,256.06	374,785	37,478.50	70,369	9,922.03	76,656.58
Spending Request Recap							
Description	Base Request DSR2		Additional Request DSR4		Total		
Salary and Wages	3,145,846				3,145,846		
Expenses	4,590,873				4,590,873		
Capital							
Other							
Total Operating Request	7,736,719				7,736,719		
Request Prepared By	Charles Laffey, Director of Public Facilities Stephanie Maloney, Administrative Analyst						

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Facilities - Operations							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	51		51	52		52	52		52		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							2,726,265			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform							19,400			
e.	PRD1 Stipends							8,165			
f.											
g.											
Sub Total 1							2,753,830				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help (Summer Trades Assistants)							15,382			
c.	Temporary Department Coverage										
d.	Town Hall Building Monitors							12,960			
e.	CATH Building Monitors							3,854			
f.	PSAB Building Monitors							4,000			
Sub Total 2							36,196				
3. Salary and Wage Overtime (Itemized Below)											
a.	Sunday Coverage at Library							8,114			
b.	Snow Program							43,985			
c.	Grounds Keeping							32,791			
d.	Non-Billable Coverage and Planned Cleaning							94,803			
e.	Saturday Program to Support Preventative Maintenance & Upgrades							110,428			
f.	Boiler Inspections							47,299			
Sub Total 3							337,420				
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs (Sick Incentive Pay)							18,400			
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4							18,400				
5. Total Salary and Wages (1+2+3+4)							3,145,846				
DSR2B											
Object				Description				Amount			
Energy (521x)				Electric (1,859,494)				2,524,444			
				Natural Gas (514,623)							

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Facilities - Operations	
Object	Description	Amount
	Oil (150,327)	
Repairs & Maintenance Services (524x - 525x)	Alarm and Sprinkler Servicing (36,000) Door Repairs (36,500) Elevator Maintenance (33,500) Electrical Repairs (50,000) Extinguisher Service (14,500) Floor Repair (15,500) General Repairs (71,110) Generator Maintenance (19,500) HVAC Maintenance (68,550) Plumbing Repairs (36,750) Masonry Repairs (9,000) Roof Repairs (24,500) Telephone Maintenance (29,000) Vehicle Maintenance (16,000) Window Washing (5,000)	465,410
Rental & Leases (527X)	Rentals of Specialty Equipment	4,738
Other Property Related Services (529x)	Pollard Contract Cleaning (182,580) High School Contract Cleaning (324,051) Pest Control Services (25,584) Fence Repair (10,000) Energy Upgrade Fund (63,000) General Services (25,461) Grounds Keeping (20,000)	650,676
Professional & Technical Services (530x - 531x)	Engineering Consulting (42,311) HVAC Programming (11,700) Software (17,000)	71,005
Communications (534x)	Hardwire Phones (146,294) Cellular Phones (11,500) Printing & Mailing (800) Legal Notices (2,000)	160,594
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Water Filtration (4,900) Landscaping (36,702)	41,602
Office Supplies (542x)		3,000
Building & Equipment Supplies (543x)	Electrical (82,500) Plumbing (62,000) HVAC (135,500) Carpentry (51,500) Glass (10,500) Custodial Equipment (21,000) Misc. Supplies (41,697)	403,697
Custodial Supplies (545x)		218,524
Grounds Keeping Supplies (546x)		2,259
Vehicular Supplies (548x)	Gasoline	29,956
Food and Service Supplies (549x)		250

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Facilities - Operations			
Object	Description	Amount		
Medical Supplies (550x)				300
Public Works Supplies (553x)				0
Other Supplies & Equipment (558x)	Uniforms			6,918
Governmental Charges (569x)	Boiler Inspections			2,000
Travel & Mileage (571x - 572x)				3,250
Dues & Subscriptions (573X)	APWA (800) MFAA (1450)			2,250
Other Expenses (574 X - 579x)				0
6. Total Expenses				4,590,873
DSR2C				
Capital Equipment Replacement (587X)				0
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				7,736,719
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Department Information DSR1	
Department	Public Health
Operational Considerations	
In addition to a FY'13 budget of \$488,712, the Public Health Department received \$376,293 in grants and donations and \$82,113 from permits and licenses for an additional \$458,406. The grants and donations helped to maintain our mission and provide necessary services. Every March the Board of Health reviews and appropriately raises the permit and license fees and makes appropriate changes in the fee structure as needed. The Public Health Department has allowed it's town vehicle to be used by the Building Department as they had a need and parking downtown between inspections for the Health Department staff was time consuming and difficult. DRT2 expenditure for mileage has a \$800 increase for staff mileage . There are two continuing Revolving Accounts that include the Traveling Meals Program and the Immunization Fund. There are no requests for increases to the Riverside Community Care, Charles River ARC or Fuss and O'Neil contracts. The Riverside Community Home Based Care contract was increased by \$10,000 this current fiscal year and has brought outstanding additional services to high risk adults and seniors in the community, including consultation and home visits to clients identified by the Public Health Department, Fire Department, Police Department, Building Department, Needham Housing, and Human Services. In addition Riverside is leading the Adult Education Subcommittee for the Needham Coalition for Suicide Prevention. Riverside has also provided a Licensed Clinical Social Worker to the Housing Committee, Domestic Violence Committee and Needham Coalition for Youth Substance Abuse. Riverside runs a weekly Parent Group focused on supporting Needham mothers who have a child with chronic and serious mental health issues. Charles River ARC continues to provide many services to cognitive delayed residents. The synthetic fields are tested yearly by Fuss and O'Neill to proactively monitor chemical exposure. Since 2010 the Board of Health has had testing on the synthetic turf fields and uses these results to compare data from year to year. Interface has been brought to all the Human Service Departments, School Guidance Departments, and School Nurses and Beth Israel Deaconess Hospital Needham for the fourth year. The year one pilot project was paid for by the Needham Coalition for Suicide Prevention, Co-chaired by the Health Department, through grant money from the Massachusetts Department of Public Health. The service provides licensed professionals who match client needs within 3 days to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster for those with insurance. They also follow up within a few weeks to evaluate the services found. This service is now available to all residents. Interface continues to be funded by Beth Israel Deaconess Hospital Needham and the Kyle Shapiro Foundation. Their website offers valuable educational material and resources on many mental health issues. The number of families using this program has increased yearly from 86 in FY'10 to 135 in FY'13. The mission and vision of the Needham Coalition for Youth Substance Abuse Prevention (NCYSAP) and the Senior Substance Abuse Prevention Project Coordinator are centered on collaboratively reducing substance use in our community with prevention initiatives impacting	

Department Information DSR1	
Department	Public Health
media advocacy, policy and enforcement, access and availability and creating a shift in community norms around the normalization of youth substance use. The work in these vital areas has created community awareness outside of the youth population, resulting in an increase in the adult population seeking services. Initiatives impacting access, through the Medication Take- Back and the Needham Police Department Party Patrols, accompanied by media advocacy on the justification of these initiatives, have created an enhanced awareness of substance abuse issues. These prevention initiatives have contributed to enhanced awareness of abuse and dependence as a treatable condition as well as visible access to counseling, treatment and support resources for Needham adults. The Public Health department receives calls from adults and parents of youth for counseling and treatment resources for substance abuse and mental health issues reportedly motivated by the community prevention work. The federal funding of the Drug Free Communities (DFC) grant program has created awareness of substance abuse and mental health issues for youth while simultaneously extending the reach to Needham adults, motivating their pursuit of support resources and treatment. Continuing strategies included Fifth-Quarter, a substance free events, held following high school sporting events. The Youth Center events held at Pollard School on Friday evenings (which has been pulled into the Health Department) with increasing numbers of junior high school youth. The weekly Parent Support Group, in its fourth year, supports parents of youth who are chronically using substances. This program has been funded for the last three years by the Tolman Trust Fund but this funding will end in FY'14. Students Advocating Life Without Substance Abuse (SALSA) is a new program brought to the Pollard Middle School students by High School students who have been trained to discuss refusal skills for substances and highlight that most students do not use substances at the High School. The Public Health Department continues to look for opportunities for shared services with other towns. We work with CHNA #18 (Waltham, Newton, Brookline, Wellesley Weston, Dover, Dedham, Westwood and Needham) to promote health initiatives based on the results of our Community Needs Assessment from last year that found Mental Health needs (especially anxiety and depression) are the top issues in all 9 communities. We work with Norfolk County – 7 (Wellesley, Westwood, Norwood, Dedham, Canton, Milton and Needham) to write grants to support Emergency Preparedness exercises and trainings for our Departments and our Medical Reserve Corps. This group is also funded from the Toxic Use Reduction Institute of University of Massachusetts - Lowell to educate workers and consumers in nail salons to improve the environment and reduce the use of chemicals. We continue to work with Region 4 –B (27 towns bordering Boston who meet monthly at the Needham Public Library) on Emergency Preparedness activities sharing exercises and deliverables defined by the Center for Disease Control. The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population. Currently the Public Health Department Chairs the Housing Committee, Co-Chairs the Needham Coalition for Suicide Prevention with the Public School Guidance Department, Co-Chairs the Local Emergency Planning Committee with the Fire Chief, Co-Chairs the Domestic Violence Action Committee with the Police Department, Leads the Needham Youth Substance Abuse Prevention Coalition, and Coordinates the Medical Reserve Corps and Coordinates the Tobacco Control Program. The Health Director is on the Steering Committees for CHNA #18, Steering Committee for Region 4-B Emergency Preparedness and Steering Committee for Norfolk	

Department Information DSR1	
Department	Public Health
County -7 Emergency Preparedness and also the Steering Committee for Beth Israel Deaconess Hospital Community Needs Assessment. Two items listed on the FY14 Spending Request Worksheet (20-11) have been combined and put on another line for FY 15 at the request of the Finance Director. The Health Professional and Technical line and the Health Other Purchases Services line were combined under Health Professional and Technical Licensed Professional. The Health Department strives to maintain the Essential Public Health Services as defined by the Center for Disease Control (CDC) and National Association of County and City Health Organizations (NACCHO). The time spent on emergency preparedness since 2001 has made it difficult to focus on these services. The Essential Services provide a working definition of public health and a guiding framework or the responsibilities of local public health systems. 1. Monitor health status to identify community health problems. 2. Diagnose and investigate health problems and health hazards in the community. 3. Inform, educate, and empower people about health issues. 4. Mobilize community partnerships to identify and solve health problems. 5. Develop policies and plans that support individual and community health efforts. 6. Enforce laws and regulations that protect health and ensure safety. 7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable. 8. Assure a competent public and personal health care workforce. 9. Evaluate effectiveness, accessibility and quality of personal and population-based health services. 10. Research for new insights and innovative solutions to health problems. There are three DSR 4 requests for FY 2015. The DSR4 -1 request for \$51,758 (NR5-9) is to continue the outstanding work of the Substance Abuse Prevention and Education Coordinator. This five year Federal Drug Free Communities (DFC) grant has been funded for the last five years annually at \$125,000 and will end September 30, 2014. The department will submit a federal grant application in February 2014 for an additional five year funding for years 6 to 10. We will not hear on the grant until mid-September 2014. Federal grant dollars have been reduced and this year Arlington and Wayland were not funded for years 6 to 10. This request asks the town to continue this position in the Public Health Department if funding is not available from the Federal Government from October 1 2014 to June 30th 2015 (75% of FY 15) and the following years at 100% costing \$72,325 in FY'16. The DSR4-2 for \$2,820 is to contract for a company to service/maintain all the AED's in Municipal buildings and that has a tracking program with MD oversight. 12 month coverage includes on-site-annual service inspections and on-site emergency service calls with all consumable and related parts included. Fire, Police and the Public Schools has such a contract for their AED maintenance. The number of AED's has grown from 4 to 12 AED's in 6 municipal sites over the past few years and the Health Department struggles to provide the time to maintain these devices.	

Department Information DSR1	
Department	Public Health
The DSR5-1 for \$3,500 a year for 5 years (total \$17,500) to apply for National Public Health Accreditation. This accreditation will allow us to be eligible to apply for Federal and State grants in the future.	
Performance Factors	
Based on the Board of Health Goals for 2014: 1.Communicable Disease Monitoring/Investigation Investigate all communicable disease investigations reported using the State surveillance system (MAVEN), within 24 hours as mandated by the Massachusetts Department of Public Health. All reportable diseases investigation within 24 hours. (214 confirmed cases in FY'13 and 108 confirmed cases in FY'12 completed) 2.Food Establishment Inspections Inspect all food establishments at least twice a year as mandated by the Massachusetts Department of Public Health. (All 157 establishments inspected at least twice in FY'13 and 143 establishments in FY'12) 3.Medical Reserve Corps Provide four trainings and exercises and continue to sustain the Medical Reserve Corps as mandated by the Center for Disease Control. (Completed in FY'13 and FY'12) 4.Food, Housing, Nuisance and Tobacco Complaints Follow up on all complaints received within 24 hours. All complaints followed up on within 24 hours in FY'13 and FY'12. (66 complaints in FY'13 and 140 complaints in FY'12) 5.Fuel/Emergency Assistance to Families Assist eligible families to obtain state and private and also monies raised locally to provide fuel assistance and emergency funds as needed. (304 families received fuel assistance in FY'13 and 302 families received fuel assistance in FY'12) 6.Fifth Quarter / Needham Coalition for Youth Substance Abuse To continue to seek funding and eventually sustainable funding to support Fifth Quarter (the high school substance free events following sporting events). \$10,000 raised in FY'13 and \$10,000 raised in FY'12). 7. Traveling Meals Program Friends of the Needham Board of Health and Traveling Meals will continue to fund raise at the same level to provide meals for those vulnerable needy residents unable to pay for meals. (1,020 meals provided for free at a cost of by FRIENDS in FY 2013 and \$1,085 meals provided for in FY'12).	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Public Health	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	424,583	51,758	476,341
Expenses	98,054	2,820	100,874
Capital			
Other			
Total Operating Request	522,637	54,578	577,215
Request Prepared By	Janice Berns		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Public Health							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	4	6	5.9	4	6	5.9	4	6	5.9		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							324,879			
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends							1,500			
f.											
g.											
Sub Total 1								326,379			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary							2,662			
b.	Seasonal Help Summer Traveling Meals Packers and Drivers							6,174			
c.	Temporary Department Coverage										
d.	Animal Inspector							2,500			
e.	Center for Disease Control Emergency Preparedness Grant (FTE.08)							0			
f.	SAMSHA Drug Free Community Grant (FTE 1.8) Senior Program Coordinator and a Program Coordinator							0			
Sub Total 2								11,336			
3. Salary and Wage Overtime (Itemized Below)											
a.	Emergency Off-Hour Inspections							2,000SAMSHA Drug Free Community Grant (FTE 1.8) Senior			
b.											
c.											
d.											
e.											
f.											
Sub Total 3								2,000			
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.	Public Health Nurses							37,998			
e.	Public Health Program Coordinator (29,651 and Department Assistant 3,218							33,693			
f.	Environmental Health Agent							13,177			
Sub Total 4								84,868			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail				
DSR2				
Department		Public Health		
Object	Description	Amount		
5. Total Salary and Wages (1+2+3+4)		424,583		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)	Monitors, thermometers, hearing and vision machines	513		
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Contract, Employee Trainings and seminars	80,914		
Communications (534x)	Cell phones, postage, legal notices	4,678		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	General Office Supplies	4,760		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)	Clinics, First Aid, CPR materials	1,293		
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Wellness and prevention supplies	2,175		
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Inspections, regionals meetings and trainings	2,600		
Dues & Subscriptions (573X)	Dues to professional organizations	1,121		
Other Expenses (574 X – 579x)				
6. Total Expenses		98,054		
DSR2C				
Capital Equipment Replacement (587X)		0		
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		522,637		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☒	NO	☐	

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Health				
Title	Senior Substance Abuse Program Director		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		51,758		51,758	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)					
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☒	☐
2. Has this request been submitted in the last three fiscal years and not funded?				☒	☐
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
6. Does the request support activities which produce revenue for the Town?				☐	☒
7. If the request is not approved, will current Town revenues be negatively impacted?				☒	☐
8. Is there an increased exposure for the Town if the request is not approved?				☐	☒
9. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
10. Does this request address a documented health or safety issue?				☒	☐
All "YES" responses must be explained in the narrative					
Description and Explanation					
The DSR4 -1 request for \$51,758 is to continue the outstanding work of the Substance Abuse Prevention and Education Coordinator. This five year Federal Drug Free Communities (DFC) grant has been funded for the last five years annually at \$125,000 and will end September 30, 2014. The department will submit a federal grant application in February 2014 for an additional five year funding for years 6 to 10. We will not hear on the grant until mid-September 2014. Federal grant dollars have been reduced and this year Arlington and Wayland were not funded for years 6 to 10. This request asks the town to continue this position in the Public Health Department if funding is not available from the Federal Government from October 1, 2014 to June 30th 2015 (75% of FY 15) and the following years at 100% costing \$69,010 in FY'16. The Senior Substance Abuse Program Director (who is a licensed state counselor) has submitted her credentials to the State of Massachusetts to become a Certified Prevention Specialist. This included over 2,000 hours of supervised counseling, 50 hours of addiction ceu's and 50 hours of prevention ceu's. This will allow the department to be eligible to apply for federal and state grants on substance abuse in the coming years.					

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Public Health				
Title	Municipal AED Service/Maintenance	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
6. Salary and Wage					
7. Expense			\$2,820	\$2,820	
8. Operating Capital					
9. Other Costs					
10. Total (1+2+3+4)					
Budgetary Considerations				Yes	No
11. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
12. Has this request been submitted in the last three fiscal years and not funded?					X
13. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
14. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
15. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
16. Does the request support activities which produce revenue for the Town?					X
17. If the request is not approved, will current Town revenues be negatively impacted?					X
18. Is there an increased exposure for the Town if the request is not approved?				X	
19. Is specialized training or licensing required (beyond the initial purchase)?					x
20. Does this request address a documented health or safety issue?				X	
All "YES" responses must be explained in the narrative					
Description and Explanation					
To contract a company to service, maintain and track with oversight from a MD (This would provide 12 month coverage includes on-site-annual service inspections and on-site emergency service calls) with all consumable and related parts included for the AED's in all Municipal Buildings. Needham Fire, Police and Public Schools have such a contract for their AED maintenance. The number of AED's has grown from 4 to 12 AED's in 6 Municipal sites over the past few years and the Public Health Department is struggling to find the time to maintain these devices.					

Department Information DSR1	
Department	Human Services-All
Operational Considerations	
Council on Aging	
<u>Division History</u> In the 1950's, Dorothea Willgoose, MD. , a forward thinking resident, realized that the older adult population of Needham had unmet health, housing and social needs. In large part due to her advocacy, the Needham Council on Aging was established to address these issues by Town Meeting vote in 1957. Various community partners such as the YMCA shared space with the department over the years until we officially opened our doors as the Stephen Palmer Senior Center at 83 Pickering Street on October 2, 1979. This address was home for 34 years. Needham can boast that as a proactive community it was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. In 1971 Needham's role as a pioneer in providing programs and services specifically geared toward the needs of older adults was recognized as a model for the nation. Needham data was used at the First White House conference on Aging and Dr. Willgoose was invited to be a key participant. The Needham Council on Aging's Senior Center was the first in Massachusetts and the 20th in the nation, to achieve national accreditation in 1999 and is only one of a handful of Centers in the Nation to have gone through the process three times completing the last reaccreditation in December 2011. In October 2013 the Council on Aging moved to its much anticipated and long awaited new home at 300 Hillside Avenue. After twenty years of studying the need for larger and more appropriate space, looking for the right site, receiving the funding and developing the design that would address the present needs while accommodating future growth, the staff were settling into their new offices and working to finalize environmental and program details. The building is a testimony to all who understood the need and helped to make this happen. In October of 1979 folks marched from the space in Town Hall to more spacious accommodations at 83 Pickering Street. Thirty-four years later to the month we moved on once again to an environment that better addresses the needs of today and our continued mission going forward. This move forward is an example of our belief to always think outside of the box, think a head and address the aging service issues of the present day while projecting into the future. <u>The Mission and Goals</u> For the past 56 years our mission has consistently been to respond to the needs of older residents' by providing a welcoming, inclusive, secure environment where individuals and families benefit from programs, services, and resources that enhance their quality of life and provide opportunities for growth. We fulfill our mission as a true community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. The COA had offered programs and services at 83 Pickering Street, where the professional Council on Aging staff has had oversight for services and programs for over 34 years. In October of 2013 we were pleased to continue our mission at our new site at 300 Hillside Avenue. Some of the services and programs provided to meet the goals of the Council on Aging include, but are not limited to: outreach and counseling services, advocacy, transportation, daily meals, information and referral, health benefits counseling (SHINE), volunteer opportunities, health & wellness information and screening, creative and social classes, educational programs, special	

Department Information DSR1	
Department	Human Services-All
events and trips, and a place for socialization, independent activities and learning opportunities. During the exit interview for our second reaccreditation efforts the onsite reviewer complimented the thoroughness of our suggested action plan and the diverse programming and services that we had been offering. Her comments were summed up as she shared that from her perspective we had not let the issues with our physical plant hold us back. We look forward to seeing what our division is able to accomplish in our new location as it has been designed to provide us with the physical environment to more thoroughly meet our present goals and will encourage our future vision to expand. <u>Highlights for FY13</u> • Work continued on the design and construction of the building that was to become our new home, The Center at the Heights at 300 Hillside Avenue, with scheduled completion scheduled for the fall of 2013. • After applying for and receiving a grant through the Division of Mobility Assistance (Mass Dot) and necessary funding from the Friends of the Needham Elderly (FONE) our new 14 passenger, handicapped accessible van hit the road in FY13. During the year we provided over 8000 rides with approximately 2500 directly related to our grocery shopping program. • In FY13 our phone logs indicated over 13,000 calls were received by the Council on Aging staff and volunteer receptionists and our 46 SHINE Counselors helped to save Needham residents over \$200,000 in health care costs and over \$5,000,000 for Medicare recipients in our 22 Town Region. • We were pleased to participate in The First Annual Needham Diversity Summit. Cultural Competency has been a part of our programming efforts as well as our staff training for many years and we wanted to support the idea that the Community was collectively working to celebrate the increasing diversity of the Town. At the end of the day a resolution was passed to emphasize the commitment of those who attended toward a Needham that welcomes and embraces diversity. • We continued our commitment to secure adequate funding for the SHINE program through collaboration with MCOA (Massachusetts Council on Aging), Mass Home Care, Representative Denise Garlick as well as participating in a legislative hearing at the State House in the spring. • Needham Council on Aging launched a Job Search Program designed specifically for the mature worker. Many seniors are finding they need to work longer, retire later and increase their resources in order to fund additional retirement years due to increases in longevity. Searching for full time or part time jobs can be especially difficult for the mature worker who faces unique challenges: most jobs are advertised only through online venues; resumes have evolved and may need to be reformatted for electronic databases; many employers expect job candidates to complete online job applications; and the significance of social networking sites such as LinkedIn has increased over time. We see the Resume Workshop as the first step in a larger program to equip seniors with the skills they need to compete in today's job market. • Seeing the importance of expanding our programs and services we pursued two grant funding opportunities in the spring. • During the year we had two staffing challenges when a van driver position became available and our Associate Director made a decision to pursue a position outside of Needham. Even with these vacancies our division continued to function with no adverse affects to programs and services. This could not have been accomplished without the hard work and dedication of the Council on Aging staff. • As one example of many community collaborations the division took a lead role in a panel	

Department Information DSR1	
Department	Human Services-All
convened to discuss Medicare regulations that significantly impact the hospital admission process as well as discharge planning and community involvement sponsored by The West Suburban Alzheimer's Partnership and BIDMC. (Observation vs. Admission to the Hospital: Finding Good Solutions to Good Transitions. Two members of the Needham Council on Aging social service staff were honored in FY13. The New England Patriots Charitable Foundation, an ongoing initiative in honor of Myra Kraft's lifetime commitment to philanthropy and charitable service, recognized Joan DeFinis (Outreach Worker) as a Patriots Difference Maker of the Week for her volunteer work in Springwell's Money Management Program. As part of their 125 anniversary Wheelock College selected 125 alumni to represent the thousands of graduates who have put into action the College's mission. LaTanya Steele (now the Assistant Executive Director) was chosen as one of those alumni to be highlighted. <u>Funding FY13</u> Funding for the Council on Aging and the many services and programs that we offer comes from varied sources. The Town continued to fund part or all of some salaried positions and allocated a sum to purchase services and expenses. As an adjunct to town funding the Council on Aging received funds through the State Formula Grant which continued to support some professional staff hours and expenses up to \$45,486. The Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information of Everyone) for 22 cities and towns in the MetroWest region. The funding received, over \$90,000, was used to pay for the part time positions of the Shine Program Director and Outreach Worker who provided supervision and oversight for 46 volunteers and also paid for program expenses. Both grants fluctuate yearly and are dependent on the State Budget as well as the budget for the Center for Medicare and Medicaid (CMS). Present and future funding for the SHINE program continues to be a major concern and we have been proactive with the Executive Office of Elder Affairs and our State Legislators to work towards a more secure funding source for the future. We have seen our numbers increase from 3635 contacts in FY08 to over 6000 in FY 13 and anticipate further growth in FY14 as SHINE Counselors take a major role in counseling those Medicare / Medicaid clients (dually eligible) who are now being offered insurance options (Integrated Care Organizations) that were not available in the past. Veterans' Services The mission of the Veterans' Services are to provide services pursuant to MGL Chapter 115 which include the administration of a program of Veterans benefits for Veterans and their families who meet stringent eligibility criteria; the care of Veteran's graves, insuring the burial of indigent Veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; and to take such actions as may be necessary to insure the well being of the Veteran residents of Needham; to actively pursue federal benefits which may accrue to the Veterans of Needham and their families; thus minimizing local expenditures. The West Suburban Veterans' District (WSVD) was established towards the end of fiscal year 2010. The District includes the Towns of Needham, Wellesley, Weston and Wayland. The Commonwealth continues to identify its concerns with the District's staffing level being of 2 full-time and one-part-time employees. The staffing level has been a concern of the Commonwealth's which the WSVD Board has been monitoring. With the expansion and increases services both in the areas of benefits and assistance, meetings and counseling, the Board is considering to increase the Deputy Director position from part-time to full time. In	

Department Information DSR1	
Department	Human Services-All
addition to the Director and Assistant Director the District has a full-time Administrative Assistant. The services being provided continue to be monitored, adjusted and expanded to meet the needs of the veterans of yesterday and of today. In addition, to the district the Town have a dedicated Care of Graves/Coordinator of Ceremonies who works with the Director and the Deputy Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities such as Memorial Day and Veterans' Day. In FY2013 there were six (6) clients totaling over \$23,700 in benefits paid and \$1,994 for flags and markers of \$500. From July 1, 2013 through October 31, 2013 we have six (6) clients totaling \$25,501 with a projected cost through June 30, 2014 being approximately \$39,500. The projected benefits cost for FY2014 totals \$41,808 and our current budget is \$39,500. A Reserve Fund Request may be necessary. The Veterans' Benefits line item request includes a increase \$2,500 which is in line with the project costs for FY2014. All the monies spent on veterans' benefits and other services are eligible for up to 75% reimbursement. During FY2014, the District notified Needham that assessment increased by \$5,111. This adjustment was based on an increase in operating costs that were identified after the budget process was closed. The FY2015 budget includes an estimated 4% increase for the District (Governmental Charges). This budget is preliminary, as the WSVD Board will begin its FY2015 budget discussions in December 2013. Changes from the FY2104 Budget to the FY2015 Request: • Government Charges (WSVD Assessment) increase of \$7,500 • Other Expenses (Veterans' Benefits) increase of \$2,500 Youth Services The mission of Youth Services is to provide leadership and a community focus on youth and family issues, to support youth and families, and to promote community wellness by identifying and addressing youth and family needs; advocating for youth and family interests; partnering with other youth and family service agencies; developing and implementing quality programs and services; and educating and communicating with the public regarding youth and family issues. Youth Services is sensitive to the budget constraints facing the Town of Needham. Please note that with the exception of the expense of a smart phone for the Director, the Youth Services Expense Budget has not increased in twenty (20) years. The division has focused considerable attention on the area of "outside sources of support" in an effort to meet the growing needs of youth and families without adding a financial burden to the town. In the coming year the division will continue to work with outside sources as we have for FY2014 as described below:	

Department Information DSR1	
Department	Human Services-All
GRANTS, FEES, TRUST FUNDS, AND DONATIONS	
In an effort to lessen the burden on the Town's Operating budget, Youth Services utilizes a combination of grants, fees, trust funds, and donations as follows: VIP Program Estimate of Amount Generated: \$1,500 Source: Grant Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2013 (next review will be in July, 2014) Babysitter Training Seminars Estimate of Amount Generated: \$2,500 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2013 (next review will be in July, 2014) Employment Program Estimate of Amount Generated: \$750 Source: Fee Amount of Fee: \$10 depending on service Fees Reviewed/Changed: July 1, 2013 (next review will be in July, 2014) Peer Tutor Program Estimate of Amount Generated: \$1,800 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2013 (next review will be in July, 2014)	
Performance Factors	
Council on Aging FY15 Objectives: 1) Continue to work with Town Manager, Assistant Town Manager/Director of Operations and with Town Departments and community agencies to ensure that the transition to the Center at the Heights continues 2) Continue to evaluate the expansion and creation of new programs and services 3) Continue to pursue outside funding that could enhance program and services to include ongoing funding for the SHINE Program 4) Continue to promote health and wellness through a variety of programs and services offered. Performance Indicators: 1) A variety of programs and services offered to include new opportunities 2) Discuss, create, and evaluate policies and procedure for utilization of The Center at the Heights by Town Departments and community organizations and agencies 3) Supplemental funding pursued Veterans' Services During the last year there were over 2,400 American flags on the graves of Veterans in St. Mary's and Needham cemeteries, coordinated and operated the Memorial Day and the Veterans'	

Department Information DSR1	
Department	Human Services-All
Day observations. Veterans and widows of Veterans have been provided with services to identify benefits they are entitled to receive and to assist with the requests for such benefits. In addition to benefits, Veterans' Services continues to meet with veterans and their families to help identify other services and benefits they are entitled to receive. Veterans' Services continues to work with other town departments to provide information and services to Needham's veterans and their families. Youth Services Below is a review of the past five (5) years of performance factors and well as the performance factors for the coming year. Five Years Ago: 1) Offer three (3) Parent Coffee Series (this is a unique drug and alcohol program for adults). <u>Achievement:</u> This was not accomplished. 2) Increase participation in "Make A Statement Day" by 15% <u>Achievement:</u> This was accomplished. Four Years Ago: 1) Create online registration process for programs <u>Achievement:</u> Youth Services a part of the committee that recently selected a company to assist the Town of Needham with online payments, and are working on the portion which relates to online registration. 2) Coordinate with Schools and Library for use of space as PSAB is limiting for our needs. <u>Achievement:</u> This was accomplished. 3) Work with graduated Needham High School students regarding suicide/safety issues. <u>Achievement:</u> This was accomplished. Three Years Ago: 1) Work with the High Rock/Pollard PTC on a new parenting program. <u>Achievement:</u> This was accomplished. 2) Maintain services to as close to last years levels as possible given that the division was short staffed this year due to medical leaves. <u>Achievement:</u> This was accomplished. 3) Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards. <u>Achievement:</u> This was accomplished. Two Years ago: 1) Implement the new Bully Intervention Program. <u>Achievement:</u> This was accomplished. 2) Implement the new VIP Program for youth. <u>Achievement:</u> This was accomplished.	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Human Services-All	
3) Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition. <u>Achievement:</u> This is still ongoing. Last Year: 1) Revise, update, and re-evaluate Bullying Intervention Program. <u>Achievement:</u> This was accomplished. 2) Convert as many as possible website documents (PDF's and Word) to electronic documents (so that they can be completed online). <u>Achievement:</u> This was accomplished. 3) Implement full Single Parent Support Group Program. <u>Achievement:</u> This was accomplished. The coming year: 1) Revise, update, and distribute Safe Surf Booklet for Youth and Parents. The benefits are to give parents a deeper understanding of how their children utilize technology, what they do online, and tools for how to talk to their children about technology 2) Develop Social Media sites --- Facebook, Twitter, etc. The benefits are to reach "our audience" where they are at as youth utilize the aforementioned sites to express themselves and to communicate with others. 3) Complete Suicide Prevention Coalition Project at Needham High School. The benefits of this include a site for youth to reflect, integration of this project into the school curriculum, and a physical reminder of the challenges of being a teen.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	\$570,821	19,019	\$589,840
Expenses	\$126,370		\$126,370
Capital			
Other			
Total Operating Request	697,191	19,019	716,210
Request Prepared By	Christopher Coleman, Jamie Brenner Gutner and Jon Mattleman		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Human Services – All						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	7	.8	7.8	7	.8	7.8	7	.8	7.8	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No		FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							511,947.		
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends							3,000		
f.										
g.										
Sub Total 1							514,947			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary							758		
b.	Seasonal Help							500		
c.	Temporary Department Coverage									
d.	Building Monitor 18 hrs per week							10,884		
e.	Outreach Worker 10 hrs per week							13,388		
f.	Van Driver 37.5 hrs per week							27,844		
Sub Total 2							53,374			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.	Care of Graves and Coordinator of Ceremonies							2,500		
e.										
f.										
Sub Total 4							2,500			
5. Total Salary and Wages (1+2+3+4)							570,821			
DSR2B										
Object				Description				Amount		
Energy (521x)										
Repairs & Maintenance Services (524x – 525x)				Maintenance for MySenior Center (COA)				1,000		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Human Services – All			
Object	Description	Amount		
Other Property Related Services (529x)	Care of Graves (VS)	1,400		
Professional & Technical Services (530x – 531x)	Expenditures for Employee training, Seminars or Conferences (COA) and To purchase programmatic and clinical consultation services	1,700		
Communications (534x)	Postage (COA), Postage (VS) and Stamps/Postage, cell phone monthly fees (YS)	3,200		
Recreational & Cultural Services (535x)	Expenditures for recreational and educational activities to include (COA) and Memorial Day (VS)	3,050		
Office Supplies (542x)	Supplies, equipment and materials used in the office such as pens, pencils, folders, calendars (COA), Office Supplies (VS) and Office Supplies (YS)	1,900		
Vehicular Supplies (548x)	Gas and Oil for the Van (COA)	3,000		
Food and Service Supplies (549x)	Food Supplies related to Programs and Activities (COA) and Food for Program Participants (YS)	600		
Medical Supplies (550x)	Supplies related to medical purposes such as first aid kits (COA)	100		
Other Supplies & Equipment (558x)	Flags and Flag Holders (VS) and Variety of expenses including program materials and food, off-site printing, etc. To purchase books and manuals, and literature regarding youth/family issues (YS)	4,240		
Governmental Charges (569x)	West Suburban Veterans' District (VS)	61,500		
Travel & Mileage (571x – 572x)	Reimbursement for Staff related travel (COA), Reimbursement to staff for work related travel (VS) and Reimburse staff/interns for work related travel (YS) To pay for attendance at conferences on youth/family related topics	995		
Dues & Subscriptions (573X)	Expenditures for memberships in professional organizations such as NCOA or MCOA (COA), Memberships and Dues (VS) and Professional Subscriptions (YS)	185		
Other Expenses (574 X – 579x)	Veterans' Benefits (VS)	43,500		
6. Total Expenses		126,370		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		697,191		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☒	NO	
Does the Department depend on any Federal or State grants to provide services?				
	YES	☒	NO	

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Human Services				
Title	Part-Time Social Worker—(YS)	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount(B)		
1. Salary and Wage	.4	\$19,019		\$19,019	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)				\$19,019	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee					X
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
Youth Services --- An Unusually Thrifty Aside from funding for cell phones, the Youth Services budget has basically not increased in 20 years. Programs have expanded significantly, but not staffing nor expenditures. The division is unusually thrifty, does not waste money, nor do we ask for things that unless there is a demonstrated and significant need. During last year's budget process, it was mentioned numerous times that the department would be asking for additional support in FY 2015. Youth Issues --- and Overview and Noting of Their Game Changer: Youth are facing issues at younger and younger ages....and the issues are far more complex than what their parents had to face when they were young. The most significant "game changer" for youth is technology. For example, parents give their children phones for safety, but a cell phone actually increases at risk behaviors such as drinking, drugging, sexuality, etc. Youth use this technology to buy, sell, and meet up to engage in these at risk behaviors....and thus these devices are serving purposes far different that what parents intend them to be. Another example of technology as a game changer is the way youth now use the Internet. Up to a few years ago companies created websites, now there are youth doing so --- and with alarming regularity and at great emotional risk to others. For example, in the past year several Pollard students set up different websites "rating" the hotness of girls in their school. The Big Game Changer For Youth Services--- And Why This Request is Important: The Youth Services staff has the expertise to keep pace with the abovementioned technology					

Performance Improvement Funding Request DSR4			
Department	Human Services		
Title	Part-Time Social Worker—(YS)	Priority	1
"game changer" for youth. That said, the part of the "Big Game Changer" the Youth Services cannot keep pace with is "numbers"...as in the increasing youth population. For example, at the High Rock School at the end of last year there were 482 students...or 116 more students (which is 24% more) than a typical year. When our most senior Social Worker began working in Needham back in 2000, the high school was comprised of less than 1,200 students, and in a few years the high school will be close to 1,800 students --- or about 33% more students. And of course, this is the same population which we serve....so if they are working with greater numbers of in-need students, this generates a greater number of referrals from both the schools and from parents. The Needham Public Schools are a step ahead of us as they have already enlarged their Guidance Department as well as others who work with youth who have issues (e.g. they added a full-time third Assistant Principal at Needham High School). They did this expressly because they know that the numbers of students in need is growing For the past year Needham Youth Services has been lagging uncomfortably behind the need for our services...and like the schools, it is critical that we increase staffing to meet the growing need. The Youth Services staff is an exceptionally hard working one --- in fact the current Social Workers are by far the most talented duo in the past 20 years. But even this staff cannot overcome these numbers. Even free Graduate School Clinical Interns and Summer Interns cannot overcome the increased number of students. Simply stated, more students equals a greater demand for our services. The DSR 4 Request and Why: So, for the first time in two decades, Youth Services is requesting support for the addition of a part-time clinical person (Social Worker) for 15 hours a week. This position will: • Assist in providing counseling services for Needham High School youth who are referred to our department and must complete the Substance Abuse Awareness Program. In the past year youth have had to wait 11 months for this program. We have had up to 12 students on the waiting list at one time, as we are the only organization that can provide this service (the schools cannot). Such as extended waiting period this is not fair to the school or the student. • Assist in providing counseling services for Needham High School youth who are referred to our department and must complete the Bullying Intervention Program. In the past year youth have had to wait 7 months for this program -- this is not fair to the school or the student. Again, we have had up to 8 students on the waiting list at one time, as we are the only organization that can provide this service (the schools cannot). Such as extended waiting period this is not fair to the school or the student. • Provide counseling services --- the wait list for services has been between two (2) and ten (10) months....again not appropriate when there is a mental			

Performance Improvement Funding Request DSR4			
Department	Human Services		
Title	Part-Time Social Worker—(YS)	Priority	1
health need. The waiting list fluctuated between 4 and 14 students...some of who were referred to others organizations, but most could not nor would not accept a referral elsewhere as they only wanted our services. Assist with programs --- the success of the department is wonderful...and problematic. This new person would take on clinical work as noted above as well as a few programmatic responsibilities such as "Make A Statement Day" allowing the full time staff to devote more time to programs and to clients. In the past year we experimented with hiring a consultant to assist the division with the clinical cases, however for a variety of reasons (e.g. town exposure, quality of care, continuity of care, and many others), this was not an effective solution to this growing issue. Further, this is not a "get your foot in the door request" whereby in the coming years we will ask additional hours to get this to a full-time position ---- rather this is what we have needed for the past year or so, and what we will both need and live with for the foreseeable future. We will continue to work hard, efficiently, and only ask for what is critically needed....and if granted, you will not see a request for any additional funds in future years.			

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Commission on Disabilities	
Operational Considerations			
In addition to the \$550 budgeted amount, funding is received from the handicapped parking fines and is used to fund grants to Needham organizations/schools to promote disability awareness and assist in helping those that are disabled. Examples of grants provided in FY14 include the purchase of playground equipment called the Omni spinner for the Newman School Playground, 7 Comfort Duets assistive listening devices which will be given to various Town departments and the purchase of new handicapped parking signs depicting the new more active handicapped parking symbol. Budget funds were used to purchase: - Digital Camera and memory card for handicapped parking patrol - Printer for meeting agendas, minutes and reports - Fee for Access Monitor Training for NCOD member Revenue Collected - \$30 for handicapped parking signs sold for \$10 each to assist in getting proper signage at local businesses No significant changes are expected to affect revenue			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			0
Expenses	550		550
Capital			0
Other			0
Total Operating Request	550		550
Request Prepared By	ADA Town Representative		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Commission on Disabilities						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	0	0	0	0	0	0	0	0	0	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No		FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
Sub Total 1										0
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
Sub Total 2										0
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
Sub Total 3										0
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
Sub Total 4										0
5. Total Salary and Wages (1+2+3+4)										0
DSR2B										
Object				Description				Amount		
Energy (521x)								0		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Commission on Disabilities			
Object	Description	Amount		
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)				0
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Handicapped Parking Signs			250
Other Supplies & Equipment (558x)	Camera, special paper for brailier			275
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				25
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses				550
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				550
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Historical Commission	
Operational Considerations			
The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission conducts research to identify places of historic or archeological value, and seeks to coordinate the activities of unofficial bodies organized for similar purposes. The Commission makes recommendations as to whether an asset should be certified as an historical or archeological landmark. The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the demolition delay by-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings.			
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			0
Expenses	1,050		1,050
Capital			
Other			
Total Operating Request	1,050		1,050
Request Prepared By	RHardy/SCincotta		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Historical Commission						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	0		0	0		0	0		0	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes		No	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
							Sub Total 1			0
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
							Sub Total 2			0
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 3			0
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
							Sub Total 4			0
5. Total Salary and Wages (1+2+3+4)										0
DSR2B										
Object				Description				Amount		
Energy (521x)										
Repairs & Maintenance Services (524x)										

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Historical Commission			
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)				
Communications (534x)	Postage and printing			350
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies			250
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Technology			450
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				1,050
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,050
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Department Information
DSR1

Department

Library

Operational Considerations

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

During FY13 the library circulated a total of 542,269 items to its borrowers, provided answers to more than 29,500 reference inquiries, obtained 61,865 items from other libraries to fill Needham requests, added 11,536 books and 3,331 audiovisual items to the materials collections, registered 1,518 new borrowers held 294 children's programs, and had 537 uses of its Community Room.

During FY13 the library's collections had a net gain of 3,409 (2%) over FY12. The gain was made possible by the continued funding of the materials budget, plus gifts and donations from local groups (especially the Friends of the Library and the Library Foundation) and individuals. The appropriation and gifts made it possible for the library to maintain the elimination reached last year of the long-standing gap between the number of items Needham requests from other libraries to fill Needham patrons' requests and the number of items Needham sends to other libraries to fill their requests. In FY07 the gap was 19.2%. Due to four years of cash capital funding (\$25,000 each year) for purchase of library materials, by FY11 the gap had been narrowed to 2.2%. An increase in the library's materials' budget for FY12 not only made gap elimination possible but also allowed Needham to become a 2% net lender. This trend continued to FY13, when Needham's net lender percentage increased to 5%. The following chart illustrates the library's progress from net borrower to net lender. It also shows the growing demands on library collections and the increase in inter-library cooperation.

Fiscal Year	Items borrowed from other libraries	% of Total	Items loaned to other libraries	% of Total	Gap
FY07	45,870	59.6%	31,138	40.4%	19.2%
FY08	47,125	55.9%	37,210	44.1%	11.8%
FY09	56,798	53.4%	48,489	46.6%	5.8%
FY10	62,063	52.0%	57,286	48.0%	4.0%
FY11	61,418	51.1%	58,782	48.9%	2.2%
FY12	62,627	49.0%	65,151	51.0%	No gap—2% net lender
FY13	61,865	47.5%	68,448	52.2%	5.0% net lender

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

While the overall materials collection grew by 2%, the audiovisual collections increased by 5%, reflecting the continuing demand for DVDs, CDs, Books-on-CD. Use of downloadable services increased by a phenomenal 79% over FY12. Use of the library's self-checkout computers grew from 81,292 in FY11 to 114, 175 in FY12 (40.5%) to 121,879 in FY13 (6.7%). The self-checkout figure stands at 22.5% of the library's total checkouts, an increase of 1.9% over FY12. Self-

Fiscal Year 2015 Proposed Budget

Department Information DSR1

Department

Library

checkout has enabled the library staff to keep up with other circulation duties and to take on some new duties that make the Circulation operation more efficient and more customer-friendly.

Hiring a part-time children's librarian to do children's programming continues to be the library's number one DSR4 request.

Fiscal Year	Children's Programs	Total Attendance	Average Attendance
FY10	209	9,573	45.8
FY11	271	13,456	49.7
FY12	304	14,273	47
FY13	294	12,276	42

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

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

The library's other DSR4 request is for funding for the museum pass reservation software (\$725). The museum passes are used an average of 172 times each month. This software allows patrons to check the availability of the passes and to make their own reservations from the home computer. The software saves the Circulation Desk workers many hours of time that is spent helping the library's customers in other ways.

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

The DSR2 base budget request is \$1,475,200. This is sufficient funding to assure certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Aid Grant (\$30,000 expected in FY14), the library must:

1. Be open 59 hours per week
2. Receive a town-appropriated budget that is 2.5% higher than the average of the 3 previous years. For FY15 that figure is \$1,423,924.
3. Spend 13% of its total budget on library materials.

The MBLC has a waiver process; failure to obtain a waiver means decertification and loss of the State Aid Grant. The library already depends on its State Aid Account to cover three salary shortages and to pay for parking lot rental; library banner maintenance; museum pass reservation software; wireless service; and equipment not covered by the town-appropriated budget.

Budget request increases include:

Professional and Technical Services and software license fee

Minuteman Library Network

\$2,227 increase anticipated in the Minuteman preliminary FY15 budget

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Library	
Computer Software Licenses \$1,000 increase. The current pricing for software to protect the library's computer systems is \$2,894, which is \$894 more than is budgeted in the current FY14 budget. As software prices will surely rise before FY15 invoices are issued, this budget needs to be increased by a minimum of \$1,000. Communications Postage \$63 increase to cover postal price increases of January 1, 2014. Dues and Subscriptions \$5 increase to cover the actual cost of membership in the American Library Association.			
Performance Factors			
Performance measure for FY15 will include: 1. Network transfer/inter-library loan balance maintenance 2. Continued sponsorship of culturally diverse programs 3. Continued collection building of world language materials 4. Increased encouragement of self-checkout use 5. Continued sponsorship of programs that explain use of electronic reading and listening devices 6. Continued improvement of library publicity These performance measures support both the library's Strategic Plan and the Board of Library Trustees' annual goals.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	1,156,157	46,228	1,202,385
Expenses	319,043	725	319,768
Capital			
Other			
Total Operating Request	1,475,200	46,953	1,522,153
Request Prepared By	Director of Public Library		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Library							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	13	37	23.6	13	37	23.6	13	37	23.67		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☐	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)								828,961		
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1								828,961			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage										
d.	Part-time Monday - Saturday								293,159		
e.	Sunday Part-time hours (time and a half)								34,037		
f.											
Sub Total 2								327,196			
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3											
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4											
5. Total Salary and Wages (1+2+3+4)								1,156,157			
DSR2B											
Object				Description				Amount			
Energy (521x)											
Repairs & Maintenance Services (524x - 525x)				Equipment repairs and copy machine maintenance:				2,096			
				1,489							

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Library			
Object	Description	Amount		
	Computer hardware maintenance:	607		
Rental & Leases (527X)	Postage Meter rental:	550	940	
	Iron Mountain and NEDCC:	390		
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Minuteman Library Network:	61,030	64,030	
	Computer software licenses:	3,000		
Communications (534x)	Postage:	2,169	2,679	
	Printing:	510		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Bindery		4,800	
Office Supplies (542x)	Paper (copier and other) pens, pencils, calendars, file folders, etc.:	6,700	6,700	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Supplies for processing books, periodicals, and AV items:	6,500	236,893	
	Library Materials Budget:			
	Newspapers, Periodicals	22,100		
	Books	131,043		
	Audiovisual	43,000		
	Databases	18,000		
	Total Materials	214,143		
	Computer Supplies and Equipment:	16,250		
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Conference In-State:	150	600	
	Mileage:	450		
Dues & Subscriptions (573X)	American Library Association Membership:	305	305	
Other Expenses (574 X – 579x)				
6. Total Expenses			319,043	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,475,200	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO	☐

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Children's Programming Librarian	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	.51	21,233		21,233	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)	.51	21,233		21,233	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
2. Has this request been submitted in the last three fiscal years and not funded?				X	
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?					X
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request is for funding for the Children's Programming Librarian—a part-time, non-benefited position. 19 hours a week x 52 weeks = 988 hours x 21.49 per hour = \$21,233 For several years filling this request has been a goal of the Board of Library Trustees. Quality programming is an essential service for a successful Children's Room operation. Programming is currently being done by a part-time children's librarian. Her storytime, craft, and other programs are well-attended and highly praised. Her hours are funded by the library's State Aid account. Continued use of this fund for salary items could totally deplete the fund in a few years. See enclosed "State Aid FY14 Budget" statement.					

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Circulation Desk Hours			Priority	2
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
6. Salary and Wage	.48	15,529		15,529	
7. Expense					
8. Operating Capital					
9. Other Costs					
10. Total (1+2+3+4)	.48	15,529		15,529	
Budgetary Considerations				Yes	No
11. Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
12. Has this request been submitted in the last three fiscal years and not funded?				X	
13. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
14. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
15. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
16. Does the request support activities which produce revenue for the Town?					X
17. If the request is not approved, will current Town revenues be negatively impacted?					X
18. Is there an increased exposure for the Town if the request is not approved?					X
19. Is specialized training or licensing required (beyond the initial purchase)?					X
20. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request for funding for additional part-time, non-benefited hours at the Circulation Desk has been submitted for several previous years and is a goal of the Library Board of Trustees. 18 hours a week x 52 weeks = 936 hours x 16.59 per hour = \$15,529. Previously, the library's full-time Administrative Specialist oversaw the workings of the Network Transfer/Inter-Library Loan Department. With the change to a part-time Administrative Specialist, the library's two full-time Library Assistants have assumed this duty. In order to do the supervising and checking out the items to be sent to other libraries, these two people have had to decrease the number of hours they spend at the Circulation Desk. Part-time hours, funded by the State Aid Account, have been used to cover their desk time. Continued use of the account for salary items could totally deplete the fund in a few years. See enclosed "State Aid FY14 Budget" statement.					

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Network Transfer Pack/Unpack Page		Priority	3	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
11. Salary and Wage	.51	9,466		9,466	
12. Expense					
13. Operating Capital					
14. Other Costs					
15. Total (1+2+3+4)	.51	9,466		9,466	
Budgetary Considerations				Yes	No
21. Does this request address a goal of the Board of Selectmen or other Board or Committee				☒	☐
22. Has this request been submitted in the last three fiscal years and not funded?				☒	☐
23. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
24. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
25. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
26. Does the request support activities which produce revenue for the Town?				☐	☒
27. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
28. Is there an increased exposure for the Town if the request is not approved?				☐	☒
29. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
30. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request for funding for a 19-hour-a-week part-time non-benefited library page to pack and unpack the 18-25 bins of materials that are delivered to and picked up from the library each Monday through Friday has been submitted for several previous years and is a goal of the Library Board of Trustees. 19 hours a week x 52 weeks = 988 hours x 9.58 per hour = \$9,466 The bins contain Needham materials that have been returned at other libraries in the State, Needham materials that are being sent to other libraries to fill requests, other libraries' materials that have been returned to Needham, and materials that have been sent to Needham from other libraries to fill requests for Needham citizens. The Network Transfer/Inter-Library Loan business continues to increase each fiscal year. In FY11, 58,783 items were loaned to other libraries, and 61,418 items were borrowed from other libraries to fill Needham requests (total 120,201). In FY12, these numbers increased to 65,151 items loaned to other libraries and 62,627 items borrowed from other libraries (total 127,778—6.3% increase). In FY13, the number of items loaned to other libraries increased to 68,448, while the number of items borrowed from other libraries decreased to 61,865. The total (130,313) represented a 2% increase. These numbers comprise approximately one-half of the items in the delivery system. After the delivered bins are unpacked, the empty bins are filled with approximately the same number of outgoing materials. These hours are currently being funded by the library's State Aid Account. Continued use of this account for salary items could totally deplete the fund in a few years. See enclosed "State Aid FY14 Budget" statement.					

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Museum Pass Reservation Software		Priority	4	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
16. Salary and Wage					
17. Expense		725			725
18. Operating Capital					
19. Other Costs					
20. Total (1+2+3+4)		725			725
Budgetary Considerations				Yes	No
31. Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
32. Has this request been submitted in the last three fiscal years and not funded?				☒	☐
33. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
34. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
35. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
36. Does the request support activities which produce revenue for the Town?				☐	☒
37. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
38. Is there an increased exposure for the Town if the request is not approved?				☐	☒
39. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
40. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request for Museum Pass Reservation Software has been submitted for the past several years. The library offers the use of twenty-three museum passes to Needham residents. To reserve a pass, a resident may (1) come to the library or telephone the library and talk to a staff member who uses the Museum Pass Reservation Software program to check pass availability and make reservations or (2) click on the library's page on the Town's website, review the list of passes and the dates available and make his/her own reservation. Having this software program installed has saved the Circulation Desk staff countless hours of dealing with museum pass information and reservations. Two-thirds of the more than 172 (up from 150 last year) monthly reservations are now being made online by patrons. Currently, the \$725 yearly fee for the Museum Pass Reservation software is being paid by the library's State Aid account.					

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Park and Recreation			
Operational Considerations					
The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; managing Rosemary Pool, the Town's outdoor swimming pool; administering all Town athletic fields, including scheduling and permitting functions; managing all Town playgrounds; providing young adult/youth employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations. The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over about 300 acres of land, including the Town Forest. They set policies for use of all athletic fields. With the Director, the Commission provides long-range planning for recreation facilities and services. Changes: Three of the four full-time staff members belong to the Independent Town Worker's Association, and two of the staff members are still eligible for step rate increases. The department's Director and the seasonal staff members at the summer programs and the Pool are non-represented and will receive a 2.5% increase. Overtime funds have been shifted to temporary staffing, to partially fund the new playground maintenance position.					
	FY' 11-13 Ave.	FY' 14 Budget	FY'15 Request	Change	Reason for Change
REQUESTED SALARY BUDGET		\$468,456	\$478,929	\$10,473	Step rates for 2 full-time employees; Shifted \$6,875 from overtime to temporary staff; Non-represented staff will receive 2.5% increase; DSR-4 submitted for additional funds for temporary staffing
Under expenses, the same dollar level is requested. Minor changes were made within categories. A DSR-4 request has been submitted to assist with costs of hiring a company to install wood fiber playground surfacing.					
	FY' 11-13 Ave.	FY' 14 Budget	FY'15 Request	Change	Reason for Change
REQUESTED EXPENSE BUDGET	\$109,875	\$106,000	\$106,000		Prior year reduction; DSR-4 submitted
EXPENDED	\$103,175	TBD	TBD		

Department Information DSR1					
Department		Park and Recreation			
Communications	\$7,180	\$5,350	\$5,350		Increased postage line, but decreased printing costs to offset change

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

Park and Recreation is formally working with rail trail and community center groups, and has established a Trail Steward volunteer program, and has been in conversations with residents interested in a dog park and individuals with interest in a skate park.

The Trail Steward program has been created by the Assistant Director in collaboration with a working group representing Conservation, Park and Recreation and DPW. There are 15 stewards who visit designated trail sections at least once a month, providing written reports, and the majority of the stewards visit their locations more often. In addition to the monthly information, the regular visits have also helped reduce the amount of trash along the trails. Trail Days are scheduled twice a year, along with park clean-up days, with increased interest in participation. The "Notify Me" notification list has grown to almost 150 members, and will continue to be increased to reach as many volunteers as possible for projects, or potential participants in special programs. Having the Assistant Director serve as the Town's Trails Coordinator has enabled departments to work more cooperatively and provide better services for the trails. It is an exciting addition to the services provided by Park and Recreation, and has so much more ability to grow into a beneficial asset for the trails system.

Major park projects undertaken this past year have been the full renovation of Walker-Gordon, and the full renovation of Greene's Field. Both projects received Community Preservation Funds, along with additional funding resources, both private and public. Design funds were appropriated in May 2013 to design improvements to the Newman Fields and Eastman Conservation Area, as well as an all-person trail around the Reservoir. Increased education is underway with athletic field user groups on how changes in how they use fields for practices can improve the quality of the field conditions. These changes are a necessary component of the current maintenance program.

There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. The department was an active participant in *Eat Well, Be Fit*,

Department Information DSR1	
Department	Park and Recreation
<i>Needham</i> over the years (and earlier committees with similar missions) and continues to strive to provide information and opportunities that help families and individuals – including staff – create a balance, add fitness, reduce injuries/health risks, and make healthy food choices in their lives. For programs that offer snacks, the Recreation Supervisor has chosen foods that are least likely to be an issue for children with allergies, and have reduced levels of sugar and fat. The vending company that provides machines at Rosemary Pool also is required to provide low-sugar, low-fat options. The department works to educate residents on issues related to the actions they take that have an effect on their own health or others. Issues include the transfer of bacteria at the pool, proper hand washing, prevention of concussions, and the safe use of athletic fields, including use of the warmer synthetic turf fields. The current Open Space and Recreation Plan is expired. Funding was provided in May 2013 for an update which will be completed over the upcoming winter. This plan provides the Town with a tool for prioritizing projects, but also is a requirement for funding opportunities. The Community Preservation Act legislation was updated in July 2012, now allowing for outdoor recreation areas to be funded for capital improvements. The Open Space and Recreation Plan is a useful document for the evaluation of funding requests. Rosemary Pool: Due to the MA Permit Extension Act, the 2006 permit to drain Rosemary Lake for pre-season maintenance on the pool was re-established in 2011, and the request for the 2010 permit which had been appealed to the DEP by the Town was dropped. Two specialists were hired in 2011 to study the drainage questions related to the appeal, and supported the anecdotal information gathered by the Town in prior years. The 2006 permit has received an additional extension under a ruling by the Governor, through 2018. Park and Recreation has undertaken a study of options for the future of Rosemary, and will spend the winter reviewing the major options with residents to narrow the options to the chosen plan. Operating budget implications have been noted in the plan, with some reduction in costs expected, possibly offset by increases in costs. Indoor Programming Space: Each year, it becomes more difficult to find locations for programs. For decades, Park and Recreation was the primary user of school buildings in the summer, but many school programs are now 12 months long, including Special Education programs, Community Education, and programs held in conjunction with the Athletics Department. In 2011, the Conservation Commission decided that green spaces would not be mowed at Ridge Hill Reservation, which continues to limit activity options for the Outdoor Living Adventure program held on that site. North Hill has been a recent partner providing activity space, but due to construction have not recently been available. St. Sebastian's and the Housing Authority have provided some limited programming space. Park and Recreation, with the PPBC, completed a feasibility study of the Cricket Field building, with recommendations for a renovation of the building or replacement of the building on a different section of the parcel. Based on the information from the study, Park and Recreation would not recommend converting the building to year-round use, so the renovation would help existing programs, allow for some additional programming, and provide public restrooms to the park, but would not solve the lack of space problem at other times of the year. The options for Rosemary Pool have provided some additional thoughts for year-round recreation programming space. Playgrounds: Park and Recreation oversees 19 public playgrounds at the following areas: Broadmeadow (2); Eliot (2); Hillside (2); Mitchell (1); Newman (3); Claxton; Cricket; DeFazio; Greene's; Mills; Perry; Riverside; Rosemary Pool and Walker-Gordon. All 19 sites will have been	

Department Information DSR1	
Department	Park and Recreation
rebuilt or renovated since 1995. With few exceptions, the new playground equipment was primarily donated through private fundraising efforts. The newest playground, at Greene's Field, had equipment donated, but installation paid for by the Town through CPA funds. The Board of Selectmen, School Committee, Finance Committee, Permanent Public Building Committee and the Park and Recreation Commission are at the beginning stages of discussing how to shift to a public funding process. A new policy will need to be developed on how requests for additions or renovations are handled as the Park and Recreation budget currently can only handle surfacing replenishment and repairs. Fees: The Park and Recreation Commission and Department annually review program fees, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The General Fund fees are for Rosemary Pool, including swim lessons, the major summer programs, and the Field <i>Administration</i> Fee. General Fund revenue in FY'13 was \$251,351, less than what was collected in FY'12, with equivalent reduction in collections between the Pool, summer programs, and field administration. Summer Programs continue to collect revenue exceeding the cost of running the programs. In Fiscal Year 2013, almost \$130,000 was collected in revenue, yet direct costs including payroll and expenses were just over \$80,000. Part of the reduction in revenue is due to the loss of one week of programs due to the late closing of the school year. In FY'13, less than \$45,000 was collected in Field Administration Fees, to contribute towards the cost of the work related to scheduling and serving as administrators to the athletic fields and parks. This was about \$7,000 less than the prior year, but primarily due to the timing of payments split between fiscal years. The pool season at Rosemary Pool was shorter than in prior years, also due to the late school closing and two separate mechanical problems requiring the pool to close for additional days. Last year, the revenue covered about 53% of direct costs. In FY'13, it was closer to 45% of revenue cover the costs, back to FY'11 levels. Pool attendance dropped due to the pool being open fewer days than in prior years. Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2013, the value of \$19,000 was provided in free passes to Rosemary Pool and swim lessons, an increase of about \$3,000 from Summer 2012. In Summer 2013, \$8,000 was provided in free programs, consistent with prior recent summers, but about double what it was prior to the downturn in the economy. This is a loss of revenue of about \$27,000, but a service important to the Commission to offer to its residents. Park and Recreation provides services that do not generate revenue. Use of the trails and playgrounds are free, yet the cost to maintain playgrounds continues to grow, and with our new Trails Steward program and emphasis on improving the trails, there are additional costs. At some parks, public restrooms are available, and the cost of cleaning those is about \$8,000 a year. The playground maintenance costs are discussed in the DSR-4 request. Revolving Fund: The programs held in the Fall, Winter, and Spring, as well as some small summer programs and special events are all funded through the fee-generated Revolving Fund (53-D). The Revolving Fund also includes revenue and expenses related to Field <i>Maintenance</i> Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Revenue averages \$220,000 per year. Most programs in the Revolving Fund also contribute a small portion of their fees to the General Fund in an effort to reflect the office staff members' time spent on those programs. On average, \$10,000 is	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Park and Recreation	
deposited into the General Fund from Revolving Fund programs. Some programs have been reduced or eliminated due to the problem of consistent programming space. Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The donations for the summer Arts in the Parks and Children's Theatre programs are deposited into this account. In the spring of 2013, the Park and Recreation Commission received \$22,000 from the will of Harold J. A. Street. Mr. Street did not specify how the funds were to be spent, so the Commission is reviewing options for small projects. It is likely that a portion will be spent on trails projects that would not be completed without this funding source.			
Performance Factors			
As the department is putting together some new initiatives to accomplish the FY'14 goals, they will remain in place for FY'15, so that a full effort to reaching the goals and making them part of the regular project list. Additional performance goals were added to the Trails section. Trails: (a) install trail marker signs on 8 designated trails and increase number of informational kiosks; (b) add one annual volunteer trail project on each of the 8 designated trails; (c) increase number of members on "Notify Me" e-mail list as a volunteer resource list, currently at 150; (d) add 8 trails kiosks to designated trails; (e) create Rail Trail from High Rock Street to Charles River in Dover; (f) finalize agreement with MWRA for Aqueduct trail. Communication: (a) create social media information site(s) and provide information at least one time per week; (b) post photos of events and programs on website Playgrounds: (a) upgrade surfacing at each school site by March 30 and August 30; (b) upgrade surfacing at non-school sites by April 30 and September 30; (c) increase the amount of information related to playgrounds on the website, including the addition of photos			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	478,929	3,725	482,654
Expenses	106,000	8,000	114,000
Capital	0	0	0
Other	0	0	0
Total Operating Request	584,929	11,725	596,654
Request Prepared By	Director of Park and Recreation		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2									
Department			Park and Recreation						
Object			Description				Amount		
DSR2A									
P e r s o n n e l	FY13			FY14			FY15		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	0	4	4	0	4	4	0	4
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	No	X	FTE
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							265,599	
b.	PRD1 Holiday								
c.	PRD1 Career Education								
d.	PRD1 Uniform								
e.	PRD1 Stipends							3,000	
f.									
g.									
Sub Total 1								268,599	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary								
b.	Seasonal Help see descriptions below							200,455	
c.	Temporary Department Coverage								
d.	Playground Maintenance							6,875	
e.	Description: Rosemary Pool: \$108,232 ten week session, training, pre-season Rec Spec 5 (1); Rec Spec 4 (2); Rec Spec 3 (4); Rec Spec 2 (15)							0	
f.	Description: Summer Programs: \$87,334 eight week session, training, pre-season Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20)							0	
Sub Total 2								207,330	
3. Salary and Wage Overtime (Itemized Below)									
a.	Recreation Supervisor Overtime							2,500	
b.	Administrative Specialist Overtime							500	
c.									
d.									
e.									
f.									
Sub Total 3								3,000	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
c.	Training and Development								
b.	Tuition Reimbursement								
d.									
e.									
f.									
Sub Total 4								0	

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Park and Recreation	
Object	Description	Amount
5. Total Salary and Wages (1+2+3+4)		478,929
DSR2B		
Object	Description	Amount
Energy (521x)	NSTAR Electric: (4,200) Transcanada: (4,800) NSTAR Gas: (600)	9,600
Repairs & Maintenance Services (524x - 525x)	Plumber/Welding: (4,000) Pump Specialist: (2,000) Playground Repairs: (7,000) Pool Cleaning: (800) Repairs: (500)	14,300
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning	10,000
Professional & Technical Services (530x - 531x)	Water Testing: (450) Training: CPR/First Aid, Staff, Lifeguard: (1000)	1,450
Communications (534x)	Phones: land & cell (3,000) Printing: forms, information (800) Postage: (1,400) Legal Notices: (150)	5,350
Recreational & Cultural Services (535x)	Special Events	1,800
Other Purchased Services (538x)	Bus Rentals: (2,500) Misc: equipment repairs, pest control, assistance with state permits, pond treatment (1,000)	3,500
Office Supplies (542x)	Office Supplies	1,200
Building & Equipment Supplies (543x)	Pool Paint: (6,000) Chlorine: (14,000) DE: (14,000) Pool Supplies: (1,200) Misc Repair Supplies: (300)	35,500
Custodial Supplies (545x)	Pool Custodial Supplies	800
Grounds Keeping Supplies (546x)	Playground Surfacing and Replacement Supplies	11,000
Vehicular Supplies (548x)	Gas, Oil for Equipment	200
Food and Service Supplies (549x)	Snacks, Program Supplies	2,300
Medical Supplies (550x)	First Aid Supplies	200
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts*: (1,800) Lifeguard Uniforms*+: (400) Safety Equipment*: (400) Red Cross Certificates: (700) Arts & Crafts Materials: (1,000) Program Equipment: (1,000)	5,400

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department		Park and Recreation		
Object	Description	Amount		
	Training Materials: (100) * state requirement for Pool + staff reimbursement			
Governmental Charges (569x)		0		
Travel & Mileage (571x - 572x)	Mileage Reimbursement: (1,700) Conferences: (1,000)	2,700		
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700		
Other Expenses (574 X - 579x)				
6. Total Expenses		106,000		
DSR2C				
Capital Equipment Replacement (587X)		0		
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		584,929		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4						
Department	Park and Recreation					
Title	Playground Maintenance			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	.32	3,725			3,725	
2. Expense		8,000			8,000	
3. Operating Capital						
4. Other Costs						
5. Total (1+2+3+4)	.32	11,725			11,725	
Budgetary Considerations					Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee					X	
2. Has this request been submitted in the last three fiscal years and not funded?					X	
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
6. Does the request support activities which produce revenue for the Town?						X
7. If the request is not approved, will current Town revenues be negatively impacted?						X
8. Is there an increased exposure for the Town if the request is not approved?					X	
9. Is specialized training or licensing required (beyond the initial purchase)?						X
10. Does this request address a documented health or safety issue?					X	
All "YES" responses must be explained in the narrative						
Description and Explanation						
Park and Recreation has been responsible for playground maintenance for all Town and School playgrounds since the mid-1990's. For the safety of children, it is important to keep the equipment in good repair. Most injuries are due to falls, so it is vital to keep the surfacing at required levels. Last year, Park and Recreation submitted a DSR-4 for additional overtime funds to assist with playground maintenance, but it has been determined that it would be more appropriate to have staff and contractors dedicated to this work, so it is done in appropriate time frames and is not put off due to other staff priorities. Different procedures have been implemented to keep up with playground safety, including in recent years paying overtime to DPW Parks and Forestry Staff to assist with installation and upkeep of wood fiber playground surfacing. The current plan is for Park and Recreation to hire a part-time playground maintenance staff person. The Personnel Board has approved a position for \$17/hour. It is estimated that the staff person would work approximately 12 hours/week throughout the year. This position would not be eligible for benefits. Using funds that are already designated for DPW overtime, just the balance of \$3,725 is requested.						

Performance Improvement Funding Request DSR4			
Department	Park and Recreation		
Title	Playground Maintenance	Priority	1
Park and Recreation would continue to purchase the wood fiber surfacing, but would need to hire a company to install the material. The department's current budget has adequate funds to continue to purchase the surfacing, as well as replacement parts for repairs, but does not have the funds to cover the estimated cost of \$8,000 for installation. The new playground maintenance staff person will be able to handle simple repairs, but more complex repairs are required by a contractor. Park and Recreation has funds budgeted for this purpose. The Park and Recreation Department's Recreation Supervisor has been certified as a playground safety inspector and can assist with inspections and recommendations for repairs.			

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department

Trustees of Memorial Park

Operational Considerations

The primary operating costs for the Memorial Park building and the athletic fields are in the DPW Parks and Forestry budget, with a small portion now under Park and Recreation.

The primary expenses related to the building include electricity and heat, and they are funded under the Parks and Forestry budget. As of 10/1/08, Park and Recreation assumed the responsibility for the cleaning of the restrooms. In July 2013, ABM Janitorial Services was awarded a 3 year contract for cleaning park restrooms, including all of those located at the Memorial Park building. User groups are responsible for cleaning the concession room, second floor meeting spaces, and storage rooms. Efforts are made to reduce the use of the building during the winter to save energy costs, but the building remains heated. The Public Facilities Department handles small repair projects in the building. Vandalism can be an issue at the Memorial Park building, leading to additional repair costs.

The Trustees of Memorial Park have a concession room revolving fund with a cap of \$4,100. They have not charged a fee for use of the concession room in several years as the groups using the room have been making donations towards projects in the building and at the park. In recent years, user groups and residents have been donating improvements to the concession room and building. The Revolving Fund will be used to make the final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents.

The operating budget assists with small project costs and maintenance of the garden areas near the memorials. The large corner garden is primarily maintained by volunteers, and efforts were taken in recent years to bring in new volunteers to clean out the overgrown areas. The Trustees recently replaced their flagpoles through donations. A small committee is currently investigating the addition of a new memorial that would list the names of all Needham residents who have died while serving in a military conflict or war.

The Fields of Dreams project created about \$2 million worth of improvements to the athletic fields at Memorial Park, and added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the park with netting and drainage improvements, and they handle all costs related to athletic field maintenance. The athletic fields are used by Needham High School for physical education and the athletics program. Numerous youth sports organizations use the athletic fields throughout the year.

Performance Factors

The Trustees of Memorial Park will continue to educate residents to respect the park created in memory of those who have served. A measure of a successful effort would be a reduction in the number of vandalism incidents.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	[]	[]	[]
Expenses	750	[]	750
Capital	[]	[]	[]
Other []	[]	[]	[]
Total Operating Request	750	[]	750
Request Prepared By	Director of Park and Recreation on behalf of Trustees		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Trustees of Memorial Park							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	0	0	0	0	0	0	0	0	0		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☐	FTE	0
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)										
b.	PRD1 Holiday										
c.	PRD1 Career Education										
d.	PRD1 Uniform										
e.	PRD1 Stipends										
f.											
g.											
Sub Total 1										0	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help										
c.	Temporary Department Coverage										
d.											
e.											
f.											
Sub Total 2										0	
3. Salary and Wage Overtime (Itemized Below)											
a.											
b.											
c.											
d.											
e.											
f.											
Sub Total 3										0	
4. Other Salary and Wage Expenses - (Itemized Below)											
a.	Incentive Programs										
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4										0	
5. Total Salary and Wages (1+2+3+4)										0	
DSR2B											
Object				Description				Amount			
Energy (521x)											
Repairs & Maintenance Services (524x)				Small park repairs				350			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Trustees of Memorial Park			
Object	Description	Amount		
- 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)	Materials for memorial gardens			400
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				750
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				750
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Department Information					
DSR1					
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Cost per Load	Est. Number of Loads	MSW Hauling	Difference from Prior Year Submission		
\$329	336	\$110,544	-\$1,980		
<u>Additional Disposal Items</u>					
In Other Purchased Services there are items that are either banned or desirable to remove from the traditional waste stream. There are charges to the residents for the disposal of these items, but the cost for the Town to dispose these items has not been budgeted in the past. The addition of these items to the budget is to appropriately account for this service that the Town is providing. The charge to the resident offsets all or most of the cost of disposal.					
<u>Operating Capital</u>					
There is an increase of \$5,000 for the annual replacement of an open top trailer. The company that had been the low bid in prior years has gone out of business, and with the bid that was conducted in FY 14, it was seen that the prices have increased as a result of this reduced competition.					
<u>DSR4 – Assistant Superintendent & Roll-Off Containers</u>					
Assistant Superintendent – The request of an on-sight operations management staff for the RTS has been submitted to enable the Division to be more proactive and provide sufficient oversight at the facility.					
Roll-Off Containers- This is a repeat request from the prior year to establish a programmatic replacement of two roll-off trailers.					
Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	(\$3,005)		Based on 3 year average	(\$3,005)
Other Property Related Services	MSW Hauling	(\$1,980)		Based on CPI of current price	(\$10,016)
	MSW Disposal	(\$8,036)		Based on 3 year average	
Professional & Technical Services	Software Maint. & Support	(\$200)		Based on actual costs	(\$1,300)
	Soil & Compost Testing	(\$1,000)		Based on actual costs	
	Transfer Station Inspections	(\$100)		Based on actual costs	

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Comm.	Printing & Mailings	\$3,025		Increased distribution of materials	\$3,025
Other Purchased Services	Tire Disposal	\$300		Based on prior years spending	(\$2,767)
	Refrigerant Disposal	\$300		Based on prior years spending	
	E-Waste	\$5,000	(\$2,000.00)	Additional materials	
	Mattresses/Carpeting/Furniture	\$5,000		Additional materials	
	Stryofoam	\$1,000		Additional materials	
	HH Hazardous Waste	\$1,200		Increased cost of Hazardous Waste Day	
	Paint Disposal (Oil)	(\$21,500)		Now latex in with regular MSW disposal	
	Universal Waste Disposal	(\$2,000)	\$2,000.00	Transfer to E-Waste	
	Rock Crushing/Material Processing	\$8,333		Program to fully restore funding, final year	
	Medical Waste Disposal	(\$400)		Based on prior years spending	
Office Supplies	Standard Office Supplies	\$1,300		Based on prior years spending	\$800
	Billing Forms	(\$500)		No longer used	
Building Equipment & Supplies	Misc. Supplies	(\$500)		Based on prior years spending	\$4,000
	Gates & Signs	\$4,500		Increased signage	
Vehicular Supplies	Diesel Fuel	(\$6,040)		Based on 3 year average	(\$4,022)
	Gasoline	\$2,018		Based on 3 year average	

Fiscal Year 2015 Proposed Budget

Department Information
DSR1

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

Line Item	Description	Change	Offset by	Comments	Net Change
Public Works Supplies	Pay-Per-Throw Supplies	\$10,000		State contract pricing increase, increased weight of bag	\$14,000
	Carpentry Supplies	\$1,000		Based on prior years spending	
	Replacement Flares	\$1,000		Program to replace 2 per year	
	Public Space Recycling Containers	\$1,500		Increased program for public recycling	
	Bags for Deposit Bottle & Can Program	\$500		Town collection of deposit bottles & cans	
Other Supplies & Equipment	Employee PPE Gear	\$135		Required clothing for union staff	\$135
Dues & Subscriptions	US Composting Council	\$250		New organizational affiliation	\$335
	Massrecycle	\$85		New organizational affiliation	

Grants

The Department has applied for and received two grants for FY 14.

MassDEP In-Kind Technical Assistance – this grant provides the Town 40 hours of Technical Assistance to assist with evaluating food waste collection from schools and implementing a pilot at one school

MassDEP Sustainable Materials Recovery Program Municipal Grant – this grant provide the town with a closed door roll-off container for mattresses/furniture (\$7,500), an open top roll-off for rigid plastic (\$5,500), and educational materials for new recycling items (\$1,000)

Performance Factors

Total FY13 Main Area Recycling and MSW Tonnages

Recycling

The recycling figures below represent materials collected in the following areas: main recycling area, delivered to EL Harvey & Sons, Westborough; materials collected in the additional recycling area (primarily scrap metal, textiles, e-waste, and books); and mixed wood (building materials).

Fiscal Year 2015 Proposed Budget

Department Information DSR1

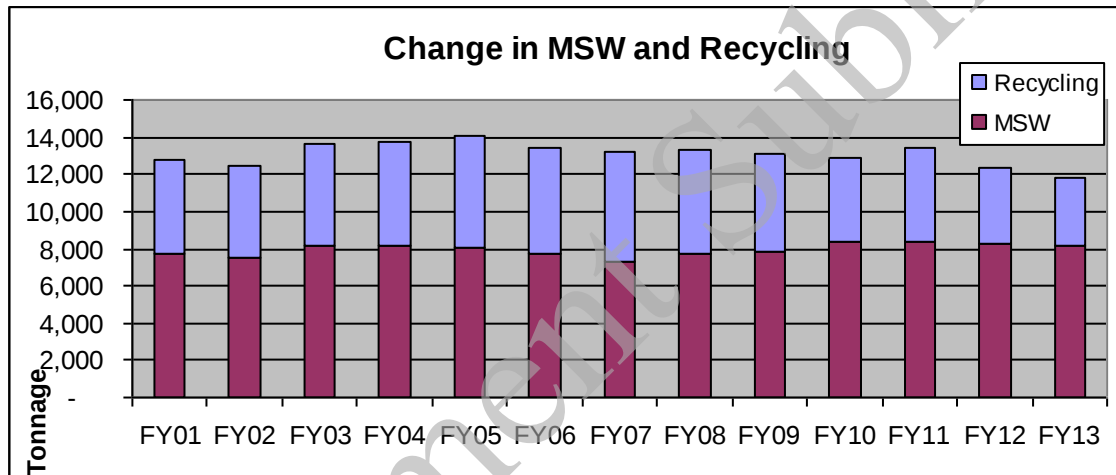
Department

Department of Public Works – Recycling & Transfer Station
Enterprise Fund

Municipal Solid Waste (MSW)

The MSW figures below represent all MSW collected at the transfer station and delivered to Wheelabrator in Millbury. This includes MSW from residential PAYT bags, schools, municipal buildings, private haulers, contractors, bulky items, and cleanouts. A breakdown of waste by generator category is listed on the following pages.

Tons Disposed/Recycled Per Year													
	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Main Area Recycling	4,310	4,169	4,378	4,374	4,488	4,461	4,181	4,228	4,049	3,697	4,398	3,356	3,227
Additional Area Recycling	689	716	822	1,012	1,143	1,085	1,131	998	887	515	380	462	429
Mixed Wood	-	52	324	264	335	76	585	392	348	315	294	251	-
Recycling Totals	4,999	4,937	5,524	5,650	5,966	5,622	5,897	5,618	5,284	4,527	5,072	4,069	3,656
MSW	7,749	7,554	8,109	8,108	8,081	7,769	7,269	7,678	7,850	8,405	8,376	8,253	8,196
TOTAL	12,748	12,491	13,633	13,758	14,047	13,391	13,166	13,296	13,134	12,932	13,448	12,322	11,852
Recycling Rate	39%	40%	41%	41%	42%	42%	45%	42%	40%	35%	38%	33%	31%



There is a decrease in the amount of both trash and recycling brought to the RTS in FY13. Main area recycling decreased by 129 tons over FY12, this is likely due to a reduction in purchase of newspapers, and is also due to not collecting wood as a separate recycling stream but including with MSW. MSW decreased by 58 tons over FY12. The decrease is actually greater as this does not account for the increase of wood (approximately 250 ton) that has been disposed of as MSW instead of being recycled. Given the trends apparent over time it is possible that the FY11 Main Area Recycling figure may be erroneous and requires additional scrutiny.

FY13 MSW Disposal

Facility: Wheelabrator (Waste Management) Waste to Energy Facility, Millbury, MA

Contract date: July 1, 2008 - 2028

Disposal rate: \$74.01 per ton

Tons disposed: 8,196

Cost to dispose: \$588,897

Hauler: Goulett Trucking

Contract dates: July 1, 2012 - 2014

Haul rate: \$319 per haul

Cost to haul: \$99,528

Fiscal Year 2015 Proposed Budget

**Department Information
DSR1**

Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund
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FY13 Main Area Recycling Totals & Revenue

Facility: EL Harvey & Sons, Westborough, MA
 Contract dates: July 1, 2011 - 2014
 Recycling Revenue: Varies by material (includes haul)
 Tons Recycled: 3,227
 Revenue received:
 Paper \$52,043
 Single stream \$3,866
 Commingled \$3,979
 Cardboard \$26,520
 TOTAL \$86,408

	Paper			Single Stream			Commingled			Cardboard		
	Yellow Sheet News #8 minus a \$35/ton processing			Yellow Sheet News #8 minus a \$35/ton			Fixed refund \$5/ton			Yellow Sheet OCC #11 minus a \$35/ton		
	\$/ton	Tons	Revenue	\$/ton	Tons	Revenue	\$/ton	Ton	Revenue	\$/ton	Tons	Revenue
July	40	143.4	\$ 5,736	40	0.0	\$ -	5	43.5	\$ 364.0	90	72.8	\$ 3,192
Aug	30	152.0	\$ 4,559	30	0.0	\$ -	5	68.8	\$ 344.0	75	37.1	\$ 2,782
Sept	15	149.1	\$ 1,700	15	0.0	\$ -	5	60.5	\$ 302.7	55	30.9	\$ 2,237
Oct	15	166.4	\$ 1,400	15	19.6	\$ 293	5	74.1	\$ 370.4	55	25.5	\$ 2,495
Nov	20	181.7	\$ 3,635	25	8.7	\$ 217	5	74.4	\$ 372.1	65	29.0	\$ 1,882
Dec	30	161.4	\$ 4,841	30	31.8	\$ 953	5	76.5	\$ 382.3	70	36.1	\$ 2,524
Jan	30	154.3	\$ 4,628	30	20.7	\$ 621	5	80.0	\$ 39.9	70	20.8	\$ 1,455
Feb	30	134.0	\$ 3,294	30	0.0	\$ -	5	95.5	\$ 355.2	70	32.6	\$ 1,777
Mar	40	147.3	\$ 5,890	40	14.8	\$ 592	5	58.8	\$ 273.8	80	23.4	\$ 1,872
Apr	45	145.4	\$ 6,542	45	10.4	\$ 417	5	84.2	\$ 421.1	80	23.0	\$ 1,843
May	35	160.2	\$ 5,607	35	17.5	\$ 391	5	78.2	\$ 390.9	75	33.1	\$ 2,479
June	30	140.4	\$ 4,211	30	11.0	\$ 383	5	72.7	\$ 363.4	75	26.4	\$ 1,982
TOTAL		1,835.3	\$52,043		134.2	\$ 3,866		867.0	\$ 3,979.5		390.6	\$ 26,520
Total Tons		3,227.2										
Total Revenue		\$ 86,408										

FY13 Recycling and MSW by category

FY13 Totals	Trash (tons)	Recycling (tons)	Recycling Rate (tons)
Residential**	4,125	2,498	38%
Commercial trash/rec & cleanouts**	2,842	637	18%
Schools***	232	69	23%
Municipal facilities***	87	22	20%
Public barrels***			
Town departments**	217		
Bulky items (estimate)****	39		
Additional Recycling area		429	
Total from above	7,542	3,656	33%
Scale/estimate error	654		
Total from vendors*	8,196	3,656	31%
* tonnage from vendor weight slips			
** tonnage from town scale			
*** tonnage from packer truck onboard scale			
**** estimate based on 50 lbs per item			

Department Information
DSR1

Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund
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There is a difference of 654 tons of MSW between the “Total from vendor” and “Total from above”. This is most likely the result of problems with the scale on the packer truck which lead to underreporting and problems with scale use at the start of the fiscal year.

Specialty Recycling Area

The following additional recycling materials were collected in FY13.

Item	Amount	Units
Metal	191	ton
Textiles/household goods	157	ton
Tires	5	ton
TVs and CRTs	31	ton
Books	44	ton
Freon units	157	Units
Mercury	4	5 g pail
Bottle redemption	26	ton
Auto batteries	0	ton
Motor oil	7	gal
Anti freeze	0	gal
Propane tanks	3	ton
Fluorescent lights, batteries	3	

PAINT & HAZARDOUS WASTE

Paint

There were 7 paint collection days held in FY 13. Collection events are held at the RTS on the 3rd Saturday of the month April - October from 8:00 – 3:30.

Household Hazardous Waste

There was one Household Hazardous Waste Collection event held on Saturday, October 20 from 8:00 – 12:00 at the DPW facility, 470 Dedham Ave. The event, managed by Clean Harbors, was attended by 270 vehicles at a cost of \$8,772. The town was charged \$xxx for each vehicle containing

FY13 SCHOOL & MUNICIPAL FACILITY RECYCLING AND MSW

School	MSW (tons)	Recycle (tons)	% Recycled
Broadmeadow	24.1	7.7	24%
Eliot	20.5	3.9	16%
High Rock	24.7	6.6	21%
High School	48.2	16.2	25%
Hillside	15.6	5.6	26%
Mitchell	21.2	7.5	26%
Newman	36.4	4.7	12%
Pollard	38.6	13.4	26%
School Admin	2.6	3.9	60%
School Total	232.2	69.4	23%

Department Information
DSR1

Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund
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Facility	MSW (tons)	Recycle (tons)	% Recycled
DPW	12.0	4.1	25%
Fire Station 2	1.8	0.3	13%
Highway	22.4	0.2	1%
Library	7.7	8.7	53%
Police/Fire	11.5	3.5	23%
Town Hall	6.1	5.4	47%
Park Barrels	26.0		0%
Municipal Total	87.5	22.3	20%

ANNUAL STICKER SALES**2012 – 2013 Sticker Sales**

Total number of stickers sold for the April 2012 – March 2013 subscription period was:

Standard (\$90):	4,468*
Standard 2 nd (\$10):	1,853
Senior (\$55):	1,900*
Senior 2 nd (\$10):	701
Hauler (\$125):	71

*Total Residential Subscribers 6,368

Total revenue received from sticker sales was approximately XXXX

Sticker Sales Over Time							
	Total #	Resid	Senior	Res/Sen	Senior	Resid	Commer
	Sold	1st Stick	1st Stick	2nd Stick	2nd Stick	3rd Stick	Stick 1 & 2
FY04	10,410	5,319	1,732	2,882		8	116
FY05	10,396	5,582	1,657	2,565		4	121
FY06	10,298	5,425	1,807	2,493		5	116
FY07	9,734	5,237	1,871	2,085		10	127
FY08	9,193	5,083	1,759	1,919		6	96
FY09	8,976	5,099	1,870	1,653		6	85
FY10	8,974	5,057	1,715	653	902	147	90
FY11	9,205	4,645	1,863	1,608	618	12	83
FY12	9,123	4,414	1,887	1,858	701	0	77
FY13	9,123	4,548	2,035	1,506	614	0	84

Total sold includes replacement stickers and other permutations not included on chart.

2013 – 2014 Sticker Sales

Renewal notices for the 2013-2014 season were mailed March 15, 2013. Stickers are effective 4/1/13 – 3/31/14. As of June 30 sticker sales for the 2013-2014 season from March – June saw an increase of 80 standard residential stickers and 135 senior stickers over the same period in FY12. This suggests that the increase in the senior rate did not have a significant impact on senior's participation in the program. During the same period, however, there was a decrease of 434 in sales second stickers, or about 18%. This decrease is likely due to the increase in the price of second stickers from \$10 to \$25.

Department Information
DSR1

Department

Department of Public Works – Recycling & Transfer Station
Enterprise Fund

PAYT YELLOW TRASH BAGS

In FY 13 the following numbers of cases of bags were sold:

Large bags	1,028 cases x 250 bags/case x \$1.65 per bag =	\$424,050
Small bags	440 cases x 250 bags/case x \$0.95 per bag =	\$104,500
Total Sales		\$528,550

Due to the number of complaints received for the quality of the bags, the new bag delivered in July 2013 increased the thickness of the large bags from 1.4 ml to 1.5 ml. The thickness of the small bags remained at 1.25 ml.

Based on number of subscribers in the 2012-2013 subscription period 6,368 the average household purchased 41 large bags and 17 small bags.

YARD WASTE/ORGANICS

MATERIALS PROCESSED	tons	Revenue/ton	Revenue
Food waste	697	\$25	\$17,425
Leaves	1,733		
Mixed yard waste	7,417		
TOTAL	9,847		
Logs/stumps ground	508		

The RTS accepts approximately 6 ton/week of food waste, primarily from Hannaford Supermarket, through an agreement with Agresource.

Compost and Loam Sales

SALES	Compost (tons)	Loam
Town Departments	18	355
Commercial sales	3,517	452
Residents	102	159
TOTAL	3,637	966

The RTS continued to sell compost and loam to outside contractors through an agreement with Agresource.

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Department of Public Works – Recycling & Transfer Station Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	679,769	60,787	740,556
Expenses	1,223,001	2,720	1,225,721
Capital	65,000	16,000	81,000
Total Submitted by Dept.	1,967,770	79,507	2,047,277
Other Debt	150,000		150,000
Other Reserve Fund	25,000		25,000
Total Operating Budget	2,142,770	79,507	2,222,277
Request Prepared By	Richard Merson, Director of Public Works		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2											
Department				Department of Public Works – Recycling & Transfer Station Enterprise Fund							
Object				Description				Amount			
DSR2A											
Personnel	FY13			FY14			FY15				
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)		
	9		9	9		9	9		9		
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE	☐
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)								483,530		
b.	PRD1 Holiday								23,943		
c.	PRD1 Career Education										
d.	PRD1 Uniform								3,200		
e.	PRD1 Stipends										
f.	Snow & Ice								8,500		
g.											
Sub Total 1									519,173		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.	Recording Secretary										
b.	Seasonal Help Summer								6,240		
c.	Temporary Department Coverage										
d.											
e.											
f.											
Sub Total 2									6,240		
3. Salary and Wage Overtime (Itemized Below)											
a.	Scheduled Overtime								75,830		
b.	Additional Saturday Staff Including Paint Collection Day and HHWD								37,726		
c.	Vacation Backfill – Saturdays Only								12,255		
d.	Monday Equipment Maintenance								19,218		
e.	Leaf Sundays								4,456		
f.	Landfill Monitoring								1,671		
Sub Total 3									151,156		
4. Other Salary and Wage Expenses – (Itemized Below)											
a.	Incentive Programs Sick								3,200		
c.	Training and Development										
b.	Tuition Reimbursement										
d.											
e.											
f.											
Sub Total 4									3,200		
5. Total Salary and Wages (1+2+3+4)									679,769		
DSR2B											
Object				Description				Amount			
Energy (521x)				Electricity (24,156)				24,156			

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund	
Object	Description	Amount
Repairs & Maintenance Services (524x – 525x)	Equipment Services (20,700) Building Services (8,000) Facility Services (9,500) Vehicle Repair (8,000)	46,200
Rental & Leases (527X)	Misc. Equipment Rentals (2350) Water Cooler Rental (400) CO2 Tank Rental (250)	3,000
Other Property Related Services (529x)	Wood Waste Hauling (26,000) MSW Hauling (110,544) MSW Disposal (640,513) Landfill Mowing (3,500)	780,557
Professional & Technical Services (530x – 531x)	Conferences & Training (1,500) Software Maint. and Support (800) Soil & Compost Testing (1,000) Transfer Station Inspections (35,000) Landfill Grndwater Monitoring & Testing (2,400)	40,700
Communications (534x)	Fax Line (350) Postage (150) Cell phones (1,800) Printing & Mailings (5,025) Legal Notices (600) Disposal Stickers (3,000)	10,925
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tire Disposal (1,500) Refrigerant Disposal (1,500) E-Waste (5,000) Mattress/Carpeting/Furniture (5,000) Styrofoam (1,000) HH Hazardous Waste (10,000) Welding Services (4,000) Pest Control Services (1,200) Septic Tank Pumping (1,000) Paint Disposal (7,500) Universal Waste Disposal (4,000) Log & Brush Grinding (26,400) Rock Crushing/Material Processing (25,000) Medical Waste Disposal (2,000)	95,100
Office Supplies (542x)	Standard Office Supplies (2,000) Computer Paper (800) Billing Forms (0)	2,800
Building & Equipment Supplies (543x)	Misc. Supplies (5,000) Gates & Signs (6,000)	11,000
Custodial Supplies (545x)	Cleaners (500) Brooms, Mops, etc. (300) Paper Products, Soap, etc. (700)	1,500

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Object	Description	Amount		
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)	Diesel (79,560) Gasoline (2,018) Additives & Fluids (4,950) Parts for Equip. & Tires (18,000)		104,528	
Food and Service Supplies (549x)				
Medical Supplies (550x)	Medical Supplies (500)		500	
Public Works Supplies (553x)	Pay-Per-Throw Supplies (70,000) Paint (500) Carpentry Supplies (2,000) Calcium Chloride, Speedy Dry, etc. (1,000) Tarps & Bungee Cords (5,750) Landfill Flare Parts (8,500) Waste Containers & Access. (6,500) Bags for Bottles & Cans Deposit (500)		94,750	
Other Supplies & Equipment (558x)	Employee Boot Allowance (1,200) Employee PPE Gear (2,300)		3,500	
Governmental Charges (569x)	Fuel License (160) Hoisting & CDL Licenses (340)		500	
Travel & Mileage (571x – 572x)	Conf. Out of State (2,500)		2,500	
Dues & Subscriptions (573X)	APWA, SWANA, US Composting Council & Mass recycle (785)		785	
Other Expenses (574 X – 579x)				
6. Total Expenses			1,223,001	
DSR2C				
Capital Equipment Replacement (587X)	Open Top Trailer		65,000	
7. Total Operating Budget Capital			65,000	
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,967,770
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund				
Title	Assistant Superintendent of Solid Waste/Recycling	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		60,787		60,787	
2. Expense		720	2,000	2,720	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		61,507	2,000	63,507	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
2. Has this request been submitted in the last three fiscal years and not funded?				☐	☒
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☒	☐
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☒	☐
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
6. Does the request support activities which produce revenue for the Town?				☒	☐
7. If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
8. Is there an increased exposure for the Town if the request is not approved?				☒	☐
9. Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
10. Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The present management staffing level of the Recycling & Transfer Station is insufficient to properly manage the operation. The only management position that is at the RTS is the Superintendent, who in addition to managing the physical operation of the RTS, is also responsible for waste management for the entire community. A focused position to manage the actual daily operation of the facility and to provide consistent managerial oversight to the eight (8) union employees that work at the facility is necessary. The addition of an Assistant Superintendent to the Recycling & Transfer Station will provide management at the facility on the Tuesday-Saturday schedule. The Superintendent currently works this scheduled, but only having four days to work with other managerial staff, and the frequent occurrence of department or town-wide meetings on Mondays, makes this schedule a significant burden on this position and limits its ability to be productive. Additionally, there are many meetings and other off-site activities during the operationing schedule for the facility that the Superintendent must attend, that leave the facility without management supervision. The RTS is the most frequent branch of the Town government that residents interact with, and ensuring a pleasant, efficient, and well managed experience is important in representing the entire Town. In order to ensure that the best service is being delivered, managerial					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund		
Title	Assistant Superintendent of Solid Waste/Recycling	Priority	[1]
oversight is necessary. This position will also relieve the Superintendent of managing the daily operations of the facility and will allow her to deal with more overarching problems such as: • Long range plan of the facility and waste management for the community • Monitor the financials of the RTS including income streams • Work on upgrading the facility • Improve the recycling program • Prepare for additional waste stream regulations • Make assessments about the contracting of services and marketing of materials • Improve outreach and education to citizens on services provided by the Town and requirements of all residents			

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – Recycling & Transfer Station Enterprise Fund			
Title	Roll-Off Container Replacement Program	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)
6. Salary and Wage				
7. Expense				
8. Operating Capital		16,000		16,000
9. Other Costs				
10. Total (1+2+3+4)		16,000		16,000
Budgetary Considerations				
				Yes No
11. Does this request address a goal of the Board of Selectmen or other Board or Committee				☐ ☒
12. Has this request been submitted in the last three fiscal years and not funded?				☐ ☒
13. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐ ☒
14. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐ ☒
15. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐ ☒
16. Does the request support activities which produce revenue for the Town?				☒ ☐
17. If the request is not approved, will current Town revenues be negatively impacted?				☐ ☒
18. Is there an increased exposure for the Town if the request is not approved?				☐ ☒
19. Is specialized training or licensing required (beyond the initial purchase)?				☐ ☒
20. Does this request address a documented health or safety issue?				☐ ☒
All "YES" responses must be explained in the narrative				
Description and Explanation				
A request for a replacement program for roll-off containers was submitted for FY 14. It was not approved, but a special warrant article was approved for a one time purchase of roll-off containers of \$34,000. This has allowed the Department to purchase four containers. The Recycling & Transfer Station still has a need for on-going replacement of roll-off containers. There are presently 30 roll-off containers on-site at the RTS and 26 of these containers are in need of replacement. These containers have a 10-15 year lifecycle. This program would replace two containers a year, and allow for replacement at the end of the 15 year lifecycle.				

**Department Information
DSR1**

Department	Department of Public Works – Sewer Enterprise Fund
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Operational Considerations

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

Difference in FY 15 Budget Submission

Salaries and Wages increased \$8,324, 0.89%
 Expenses and Services decreased \$16,987, -4.59%
 Operating Capital stayed the same
 Total Budget Submission decreased \$8,663, -0.65%

Salaries

There is no finalized union contract for FY 15, so step increases and staff changes are the only increase for Wages & Salaries for union employees. The cost of living adjustment for the one non-represented employees is 2.5%. The overall increase in the Wages & Salaries and the Other Salary Items line is 0.96% over the prior years approved budget.

The Overtime line item has been kept level with the FY14 submission. There are some fluctuations in hourly rates as a result of step increases and personnel shifts. This has resulted in an overall increase of 0.63%.

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Electricity	424,082	\$0.18	\$74,896	-\$12,483
Natural Gas	1,894	\$1.17	\$2,216	\$20

The basis for the FY 14 submission was for a kwh cost for a normal building, not a pump station. It was determined that the basis for a kwh should be that of a pump station which is \$0.03 less than the regular cost.

Increased Professional Development

Increases have been made in Training and Seminars, that are reflective of a concentrated effort of the Division to educate its staff about the services that they provide and industry standards and requirements. This should result in increased innovation, higher compliance rates, and improved operations.

Vehicular Supplies

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	4,271*	\$4.42	\$18,879	-\$241
Diesel - Drains	2,216	\$4.42	\$9,795	\$235
Gasoline	1,516	\$3.88	\$5,882	\$32

*Due to the extremely high usage for FY 11, the average was taken from FY 10, 12, & 13.

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works – Sewer Enterprise Fund			
Chart of Specific Changes to Services & Expenses					
Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	(\$12,483)		Based on 3 year average	(\$12,463)
	Natural Gas	\$20		Based on 3 year average	
Rentals & Leases	Pump Rentals	(\$6,000)		Purchase of add. pump in FY 13	(\$6,000)
Other Property Related Services	Debris Disposal, Catch Basin, & Sweepings	\$40,000	(\$40,000)	Transfer from Other Purchased Services	\$0
Prof. & Technical Services	Seminars	\$300		Increased seminar opportunities	\$450
	Training	\$150		Increased training opportunities	
Other Purchased Services	Debris Disposal, Catch Basin, & Sweepings	(\$40,000)	\$40,000	Transfer to Other Property Related Services	\$1,000
	Street Sweeping	\$1,000		Based actual cost of services	
Vehicular Supplies	Diesel	(\$6)		Based on 3 year average	\$26
	Gasoline	\$32		Based on 3 year average	
Performance Factors					
Maintain Sewer Mains					
		FY 11	FY 12	FY 13	
Flush, Rod, and Camera 10% of 133 miles (70,334 per year) of Sewer Annually		60,854 lf	54,551 lf	67, 782lf	
Flush & Camera 100% of Business District Mains (4,165 lf) Annually		Complete	Complete	Complete	
Flush & Camera 100% of Problem Locations Semi-Annually		Complete	Complete	Complete	

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department	Department of Public Works – Sewer Enterprise Fund		
Maintain Sewer Pumping Stations			
	FY 11	FY 12	FY 13
Inspect each Pumping Station Twice Daily	Complete	Complete	Complete
Clean Wet Wells Semi-Annually	Complete	Complete	Complete
Test Generator Loads Monthly	Complete	Complete	Complete
Replace At Least 2 Pumps Per Year	2	2	2
Maintain Drains			
	FY 11	FY 12	FY 13
Clean Catch Basins Once per Year	Complete	Complete	Complete
Catch Basin Complaints Received	9	6	4
Replace Broken Catch Basins	12	15	14
Repair Broken Catch Basins	5	20	4
Replace & Repair Drain Pipe	178 lf	2,236 lf	4 spots
Flush & Camera 25% of Drain Lines (126,720 lf) Annually	111,936 lf	107,184 lf	77,254 lf
Clean All Brooks & Culverts as Needed	Complete	Complete	Complete
Amount of Screenings, Debris Removed from Storm Sewer Infrastructure and Street Sweepings	645 tons	638.9 tons	661.5 tons
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	939,465		939,465
Expenses	352,958		352,958
Capital	25,000		25,000
Total Submitted by Dept.	1,317,423		1,317,423
Other MWRA	5,423,810		5,423,810
Other Debt	1,500,000		1,500,000
Other Reserve Fund	35,000		35,000
Total Operating Budget	8,276,233		8,276,233
Request Prepared By	Richard Merson, Director of Public Works		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2												
Department				Department of Public Works – Sewer Enterprise Fund								
Object				Description						Amount		
DSR2A												
Personnel	FY13			FY14			FY15					
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)			
	12		12	12		12	12		12		12	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?							Yes	☐	No	☐	FTE	☐
1. Salary and Wage Permanent Positions.												
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)									651,075		
b.	PRD1 Holiday											
c.	PRD1 Career Education											
d.	PRD1 Uniform									4,400		
e.	PRD1 Stipends											
f.	Portion of Water Enterprise Salaries that support the Drains Operation (82,763) Portion of Sewer Salaries that support the Drains Operation (200,459) Sewer Salaries Assigned to Drains Operations (-200,459) Transfer Salaries from Water to Sewer (23,573)									106,336		
g.	Snow & Ice									12,000		
Sub Total 1										773,811		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)												
a.	Recording Secretary											
b.	Seasonal Help Summer									15,600		
c.	Temporary Department Coverage											
d.												
e.												
f.												
Sub Total 2										15,600		
3. Salary and Wage Overtime (Itemized Below)												
a.	On-Call Program									21,095		
b.	Monitoring of Pump Stations Weekends & Holidays									43,255		
c.	Unscheduled Overtime Investigation of Blockages									3,394		
d.	Night Sewer Cleaning CCTV									24,246		
e.	Drains, Investigations of Blockages, Flooding & NPDES Requirement									53,664		
f.												
Sub Total 3										145,654		
4. Other Salary and Wage Expenses – (Itemized Below)												
a.	Incentive Programs Sick									4,400		
c.	Training and Development											
b.	Tuition Reimbursement											
d.												
e.												
f.												
Sub Total 4										4,400		
5. Total Salary and Wages (1+2+3+4)												
										939,465		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Sewer Enterprise Fund	
Object	Description	Amount
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (74,896) Natural Gas (2,216)	77,112
Repairs & Maintenance Services (524x – 525x)	Sewer • Electrical On-Call Services (20,000) • Mechanical On-Call Services (10,000) • Motor Repairs (5,000) • Wet Well Cleaning (10,000) Drains • Contracting Special Services (15,000) • Trench Restoration (7,000)	67,000
Rental & Leases (527X)	Drains • Pump Rental	6,000
Other Property Related Services (529x)	Drains • Debris Disposal, Catch Basin, and Sweeping	40,000
Professional & Technical Services (530x – 531x)	Sewer • Seminars (1,500) • Training (1,500) • MWRA/Mandated Sulfide Testing (9,000)	12,000
Communications (534x)	Sewer • Telephone, Cell Phones & Radios (7,200) • Telemetry Emergency Dialers (550) • Printing (200) • Legal Notices (215) • Postage (500)	8,665
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer • Construction Services (2,000) Drains • Street Sweeping (22,000)	24,000
Office Supplies (542x)	Sewer • Paper Products (400) • Office Supplies (300)	700
Building & Equipment Supplies (543x)	Sewer • Pump Stations (2,500) • Paint Supplies (250) • Window Repairs & Vandalism (100)	2,850
Custodial Supplies (545x)	Sewer • Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer • Grass Seed & Fertilizer	150
Vehicular Supplies (548x)	Sewer • Diesel (18,879) • Unleaded Gasoline (5,882) • Vector Truck Parts (5,000) Drains • Diesel (9,795) • Vector Truck Parts (5,000)	44,556
Medical Supplies (550x)	Sewer • Medical Supplies	150

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works – Sewer Enterprise Fund			
Object	Description	Amount		
Public Works Supplies (553x)	Sewer • Large Tools (1,500) • Hand Tools (3,000) • Pump Replacement Parts (8,000) • Testing Equipment (1,000) • Hardware Supplies (3,000) • Mainline Sewer Pipe (2,000) • Pipe for Servicing – PVC (1,000) • Special Flushing and Roding Tools (2,500) • CCTV Truck Supplies (2,500) • Manhole Frames & Covers (3,000) • Crushed Stone (2,000) • Asphalt (7,000) Drains • Special Flushing and Roding Tools (2,500) • CCTV Truck Supplies (2,500) • Manhole Frames & Covers (3,000) • Precast Manholes (10,000) • Crushed Stone (2,000) • Sand & Bagged Cement (500) • Concrete Blocks (2,000)	59,000		
Other Supplies & Equipment (558x)	Sewer • Safety Clothing (2,500) • Clothing (3,000) • Work Boots (1,650) • Health/Safety Equipment (1,300) Drains • Misc. Items (750)	9,200		
Governmental Charges (569x)	Sewer • Certification & Licenses	200		
Travel & Mileage (571x – 572x)	Sewer • Conferences	200		
Dues & Subscriptions (573x)	Sewer • APWA/NEWEA/WEF	175		
Other Expenses (574 X – 579x)				
6. Total Expenses		352,958		
DSR2C				
Capital Equipment Replacement (587X)	Pump Replacement Program	25,000		
7. Total Operating Budget Capital		25,000		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,317,423		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	[]	NO	[X]
Does the Department depend on any Federal or State grants to provide services?	YES	[]	NO	[X]

**Department Information
DSR1**

Department	Department of Public Works – Water Enterprise Fund
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Operational Considerations

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

Difference in FY 15 Budget Submission

Salaries & Wages decreased by \$4,376, -0.42%
 Expenses & Services decreased by \$8,427, -0.80%
 Operating Capital increased by \$8,700, 27.62%
 Total Budget Submission decreased by \$4,103, -0.19%

Salaries

There is no finalized union contract for FY 15, so step increases and staff changes are the only increase for Wages & Salaries for union employees. The cost of living adjustment for the three non-represented employees is 2.5%. The overall increase in the Wages & Salaries and the Other Salary Items line is 1.23% over the prior years approved budget.

The Overtime line item has reduced from the FY 14 submission. The Unscheduled OT for responding to emergency situations has been adjusted from an estimated 31 incidents to 25 incidents. Additionally, there are some fluctuations in hourly rates as a result of step increases and personnel changes. This has resulted in an overall decrease of 6.35%.

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

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Electricity	1,836,594 kwh*	\$0.18	\$330,587	\$3,949
Natural Gas	14,545 therms	\$1.17	\$17,018	\$137
Heating Oil	3,609 gallons	\$3.58	\$12,921	-\$720

* Due to one of the wells being out of service for a majority of FY 12, the average was taken of FY 10, 11, & 13.

Increased Professional Development

Increases have been made in Training, Seminars, and Travel that are reflective of a concentrated effort of the Division to educate its staff about the services that they provide and industry standards and requirements. The intended result is increases in innovation, compliance, and improved operations.

Commonwealth Connect

An increase in the Communications line for cell phones is for the on-site usage of the new Commonwealth Connect application that the DPW is utilizing for a work order system. This system provides direct communication between customers and employees, and on-site access will improve responsiveness and accuracy.

**Department Information
DSR1**

Department	Department of Public Works – Water Enterprise Fund
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Vehicular Supplies

Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Diesel	3,793	\$4.42	\$16,765	-\$16,695
Gasoline	8,936	\$3.88	\$34,672	-\$428

The FY 14 submission relied on estimates; the FY 15 submission is based on actual usage.

Operating Capital

The projects identified for FY 15 is an additional 75lf of work from the prior year's submission.

DSR4Water Conservation Program

This request for additional funds will allow the division to fully implement a water conservation program. Additionally, it captures real costs to the division for enforcing the MassDEP mandated water restriction.

Energy Efficient Window Replacement

The replacement of single pane windows for Water Pump Stations 2 and 3 will improve the energy efficiency of those facilities. This is for the purchase and installation of energy efficient windows. The windows are a onetime cost.

Chart of Specific Changes to Services & Expenses

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$3,949		Based on 3 year average	\$3,366
	Natural Gas	\$137		Based on 3 year average	
	Fuel Oil	(\$720)		Based on 3 year average	
Repairs & Maintenance	Well Redevelopment	\$25,000	(\$25,000)	Transfer from Prof. & Technical	\$4,000
	SCADA Maintenance & On-Call Services	\$6,000	(\$6,000)	Transfer from Prof. & Technical	
	SCADA Maintenance & On-Call Services	\$4,000		Based on actual costs of services	

Fiscal Year 2015 Proposed Budget

Department Information DSR1					
Department		Department of Public Works – Water Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Professional & Technical	Well Redevelopment	(\$25,000)	\$25,000	Transfer to & Repairs Maintenance	\$15,900
	SCADA Maintenance & On-Call Services	(\$6,000)	\$6,000	Transfer to & Repairs Maintenance	
	Training	\$6,150		Increased training opportunities	
	Seminars	\$2,500		Increased seminar opportunities	
	Tank Inspections at Dunster and Bird Hill	(\$8,000)		Complete, not necessary until FY 18	
	Leak Detection	\$16,000		Based on bid amounts from FY 13 & 14	
	Certified Laboratory Testing	(\$750)		Not required until FY 17	
Comm.	Phones	\$1,440		2 new data plans for NR employees	\$1,440
Building Supplies	Paint & Supplies	\$200		Increase painting of fire hydrants	\$200
Vehicular Supplies	Diesel	(\$16,695)		Based on 3 year average	(\$17,123)
	Gasoline	(\$428)		Based on 3 year average	
Public Works Supplies	WTC: Phosphate	\$1,140		Based on new bid FY 14	(\$16,410)
	WTC: Sodium Hypochlorite	(\$1,550)		Based on new bid FY 14	
	WTC: Sodium Hydroxide	(\$7,500)		Based on new bid FY 14	
	WTC: Hydroflousilcic Acid	(\$5,000)		Based on new bid FY 14	
	WTC: Potassium Permanganate	(\$5,500)		No longer necessary with new filter material	
	Asphalt	\$2,000		Based on actual costs of services	
Travel & Mileage	Seminars	\$200		Increased seminar attendance	\$200

Fiscal Year 2015 Proposed Budget

Department Information DSR1																																																
Department		Department of Public Works – Water Enterprise Fund																																														
Performance Factors																																																
<table><tr><th colspan="7">Provide Clean, Safe Drinking Water</th></tr><tr><td></td><td colspan="2">FY 12</td><td colspan="2">FY 13</td><td colspan="2"></td></tr><tr><td>Perform all required Safe Water Drinking Act sampling on time and within standards prescribed for coliform, flouride, total suspended solids, metals, volitile organice, trihalomethanes, halocetic acids, nitrates, nitrite, perchlorate, and radionuclides</td><td colspan="2">Complete</td><td colspan="2">Complete</td><td colspan="2"></td></tr><tr><td>Water Main Flushing Once per Year (130 miles)</td><td colspan="2">Only Dead End Streets</td><td colspan="2">Complete</td><td colspan="2"></td></tr></table>							Provide Clean, Safe Drinking Water								FY 12		FY 13				Perform all required Safe Water Drinking Act sampling on time and within standards prescribed for coliform, flouride, total suspended solids, metals, volitile organice, trihalomethanes, halocetic acids, nitrates, nitrite, perchlorate, and radionuclides	Complete		Complete				Water Main Flushing Once per Year (130 miles)	Only Dead End Streets		Complete																	
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Water Main Flushing Once per Year (130 miles)	Only Dead End Streets		Complete																																													
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Water Composition																																																
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Total Water Produced (MG = Million Gallons)	1,235,671		1,195,295		1,274,956																																											
<table><tr><th colspan="3">Avg. Daily Pumped</th></tr><tr><td></td><td>CRWTF</td><td>MWRA</td></tr><tr><td>FY 11</td><td>2.61 MGD</td><td>0.78 MGD</td></tr><tr><td>FY 12</td><td>2.22 MGD</td><td>1.06 MGD</td></tr><tr><td>FY 13</td><td>2.62 MGD</td><td>0.87 MGD</td></tr></table>							Avg. Daily Pumped				CRWTF	MWRA	FY 11	2.61 MGD	0.78 MGD	FY 12	2.22 MGD	1.06 MGD	FY 13	2.62 MGD	0.87 MGD																											
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FY 13	5,636,000	224																																														

**Department Information
DSR1**

Department	Department of Public Works – Water Enterprise Fund
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Meter Replacement Program

	FY 11	FY 12	FY 13
Changed/Installed		989	931
Converted from Touch Pad to Radio		83	14
Total	1,018	1,072	945

Maintain Water Mains

	FY 11	FY 12	FY 13
Replace Water Service Connections Ahead of Paving Schedule	78	242	78
Service Leaks Repaired	5	19	5
Replace Undersized water mains, mains in dead end streets, and small diameter mains – 6"	575 ft	575 ft	250 ft
Replace Undersized water mains, mains in dead end streets, and small diameter mains – 8"			350 ft
Replace Fire Hydrants	3	1	5
Repair Fire Hydrants	25	26	15
Repair Water Main Breaks	9	5	2

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

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

Water Distribution

	CY 11	CY 12	CY 13
Unaccounted for Water under 10%	7.9%	4.6%	7.9%
Residential Gallons Per Day Consumption (RGPCD) at 65 or under	69	67	68

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Department of Public Works – Water Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages	1,044,217	8,960	1,053,177
Expenses	1,038,923	40,625	1,079,548
Capital	40,200		40,200
Total Submitted by Dept.	2,123,340	49,585	2,172,925
Other MWRA	1,271,018		1,271,018
Other Debt	1,550,000		1,550,000
Other Reserve Fund	75,000		75,000
Total Operating Budget	5,019,358	49,585	5,068,943
Request Prepared By	Richard Merson, Director of Public Works		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Department of Public Works – Water Enterprise Fund						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	16		16	16		16	16		16	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes		No	X	FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							900,800		
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform							4,800		
e.	PRD1 Stipends									
f.	Portion of Water Enterprise that supports the Drain Operations (-82,763)							-106,336		
	Portion of Water Enterprise that supports the Sewer Operations (-23,573)									
g.	Snow & Ice							12,500		
Sub Total 1							811,764			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help Summer							15,600		
c.	Temporary Department Coverage									
d.										
e.										
f.										
Sub Total 2							15,600			
3. Salary and Wage Overtime (Itemized Below)										
a.	On-Call Program							38,977		
b.	CRWTF Monitoring							64,349		
c.	Uni-Directional Hydrant Flushing							57,347		
d.	Hydrant Dry-Testing Program							12,545		
e.	Main Breaks and Service Leaks							37,335		
f.										
Sub Total 3							210,553			
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs Sick							4,800		
c.	Training and Development									
b.	Tuition Reimbursement							1,500		
d.										
e.										
f.										
Sub Total 4							6,300			
5. Total Salary and Wages (1+2+3+4)							1,044,217			
DSR2B										
Object				Description				Amount		
Energy (521x)				Electricity (330,587)				360,526		

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Water Enterprise Fund	
Object	Description	Amount
	Natural Gas (17,018) Heating Oil (12,921)	
Repairs & Maintenance Services (524x – 525x)	Fire/Security Monitoring (3,820) Generator Inspection (2,500) Maintenance of Parco and Altitude Valves (6,000) Electrical and Mechanical On-Call Services (9,000) SCADA Maintenance & On-Call Services (10,000) Well Redevelopment (25,000)	56,320
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	EPA Testing: VOC/TTHM/HAA5, Fluoride, Secondary Contaminants, SOC, IOC, Radionuclides/Radon, Nitrate/Nitrite, Sodium/Perchlorate (8,000) Mandated Wetland Delineation (500) MWRA Testing (1,300) CRWTF Sewer Residuals (3,300) Well/Pump Performance Testing (1,500) Leak Detection (25,000) Filter Media Testing (1,000) Certified Testing Labs (incl. Lead & Copper testing) Town in Compliance/Required Tri-annual by DEP (0) Training (11,000) Seminars (4,000) Tank Inspection at Dunster& Birds Hill (0) Engineering Services (15,000)	70,600
Communications (534x)	Telephone, Cellphones, Radios (9,740) Telemetry/Emergency Dialers (2,200) Printing –CCR & Misc. (7,200) Legal Notices (300) Postage – CRR & Misc. (1,200)	20,640
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Police Details (7,500) Plumbing Services (1,000) Trench Restorations (2,500)	11,000
Office Supplies (542x)	Paper Products (500) Office Supplies (500)	1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (1,500) CPVP Pipe an Valves (200) Process Analyzers (500) Paint and Supplies (700)	2,900

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2		
Department	Department of Public Works – Water Enterprise Fund	
Object	Description	Amount
Custodial Supplies (545x)	Dedham Ave Pump Station (300) St Mary's Pump Station (150) CRWTF (350)	800
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer	300
Vehicular Supplies (548x)	Diesel (16,765) Gasoline (34,672)	51,437
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies	300
Public Works Supplies (553x)	Laboratory Chemicals: Reagents (5,000) Laboratory Equipment: 3 Bench top analyzer probes (1,400) Epure Cartridges (1,400) Glassware (200) Process analyzer parts (800) Treatment Process Chemicals: Sodium Hypochlorite (11,400) Sodium Hydroxide (126,000) Potassium Permanganate (0) Hydrofluosilicic Acid (24,000) Phosphate (15,500) Hand Tools (3,000) Hardware Supplies (4,500) Water Meters - various sizes (122,500) Meter Parts - various sizes (5,000) Meter Couplings (5,200) Water Services: Brass Fittings - service connections (50,000) Copper Tubing (3,000) Service Valves/ Boxes (3,000) Repair Sleeves (300) Water Mains: Gate Valves (5,000) Hydrant Parts/ Boxes (3,000) Repair Sleeves (4,000) Gravel Fill (5,000) Asphalt (10,000)	409,200
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Safety Clothing/ Vest, gloves and hard hats (300) Work Boots (1,800) Work Clothing (3,300) Health and Safety Equip./Prescrip. safety glasses (1,000) Educational Supplies (200)	7,100
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certificates/ Licenses (1,600) MWRA/ Water Treatment Plant Residuals	43,600

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2				
Department	Department of Public Works – Water Enterprise Fund			
Object	Description	Amount		
	(30,000)			
Travel & Mileage (571x – 572x)	Seminars		500	
Dues & Subscriptions (573X)	APWA/ NEWWA/ AWWA		2,700	
Other Expenses (574 X – 579x)				
6. Total Expenses			1,038,923	
DSR2C				
Capital Equipment Replacement (587X)	Small Projects/small diameter water main replacement 1.Marshall Rd/ (865lf) 6" main (34,000) 2. Dartmouth Rd/(150lf) 8" main (6,200)		40,200	
7. Total Operating Budget Capital			40,200	
8. Total Base Request (Line 5 + Line 6 + Line 7)			2,123,340	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	☒	NO	☐
Does the Department depend on any Federal or State grants to provide services?				
	YES	☐	NO	☒

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Water Enterprise Fund				
Title	Water Conservation Program		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount(B)		Total Amount (A + B)	
1. Salary and Wage		8,960		8,960	
2. Expense		15,000		15,000	
3. Operating Capital					
4. Other Costs		5,625		5,625	
5. Total (1+2+3+4)		29,585		29,585	
Budgetary Considerations				Yes	No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee					X
2. Has this request been submitted in the last three fiscal years and not funded?					X
3. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
4. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
5. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
6. Does the request support activities which produce revenue for the Town?					X
7. If the request is not approved, will current Town revenues be negatively impacted?					X
8. Is there an increased exposure for the Town if the request is not approved?				X	
9. Is specialized training or licensing required (beyond the initial purchase)?					X
10. Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
In June of 2013 the Town was mandated by the Massachusetts Department of Environmental Protection to implement a Water Restriction Policy for non-essential outdoor watering. The goal is to reduce the Town's residential gallon per capita day (RGPCD) water consumption below 65 gallons per day. If this goal is not reached, the Town may be subject to fines and additional water restrictions. In order to reach the goal, the Town is enforcing this water restriction and is also engaging in a public relations campaign to encourage compliance. The program consists of 5 items: 1. Staffing to police outdoor water usage. Staff patrols parts of Town to verify that residents are using water outdoors only on days when it is allowable. This will provide for two employees at 3 hours per day for 20 days. 2. Printing and postage of promotional materials 3. Rain barrels which the division would purchase and sell to residents at whole or reduced cost. Rain barrels will help to conserve water and can save money by storing rain and roof condensation, which can be used for irrigation during the summer					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Water Enterprise Fund		
Title	Water Conservation Program	Priority	1
months. Rain barrels are also an excellent, cost effective way to help reduce storm water overflow during rainy periods and prevent pollution of our local waterways. 4. Soil moisture sensors which the division would purchase and sell to residents at whole or reduced cost. The SMS measures soil moisture content in the active root zone before each scheduled irrigation event and bypass the cycle if soil moisture is above a user-defined set point. SMSs function similarly to rain sensors by bypassing irrigation events under rainy conditions, but by measuring soil moisture at the root zone they are more effective at minimizing irrigation when plants do not need additional water. 5. The Town currently receives 100 plus free water-efficiency kits for distribution to our residents. The kits include showerheads, aerators, toilet tank dams and leak-detecting dye tabs. The kits are available upstairs in the Public Service Administrative Building, outside of the admin area. The cost of the rain barrels and soil moisture sensors are identified as other costs, because the Town would be wholly or partially reimbursed for these expenses.			

Fiscal Year 2015 Proposed Budget

Performance Improvement Funding Request DSR4				
Department	Department of Public Works – Water Enterprise Fund			
Title	Energy Efficiency for Water Pump Stations	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount(B)	
6. Salary and Wage				
7. Expense			20,000	20,000
8. Operating Capital				
9. OtherCosts				
10. Total (1+2+3+4)			20,000	\$20,000
Budgetary Considerations				Yes No
11. Does this request address a goal of the Board of Selectmen or other Board or Committee				X
12. Has this request been submitted in the last three fiscal years and not funded?				X
13. Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
14. Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
15. Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
16. Does the request support activities which produce revenue for the Town?				X
17. If the request is not approved, will current Town revenues be negatively impacted?				X
18. Is there an increased exposure for the Town if the request is not approved?				X
19. Is specialized training or licensing required (beyond the initial purchase)?				X
20. Does this request address a documented health or safety issue?				X
All "YES" responses must be explained in the narrative				
Description and Explanation				
This spending request is for upgrading 12 windows in two of the pump stations at the Charles River Water Treatment Facility with energy efficient windows. The windows installed in both pump stations 2 and 3 are of the single-pane style installed when the stations were first built. The single glazing windows are enormously inefficient which has resulted in spending unnecessary money to heat these buildings. Upgrading to thermal pane windows will prove to be a worthwhile investment in helping with the Town's effort to conserve energy.				

Fiscal Year 2015 Proposed Budget

Department Information DSR1														
Department		Community Preservation Committee												
Operational Considerations														
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. The Community Preservation Committee puts aside approximately 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund. The Director of Park and Recreation has been appointed by the Town Manager to serve as staff liaison to the CPC. The CPC administrative budget pays for 3 hours/week of the staff liaison's weekly salary, as well as the hourly rate of the CPC recording secretary, also a member of the Park and Recreation full-time staff. Since the inception of the CPC, the administrative budget has primarily been utilized for personnel expenses, office supplies and communication. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase, the funds would have been returned to the Fund. It will be important for the Community Preservation Committee to continue to educate all residents about the opportunities of the Fund, and encourage individuals and organizations from throughout the community to bring forward projects that benefit the public. The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition, and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests. Changes: In FY'13, the CPC increased the number of weekly hours for the Staff Liaison from 2 hours a week to 3 hours a week. The salary line has been adjusted to cover this expense, reducing the Professional and Technical line. <table border="1"> <thead> <tr> <th></th> <th>FY'12 Actual</th> <th>FY'13 Actual</th> <th>FY'14 Budget</th> <th>FY'15 Request</th> </tr> </thead> <tbody> <tr> <td>Salary</td> <td>\$6,861</td> <td>\$9,939</td> <td>\$10,000</td> <td>\$12,000</td> </tr> </tbody> </table>						FY'12 Actual	FY'13 Actual	FY'14 Budget	FY'15 Request	Salary	\$6,861	\$9,939	\$10,000	\$12,000
	FY'12 Actual	FY'13 Actual	FY'14 Budget	FY'15 Request										
Salary	\$6,861	\$9,939	\$10,000	\$12,000										
Performance Factors														
Update Needham's Community Preservation Plan, including changes made by the state legislature in July 2012.														
Spending Request Recap														
Description	Base Request DSR2	Additional Request DSR4	Total											
Other CPA Administrative Budget	82,000		82,000											
Total Operating Request	82,000		82,000											
Request Prepared By	Community Preservation Staff Liaison													

Fiscal Year 2015 Proposed Budget

Department Expenditure Detail DSR2										
Department				Community Preservation Committee						
Object				Description				Amount		
DSR2A										
Personnel	FY13			FY14			FY15			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
		2	0.10		2	0.10		2	0.10	
Do the FTE totals above include seasonal and temporary positions included under line 2 (see below)?						Yes	☐	No	☒	FTE
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages (base, longevity, differentials, conditions, shifts)							12,000		
b.	PRD1 Holiday									
c.	PRD1 Career Education									
d.	PRD1 Uniform									
e.	PRD1 Stipends									
f.										
g.										
							Sub Total 1			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Recording Secretary									
b.	Seasonal Help									
c.	Temporary Department Coverage									
d.										
e.										
f.										
							Sub Total 2			
3. Salary and Wage Overtime (Itemized Below)										
a.										
b.										
c.										
d.										
e.										
f.										
							Sub Total 3			
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
c.	Training and Development									
b.	Tuition Reimbursement									
d.										
e.										
f.										
							Sub Total 4			
5. Total Salary and Wages (1+2+3+4)							12,000			
DSR2B										
Object				Description				Amount		
Energy (521x)										

Fiscal Year 2015 Proposed Budget

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

Department Information DSR1																							
Department	Minuteman Assessment																						
Operational Considerations																							
Minuteman School is a public regional vocational/technical high school formed by Town Meeting votes in sixteen member communities – Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland, and Weston. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation. The Minuteman Assessment has several components based on classes of students – regular FTE, and post-graduates (PGs). Full-time Student enrollments are shown below. The Minuteman Assessment is spread among the 16 member towns, and fluctuates based on the total change in the Minuteman budget versus member town enrollments. <table> <tr> <td>Full-time Student Enrollment for FY2005 Assessment: (2003/2004 school year):</td><td>28</td></tr> <tr> <td>Full-time Student Enrollment for FY2006 Assessment: (2004/2005 school year):</td><td>44</td></tr> <tr> <td>Full-time Student Enrollment for FY2007 Assessment: (2005/2006 school year):</td><td>38</td></tr> <tr> <td>Full-time Student Enrollment for FY2008 Assessment: (2006/2007 school year):</td><td>29</td></tr> <tr> <td>Full-time Student Enrollment for FY2009 Assessment: (2007/2008 school year):</td><td>18</td></tr> <tr> <td>Full-time Student Enrollment for FY2010 Assessment: (2008/2009 school year):</td><td>19</td></tr> <tr> <td>Full-time Student Enrollment for FY2011 Assessment: (2009/2010 school year):</td><td>17</td></tr> <tr> <td>Full-time Student Enrollment for FY2012 Assessment: (2010/2011 school year):</td><td>26</td></tr> <tr> <td>Full-time Student Enrollment for FY2013 Assessment: (2011/2012 school year):</td><td>34</td></tr> <tr> <td>Full-time Student Enrollment for FY2014 Assessment: (2012/2013 school year):</td><td>27</td></tr> <tr> <td>Full-time Student Enrollment for FY2015 Assessment: (2013/2014 school year):</td><td>34</td></tr> </table> The Town's enrollment at Minuteman in the 2013/2014 school year – that serves as the basis of the FY2015 Assessment – is 26% higher than the enrollment used as the basis of the FY2014 Assessment (and there are two post graduate students this year versus none last year). The three year average change in the Minuteman School Budget is 4.5%, and Needham's current share of the total population is 4.7%, which results in an estimated Assessment of \$910,940 - a 24% increase. The Minuteman School District is engaged in a review of the provisions of the Regional Agreement that govern the participation of the 16 towns, and is actively engaged in a building construction/renovation feasibility study with the Massachusetts School Building Authority. The outcome of each of these projects will have an impact on the Town's Minuteman Assessment in future years.		Full-time Student Enrollment for FY2005 Assessment: (2003/2004 school year):	28	Full-time Student Enrollment for FY2006 Assessment: (2004/2005 school year):	44	Full-time Student Enrollment for FY2007 Assessment: (2005/2006 school year):	38	Full-time Student Enrollment for FY2008 Assessment: (2006/2007 school year):	29	Full-time Student Enrollment for FY2009 Assessment: (2007/2008 school year):	18	Full-time Student Enrollment for FY2010 Assessment: (2008/2009 school year):	19	Full-time Student Enrollment for FY2011 Assessment: (2009/2010 school year):	17	Full-time Student Enrollment for FY2012 Assessment: (2010/2011 school year):	26	Full-time Student Enrollment for FY2013 Assessment: (2011/2012 school year):	34	Full-time Student Enrollment for FY2014 Assessment: (2012/2013 school year):	27	Full-time Student Enrollment for FY2015 Assessment: (2013/2014 school year):	34
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Full-time Student Enrollment for FY2015 Assessment: (2013/2014 school year):	34																						

Fiscal Year 2015 Proposed Budget

Department Information DSR1			
Department		Minuteman Assessment	
Performance Factors			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total
Salary and Wages			
Expenses			
Capital			
Other Assessment	\$910,940		\$910,940
Total Operating Request	\$910,940		\$910,940
Request Prepared By		Kate Fitzpatrick, Town Manager	



**Needham Public Schools
Office of the Superintendent**

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

December 3, 2013

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools
Re: FY15 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2014/15 operating budget for the Needham Public Schools. The proposed plan totals \$56,847,856 and represents a 5.28% increase over the current budget year.

This budget proposal outlines the resources the schools need to support a viable and innovative educational program for our students, one that is consistent with our core values of Scholarship, Citizenship, Community, and Personal Growth.

The budget plan was developed in the context of growing student enrollment, particularly at the secondary level, where more intensive resources are required to meet the complexities of the middle and high school programs. Additional staffing for teachers at the middle and high school levels are requested as part of this plan, as well as resources to support student activities, athletics, and technology implementation. At the elementary level, funds for curriculum materials and funds needed to make up for the special education, teacher quality and Title I shortfalls caused by the Federal sequester are included.

The budget proposal also takes into account the growing need to provide staff training, professional development, and tools to support the mandated educator evaluation program and to develop teacher increased skills and knowledge, as we integrate new and additional technology and the use of data into Needham's schools, classrooms, and offices.

The FY15 plan does not include a significant increase in special education programming, except for positions required at the secondary level to meet growing enrollment. Costs for special education tuition, special education transportation, and contractual services are either level funded or below last year's request. An anticipated 70% "Circuit Breaker" rate, coupled with the continued and thoughtful work in the administration and organization of our special education program means that overall costs will not need to increase at the same pace as they have in years past. Students are receiving excellent service, and we remain focused on supporting the efficient use of limited resources.

Finally, and as requested by the School Committee, the plan proposes additional funding to support the extension of the school day for students in grades K-8. Specifically, the budget proposal supports the following:

- Expanding and enriching the educational program for students in grades K-5 and extending the time on learning for existing programs, 6-8.
- Providing additional preparation time for all K-5 teachers and providing additional collaboration and meeting time for all teachers, K-12.

What is included in the proposal to extend the school day? Providing more time for students and teachers is the critical element:

Elementary Level

- Elementary students would receive expanded and new programming in PE/Wellness, the Arts, STEAM (Science, Technology, Engineering, Arts, Math), and Spanish would be introduced beginning in Grade One. Kindergarteners would have music every other week. Student programming would increase 25 minutes per day.
- Elementary teachers, who for years have had inconsistent and minimal preparation time, would now have consistent preparation time and additional time to meet and collaborate with colleagues in ways that are structured and planned rather than haphazard or inconsistent.

Middle Schools

- Middle school students would receive an additional ten minutes of instruction per day in existing programs. Middle School teachers would participate in two monthly and after school 45-minute collaboration/planning periods.

High School

- The high school student schedule would remain unchanged. However, high school teachers would meet once weekly for about an hour in the morning to collaborate and plan. Once per week, High School teachers would arrive 15 minutes earlier than they do now, 7:30 a.m., to participate in the weekly meetings.

A total amount of \$2.1 million is requested to provide for the additional teachers, administrative support, curriculum materials, benefits, and other costs required to successfully extend the day in the Needham Schools. The largest share of the request, about \$1.7 million, is for new teachers (11.9 FTEs), an increase of 1.75% in the Unit A contract, and benefits for new employees. The remaining portion of the request includes funds for elementary administrative support in each building and High Rock, materials and supplies, new crossing guards, and technology tools to implement new programming.

We have a unique opportunity in front of us to introduce innovative elementary programs, extend the middle school day, and provide all professionals K-12 with the time necessary to confer, collaborate, and address the aspirations of our students and the goals of the district. I look forward to discussing this proposal with the School Committee during the budget review process.

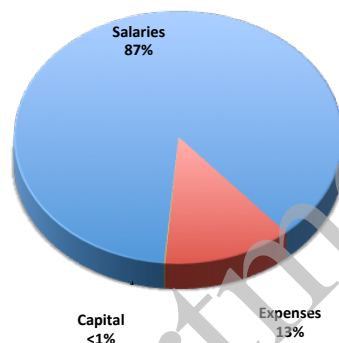
Fiscal Year 2015 Proposed Budget

We recognize we have developed a plan that seeks more funding than the Town's projections for new School revenue initially support. At this early date, we also are uncertain what possible adjustments to state funding may mean to the Town and School budgets. We are mindful of the modest economic recovery in Massachusetts and locally and have pared requests and deferred suggestions for new programs to another year. But we also are obligated to share with the School Committee and the community what resources are required to meet student needs. This budget plan, therefore, is prudent, responsible, and balanced - and it addresses the growing needs of a dynamic and vibrant school community.

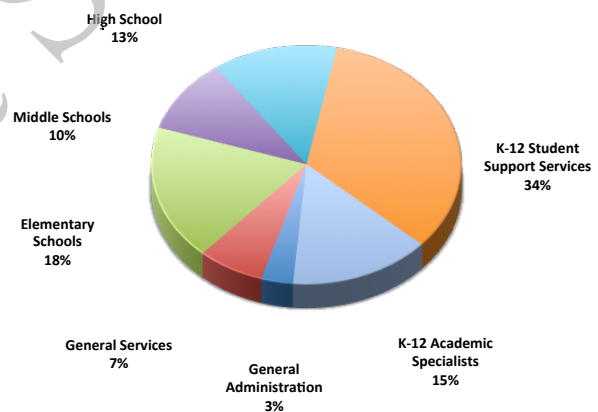
I look forward to presenting the budget plan to the School Committee, Finance Committee, and other Town boards and community members in the weeks ahead. We will have thoughtful and sometimes challenging discussions, but I know our focus will be on ensuring a reasonable and appropriate level of funding is available to support the community's greatest assets: Its schools and the young people they serve.

FY15 Budget Summary

FY 2014/15
Superintendent Recommended Operating Budget
Expenditures by Line Item Category
\$56,847,856



FY 2014/15
Superintendent Recommended Operating Budget
Expenditures by Program Area
\$56,847,856



Category/ Line Item	FY11 Actuals	FY12 Actuals	FY13 Actuals	FY14 Approved	FY15 Request	FY15 Sup't Recomm	\$ Inc/(Dec) Over FY14	% Inc/(Dec)	% FY15 TL	FY15 Ext Day/Innov
Salaries	39,964,583	40,903,385	43,479,623	46,737,907	52,673,944	49,601,975	2,864,068	6.1%	87.3%	1,960,063
Expenses	6,435,275	7,151,003	7,212,473	7,257,683	7,728,393	7,194,131	(63,552)	-0.96%	12.66%	175,830
Capital Outlay	135,515	362,704	93,694	-	51,750	51,750	51,750	199.04%	0.09%	-
GRAND TOTAL	46,535,374	48,417,091	50,785,790	53,995,587	60,454,087	56,847,856	2,852,269	5.28%	100.00%	2,135,893

Fiscal Year 2015 Proposed Budget

Program Area/Department	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Approved	FY15 Request	FY15 Sup't Recomm	\$ Inc/(Dec) Over FY14	% Inc/ (Dec)	% FY15 TL	FY15 Ext Day/Innov
General Administration	1,751,721	1,654,101	1,814,185	1,730,463	1,967,455	1,884,563	154,100	8.9%	3.3%	-
General Services	3,397,231	3,685,838	3,196,370	3,639,927	5,164,652	3,946,508	306,581	8.4%	6.9%	1,111,185
Elementary Schools	9,382,075	9,453,128	9,645,836	10,150,609	10,609,318	10,414,769	264,160	2.6%	18.3%	140,858
Middle Schools	4,561,397	4,763,481	5,034,725	5,269,459	5,876,130	5,749,311	479,852	9.1%	10.1%	40,450
High School	5,828,148	6,133,241	6,591,857	7,013,071	7,615,357	7,443,612	430,541	6.1%	13.1%	26,000
K-12 Student Support Services	14,557,157	15,752,309	16,806,049	18,116,688	19,501,517	19,046,995	930,307	5.1%	33.5%	-
K-12 Academic Specialists	7,057,646	6,974,994	7,696,768	8,075,373	9,719,657	8,362,098	286,725	3.6%	14.7%	817,400
GRAND TOTAL	46,535,374	48,417,091	50,785,790	53,995,587	60,454,087	56,847,856	2,852,269	5.28%	100.0%	2,135,893

Expenditure Classification	FY11 Actual	FY12 Actuals	FY13 Actuals	FY14 Approved	FY15 Request	FY15 Sup't Recomm	\$ Inc/(Dec) Over FY14	% Inc/ (Dec)	% FY15 TL	FY15 Ext Day/Innov
General Administration (1000)	1,960,597	1,877,223	2,096,996	2,000,584	2,299,446	2,190,254	189,670	9.5%	3.9%	-
Instructional Services (2000)	39,241,468	40,034,481	42,745,769	45,174,477	51,181,028	47,919,991	2,745,514	6.1%	84.3%	2,062,063
Other School Services (3000)	2,279,059	2,324,517	2,554,971	3,059,586	3,481,861	3,283,659	224,073	7.3%	5.8%	73,830
Operation & Maintenance of Plant (4000)	169,014	192,980	252,295	279,259	382,300	344,500	65,241	23.4%	0.6%	-
Fixed Charges (5000)	33,600	15,000	22,000	9,500	9,500	9,500	-	0.0%	0.0%	-
Acquisition, Imp. & Repl. of Fixed Assets (7000)	135,515	362,704	93,694	-	51,750	51,750	51,750	0.0%	0.1%	-
Programs With Other School Districts (9000)	2,716,120	3,610,185	3,020,064	3,472,184	3,048,201	3,048,201	(423,983)	-12.2%	5.4%	-
GRAND TOTAL	46,535,374	48,417,091	50,785,790	53,995,587	60,454,087	56,847,856	2,852,269	5.28%	100.0%	2,135,893

Significant Components of the FY15 Budget

- The budget represents a proposed 5.28% increase of \$2,852,269 over the current fiscal year.
- Contractual salary costs account for \$1,521,367 of the overall expenditure increase.
- The budget assumes that total PreK-12 enrollment will grow to 5,595 in FY15 (from 5,586 in FY14.) Elementary enrollment is projected to decline slightly from 2,559 to 2,495; middle school enrollment is expected to rise from 1,298 to 1,330 and High School enrollment is expected to increase from 1,582 to 1,623.
- Overall staffing is increased by a net of 20.16 FTE, including 15.89 FTE teachers, more than half of which are at the middle and high school levels to support growing enrollments and special education student needs.

Budget Development Process and Priorities

The FY15 budget development process began earlier in the school year, when the School Committee identified budget priorities to guide the administration in the budget planning process. These included:

- The District's values and goals
- The need for highly qualified staff, teaching within established student/teacher ratio guidelines.
- The ongoing refinement of curriculum, instruction and assessment practices; and
- The need to develop and maintain educational resources and a technology infrastructure that supports student learning and meets District goals.

Administrators developed budget requests in the fall and submitted them for consideration and discussion in November. The Central Office Administration then met with principals and program directors to review and discuss budget requests in light of the School Committee's identified priorities and district goals. Finally, the Superintendent consulted with the Town Manager and her staff, the School Committee budget liaisons, and Finance Committee liaisons to discuss the developing plan.

What are the Capital Project Priorities for FY15?

The capital project priorities for FY15 are listed below and are described in greater detail within this document:

The School Committee has identified the following technology and equipment replacement needs for FY15:

- \$502,000 to replace District computers, laptops, servers and other technology
- \$30,320 to replace school copiers
- \$15,000 to replace school musical instruments
- \$34,180 to replace school furniture at Hillside, Mitchell and Newman
- \$8,350 to replace High School Graphic Arts equipment
- \$9,340 to replace Production Center / Mail Room equipment
- \$14,180 to replace wellness equipment at Pollard and Needham High School
- \$25,000 in technology innovation funds
- \$24,600 to continue the installation of interactive whiteboards throughout the District
- \$127,725 to continue the District's 1:1 initiative.

Additionally, the District has learned that it will partner with the Massachusetts School Building Authority to renovate the Hillside Elementary School, for which planning will begin during the current year using \$650,000 appropriated by November 2013 Special Town Meeting. Additionally, thanks to Town Meeting, work also will begin this winter to install four modular classrooms at the Mitchell School. These modular classrooms, which will provide much needed classroom space at that school, are scheduled to open in the September 2014.

Next Steps

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

- December 3rd and subsequent meetings in January: School Committee reviews the Superintendent's budget request.
- December 12th: School Committee and Finance Committee liaisons budget workshop
- December and January: Finance Committee liaisons meet with School Committee liaisons and Central Office staff to review budget requests.
- January 7th: The Town Manager meets with the School Committee to discuss the budget and Town resources.

- January 21st: School Committee holds public hearing on the budget.
- January 22nd: Finance Committee reviews the School Department's budget request.
- January 28th: School Committee votes budget recommendation and sends budget to the Town Manager and Finance Committee.

Ultimately, the Finance Committee will vote a recommended budget to Town Meeting in the Spring. The Annual Town Meeting will be held beginning on May 5th.

Conclusion

The Superintendent's preliminary budget has been thoughtfully considered and is consistent with the School Committee and community's high expectations for its young people. The budget plan addresses growing middle and high school enrollment with the addition of classroom teachers. At the same time, thoughtful and creative program improvements are proposed to better meet our students' needs in the 21st Century.

I look forward to your questions and comments as you discuss the FY15 proposed budget request.

EXECUTIVE SUMMARY

The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Board of Selectmen, submit in writing to the Board of Selectmen a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the Town. This plan includes the proposed FY2015 Capital Budget, which is recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2016-FY2019 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2015 capital budget is shown in Table 1.

The general fund cash capital recommendation is broken into two components – Tier 1 and Tier 2. Tier 2 cash capital is recommended only if additional revenue, not yet identified, becomes available. Recurring requests for on-going programs and replacement schedules represent by far the largest portion of the available cash capital allocation – 69% of the General Fund Tier 1 category for fiscal year 2015. As one of its fiscal year 2014 – 2015 goals, the Board of Selectmen has committed to exploring options for increasing the amount of funds available for cash capital needs.

Table 1
FY2015 Proposed Financing Plan

Capital Recommendation Summary	Cash	Debt	Other	Total
General Fund Tier 1	\$2,467,260	\$800,000		\$3,267,260
General Fund Tier 2	\$448,703	\$900,000		\$1,348,703
General Fund Total	\$2,915,963	\$1,700,000	\$0	\$4,615,963
Community Preservation Fund	\$802,800			\$802,800
Solid Waste Enterprise	\$321,095			\$321,095
Sewer Enterprise	\$398,000			\$398,000
Water Enterprise	\$729,050			\$729,050
Total (all funds)	\$5,166,908	\$1,700,000	\$0	\$6,866,908

Capital Planning 101

Capital Improvement Plan

The Capital Improvement Plan (CIP) is a multi-year tool used to coordinate the financing and timing of major public improvements for the Town of Needham. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. Capital planning helps ensure that the community is positioned to:

- preserve and improve its basic infrastructure through construction, rehabilitation and maintenance;
- maximize the useful life of capital investments by scheduling major renovation,

Fiscal Year 2015 Proposed Budget

rehabilitation, or replacement at the appropriate time in the life-cycle of the facility or equipment;

- identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage; and
- improve financial planning by balancing needs and resources and identifying potential fiscal implications.

Operating Budget and Capital Budget

The Town's capital budget and operating budget are developed separately but are closely linked. The annual operating budget provides for general municipal service delivery, including personnel, supplies and other contractual services, and certain capital equipment. Most appropriations in the annual operating budget are for a single fiscal year. In contrast, the capital budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets.

Notwithstanding the differences between the two, the operating and capital budgets are closely interwoven inasmuch as operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects such as the new Senior Center will have an impact on the operating costs of those facilities once opened. Town practice is to project the net effect a capital project will have on the operating budget. While maintenance and repair costs may be lower in a new facility, it is often more costly to operate a larger and more modern facility. In addition, since many capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and is incorporated into the Town's forecasting models. The necessity to incur some degree of debt in order to finance the CIP carries with it the burden to effectively manage that debt within the Town's financial resources.

Financial Benefits of Capital Planning

Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of communities in Massachusetts and allows the Town to borrow at a lower interest rate. Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Needham by rating agencies and the result would be higher interest rates on bond issues and the diversion of tax dollars to pay for the interest on loans. Another financial benefit of the capital planning process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, and at times during the economic cycle when the Town can take advantage of low interest rates.

Development of the CIP

The process for preparing the FY2015 - 2019 Capital Improvement Program and its associated FY2015 Capital Budget involves active participation by the Town Manager, Assistant Town Managers, and requesting departments. The Capital Budget is prepared in the context of a five-year determination of need by departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the

Fiscal Year 2015 Proposed Budget

required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 12, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

- the project is required to comply with State and/or Federal handicapped accessibility standards;
- the project is necessary to protect the health and safety of people; the project is required to comply with State and/or Federal handicapped accessibility standards; and
- the project is necessary to maintain an existing capital facility, or operation of equipment used in providing town services.

In addition to the criteria listed above, the Town has a long practice of funding the systematic replacement of obsolete or worn-out equipment, and those items requested for the improvement of operating efficiency and the equitable provision of services.

The development of the CIP occurs over the following approximate timeframe:

- *Late Summer*—Following Town Meeting, departments are provided with their previously submitted five year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. Also in the summer, the Assistant Town Manager/Finance Director develops and presents a pro forma budget for the ensuing five year period. The pro forma budget is the basis for the determination of the amount of revenue available to support the CIP.
- *Autumn* —The Town Manager and staff meet with each department to gain a better understanding of each request. Finance Committee and Community Preservation Committee Liaisons are invited to participate in these meetings.
- *Late Autumn/Early Winter* — The Assistant Town Manager/Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the Capital Budget as well as the five-year Capital Improvement Plan, and the Town Manager presents the Board of Selectmen with a proposed five-year Plan.
- *January* – The Town Manager transmits the Capital Improvement Plan, along with any recommendations made by the Board of Selectmen, to the Finance Committee by the first Tuesday after the first Monday in January.
- *January/February* – The Finance Committee reviews each project in the capital budget and makes recommendations for inclusion in the Town Meeting Warrant.
- *May* – The capital budget is presented to Town Meeting for approval.

Financing of Capital Projects

The number of capital projects to be funded must be considered in the context of the total operating budget, capital budget needs, and revenue growth. Capital improvement projects are funded through current receipts, reserves, and/or other funds such as grants.

Fiscal Year 2015 Proposed Budget

Current Receipts – Current receipts include property tax revenue, local receipts (such as fees and charges), and State aid. This plan includes no projects to be funded from current receipts.

Free Cash – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash cannot be relied upon as a recurring revenue source, the Town's practice is not to rely upon it as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on free cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated departmental budgets, or the actual turn back, whichever is lower. As such, the plan includes as much as \$2,915,963 to be funded from General Fund revenue (of which \$2,467,260 is in the Tier 1 cash capital category).

Capital Improvement Fund – In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used in future years to fund the acquisition of new equipment, the replacement of existing equipment, and building and facility improvements which cost less than \$250,000, for which the Town may borrow for a period of five years or more. Projects must be included in the CIF in order to be eligible for funding through the CIF. This plan includes no projects to be funded from the Capital Improvement Fund.

Capital Facility Stabilization Fund – In 2007, the Town created a Capital Facility Stabilization Fund to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

Athletic Facility Improvement Fund – In 2012, the Town created an Athletic Facility Improvement Fund to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities. For the purpose of the fund, athletic facilities include any Town-owned building, structure, pool, synthetic turf and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults, and school teams. This plan includes no projects to be funded from the Athletic Facility Improvement Fund.

Retained Earnings – Three of the Town's operations – water, sewer, and solid waste – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by general fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Board of Selectmen's retained earnings policies are included in Section 12. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes \$1,448,145 in funding from the enterprise fund retained earnings accounts.

Debt – The Board of Selectmen's debt management policies (Section 12) provide guidance in translating capital expenditures into annual debt service. Section 4 of this plan contains a graphic presentation of the Town's current debt service and a calculation of the Town's debt

burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town's long-term debt service schedule that is also included in Section 4. This plan includes a recommendation for \$800,000 in projects to be funded through General Fund debt in the Tier 1 category and an additional \$900,000 in the Tier 2 category. The plan includes no projects proposed for funding through enterprise fund debt.

Community Preservation Fund – The Community Preservation Act (CPA) allows cities and towns to raise monies through a surcharge on the tax levy. These funds may then be used to acquire, create and preserve open space, acquire and preserve historic resources, create, preserve and support community housing, and acquire, create and preserve land for recreational use. The CPA also provides for matching funds from the Commonwealth. The CPA was approved at the May, 2004 Annual Town Meeting and by voters at the November 2, 2004 election. The CPA requires that each fiscal year Needham must spend, or set aside for later spending, at least 10% of the annual revenues in the Town of Needham Community Preservation Fund for each of three CPA target areas: open space (but not including land for recreational use), historic resources, and community housing. The remaining 70% may be appropriated at the Town's discretion as long as it is used for the three target areas or recreation. The statute also permits the Town to appropriate up to 5% of the annual revenue estimate for the administrative expenses of the Community Preservation Committee (CPC). Projects submitted for inclusion in the CIP that qualify for CPA funding are forwarded to the CPC for its consideration. This plan includes a recommendation for \$802,800 in projects to be funded contingent upon Community Preservation Funding, of which \$621,150 is in the Tier 1 category.

The CIP Is a Flexible Planning Tool

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service, and prevent unexpected changes in debt service payments.

Investment in Real Property, Facilities and Infrastructure - \$104 Million Over Five Years

Asset preservation is defined as committing necessary resources to preserve, repair, or adaptively re-use current assets. Expenditures for asset preservation are intended to keep the physical plant and infrastructure in reliable operating condition for their present use. As noted in previous years, despite the most recent economic downturn and decades of financial uncertainty for municipal governments, the Town of Needham has made an extraordinary investment in public infrastructure during the past decade. While significant investment in many capital facilities is still required and, in some cases, overdue, the Town should be proud of this achievement. The Town's success in this area is a direct result of continued and sustained focus on asset evaluation, needs assessment, careful planning, and prioritization. Such prioritization of spending on infrastructure that is often "invisible" is the hallmark of a community that has refrained from diverting funding from the capital budget to fund operating budget programs and services that are needed and desired.

Fiscal Year 2015 Proposed Budget

The need for this level of investment in facilities and infrastructure is generally attributable to three factors – the age of the community and its infrastructure and assets, the built environment and amount of lane miles of roadway, and the growth in school age population after the Second World War that resulted in a building boom from 1951 to 1960. After the advent of Proposition 2 ½ in 1982, the community found it difficult to make necessary investment in its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990's and continuing today. Table 2 shows the Town's investment in facilities and infrastructure over the past five years.

Table 2
Facility and Infrastructure Investment
2010 to 2014

Description	2010	2011	2012	2013	2014	Total	Five Year Average
Open Space	920,000	800,000				1,720,000	344,000
Municipal Facilities	18,204,837	548,000	8,075,000	40,000	2,771,500	29,639,337	5,927,867
Townwide Facilities and Community Services	507,200	455,600	622,500	1,247,315	951,828	3,784,443	756,889
Public Works Infrastructure Program	1,000,000	2,186,300	1,300,000	6,128,000	600,000	11,214,300	2,242,860
School Facilities	27,668,728	4,052,000	1,078,000	85,000	4,292,276	37,176,004	7,435,201
Drains, Sewer, and Water Infrastructure	2,533,300	1,483,800	8,269,500	1,079,300	7,670,900	21,036,800	4,207,360
Total	50,834,065	9,525,700	19,345,000	8,579,615	16,286,504	104,570,884	20,914,177

Investment in Equipment, Technology, and Fleet - \$11.7 Million Over Five Years

The position of the Town with respect to its equipment and technology capital investment is also positive. Major categories of this capital spending include Public Safety, Public Works, and Public Facilities fleet and equipment, School and Townwide technology, and School copiers, furniture and musical equipment. Table 3 shows the Town's investment in these categories of capital spending for the five year period FY2010 through FY2014.

Fiscal Year 2015 Proposed Budget

Table 3
Equipment, Technology, and Fleet Capital
2010 to 2014

Description	2010	2011	2012	2013	2014	Total	Five Year Average
Equipment	238,681	799,603	378,763	430,200	829,995	2,677,242	535,448
All Other Functions	25,000	68,000	0	0	146,250	239,250	47,850
Public Facilities & Works	132,000	623,953	259,063	235,000	480,100	1,730,116	346,023
Public Safety	0	0	0	40,000	27,500	67,500	13,500
Public School	81,681	107,650	119,700	155,200	176,145	640,376	128,075
Technology	194,393	389,400	306,596	832,800	663,800	2,386,989	477,398
All Other Functions	25,000	282,800	145,000	160,000	30,000	642,800	128,560
Public Facilities & Works	0	0	0	0	0	0	0
Public Safety	0	68,000	112,496	0	0	180,496	36,099
Public School	169,393	38,600	49,100	672,800	633,800	1,563,693	312,739
Fleet	1,361,233	1,161,746	1,418,500	1,680,618	1,105,242	6,727,339	1,345,468
All Other Functions	0	0	52,000	0	0	52,000	10,400
Public Facilities	0	65,046	25,000	50,318	33,600	173,964	34,793
Public Safety	35,000	30,000	400,000	785,000	94,242	1,344,242	268,848
Public Works	1,326,233	1,066,700	941,500	845,300	977,400	5,157,133	1,031,427
Total	1,794,307	2,350,749	2,103,859	2,943,618	2,599,037	11,791,570	2,358,314

Project Summaries – Recommended Projects

GENERAL GOVERNMENT

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

The request is to replace older servers, both application and data, with newer, faster, and more energy efficient models including hardware to install virtualization software. Funding will also support the replacement of the spam filter, virus firewall, and internet filtering, and of older network switches to connect buildings, departments, and workstations throughout the Town. Newer models of both servers and switches are better able to take advantage of the Town's fiber and increase the speed of data within the Town's fiber network. Not replacing or updating this equipment may have a negative effect on email, financial applications, internet access, data accessibility, and backups between the Town's datacenters. *(Submitted by: Finance Department)*

The Town Manager's recommendation for Network Hardware Services and Switches is \$30,000 in the Tier 1 cash capital category.

TECHNOLOGY SYSTEMS AND APPLICATIONS UPGRADE (Request: \$100,000)

This funding will support an update for the Town's Geographic Information System (GIS) including planimetric data and imagery. A Geographic Information System (GIS) is a system of hardware and software used for storage, retrieval, mapping, and analysis of geographic data. The GIS update will add changes and updates that have taken place throughout Needham and adjacent communities within 1000' feet of the Town's boundary throughout the spring 2009 flight and a proposed 2015 flight. The flight will also improve imagery to help in analysis of land use and development throughout Needham. The project will include updating infrastructure data (water, sewer, drain) as well as changes to the

Fiscal Year 2015 Proposed Budget

parcel data. The current data from the spring 2009 and any subsequent updates will be incorporated into the Town's public web GIS site. Because many departments, such as Engineering, Water & Sewer, Planning, Conservation and other Town and School Departments use the GIS data on a regular basis, it is important to have up to date data so these departments can plan, analyze, and display an accurate representation of the land base and infrastructure.

The Town Manager's recommendation for Technology Systems and Applications Upgrade is \$100,000 in the Tier 1 cash capital category.

PUBLIC SAFETY

PUBLIC SAFETY COMPUTER-AIDED DISPATCH SYSTEM (\$244,615)

This request is to replace the current Computer Aided Dispatch (CAD) application with an application that is designed to be run on an Intel style server. The current CAD application has been used by the Needham Police and Fire Departments since 1994 - initially installed on an IBM A/S 400 and currently operating on an IBM iSeries Blade Server that is nearing its end of life. The operating system is increasingly difficult to maintain in-house, and the style and interface of the current application - commonly known as "green screen" - makes it difficult for users to transition from standard windows based interfaces. It will be helpful for the Needham Police and Fire Departments to have an application that is widely used by other Public Safety agencies throughout the Commonwealth, to leverage local knowledge to help them use the application more effectively.

The Town Manager's recommendation for the Public Safety Computer-Aided Dispatch System is \$244,615 in the Tier 1 cash capital category.

WIRELESS MUNICIPAL RADIO MASTER FIRE BOX SYSTEM (\$164,000)

The long-term plan is to eliminate the older style fire alarm master boxes and install wireless radio master box systems where needed. All pole mounted fire alarm boxes (222) would be permanently removed. Building master boxes (129) would be replaced with radio box transmitters. The 129 master boxes are privately owned, and property owners pay the Town an annual monitoring fee of \$480. Privately owned buildings would not be required to change over to the new municipal system if they chose to use their own private alarm company. The aspects of the project include acquisition of the head-end equipment to be located within the fire dispatch center, and purchase and installation of radio boxes for 28 Town buildings. With this new system, the fire dispatch center will be capable of monitoring alarms, troubles, security/intrusion, and any other alarm or status that uses a contact closure. Once the wireless system is complete, the Fire Department will evaluate the continued need for staffing and equipment in the Fire Alarm Division. (*Submitted by: Fire Department*)

The Town Manager's recommendation for the Wireless Municipal Radio Master Fire Box System is \$164,000 in the Tier 1 cash capital category.

FIRE ALARM CABLE REPLACEMENT (Request \$60,000)

This project is a companion to the wireless municipal radio master fire box system project. This request is to fund the replacement of all municipal fire alarm cables which cross Route 128 (I-95) during the construction of the "Add-A-Lane" project as it progresses through Needham. While the project will be conducted through Town appropriation, the costs may be reimbursed by the Commonwealth of Massachusetts. The cables being replaced are part of the municipal fire alarm system which provides service to all of the neighborhoods (both

Fiscal Year 2015 Proposed Budget

residential and commercial), and many of the buildings on the east side of Route 128. All of the cables that need to be replaced are either on the Kendrick Street Bridge or the Highland Avenue Bridge. If the wireless municipal radio master fire box system is installed prior to the construction phase of the Add-a-Lane project in these two areas, replacement of the cables will not be necessary and the funds will be available for repurposing.

The Town Manager's recommendation for the Fire Alarm Cable Replacement is \$60,000 in the Tier 1 cash capital category.

PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT (Request: \$30,320)

Photocopiers are located in all of the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, teaching packets, etc. Currently, the School Department owns 48 copiers. Copier replacement is planned on a lifecycle analysis, which projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity. Copiers that are heavily used are replaced more frequently than copiers that are lightly used. A seven-year maximum duty life is assumed for most machines, even if they have not yet reached maximum copy allowances, given the additional operating expense associated with servicing and maintaining older equipment, as well as the difficulty in obtaining replacement parts. This analysis assumes that copiers are re-deployed around the District, as needed, to match copier use with equipment capacity. The requested funding will support the replacement of five (5) copy machines. *(Submitted by: Needham Public Schools)*

SCHOOL FURNITURE, MUSICAL INSTRUMENTS, & FITNESS, PRODUCTION & GRAPHIC ARTS EQUIPMENT (Request: \$81,680)

Musical Equipment – In FY2005, Town Meeting allocated funds to begin a ten-year replacement cycle for old and heavily used school musical instruments, including band and orchestra instruments, as well as pianos. The plan, which ended in FY2014, has significantly improved the quality of musical instruments used by students. Beginning with FY2015, the focus of this request is shifted from inventory replacement to inventory expansion, particularly at the middle and high schools, where enrollment is growing and students need the larger-sized instruments in the brass and string families. The need for additional instruments to meet enrollment growth is compounded by several other factors. Since students are prohibited from transporting large instruments on school buses, there is a need to provide additional instruments for classroom use, particularly cellos, basses, and large wind and percussion instruments. Additionally, there is a need to provide upright acoustic pianos in all music rooms, practice rooms and performance facilities, to enable choral groups to have proper accompaniments and to allow small student ensembles. Unless circumstances dictate otherwise, fiscal year 2015 funding will support the acquisition of additional upright pianos for High School practice rooms, and expand the inventory of bass violins/cellos and low brass at the Pollard School, High Rock School and Needham High School.

School Furniture - This purpose of this program is to continue the replacement cycle for school furniture in poor and fair condition at Hillside, Mitchell, Newman and Pollard. In these schools, furniture is 10-20+ years old and in a state of disrepair after decades of heavy use. By FY2015, all furniture in poor condition will have been replaced at these schools.

Fiscal Year 2015 Proposed Budget

Fitness Equipment - The Needham High School renovation project budget included a large amount of fitness equipment for student use, which will need to be replaced as the components age and the equipment reaches the end of its useful life. In addition, the Pollard Middle School owned a number of strength circuit machines, which will need to be replaced on a regular basis going forward. The manufacturer's estimated life cycle is five (5) years for treadmills, six (6) years for cross trainers, eight (8) years for recumbent and upright bicycles, 23 years for rowing machines, and 25 years for circuit training equipment. The Department's request is based on a longer replacement cycle of: five to seven (5 - 7) for treadmills, nine (9) years for cross trainers, eight (8) years for recumbent bikes, 12 years for upright bikes, 19-20 years for rowing machines and 11-16 years for circuit training equipment. Unless circumstances dictate otherwise, the FY2015 funding is planned for three spinning bikes and one treadmill.

Production Center - This request is to purchase a replacement mail meter and folder/stuffer/insert machine for the Needham Public Schools Production Office. The existing folder/stuffer/insert machine was purchased in 2004 and is nearing the end of its useful life, after a decade of heavy use.

High School Graphics Production Room - This program continues the equipment replacement cycle for equipment used in the Graphics Production Center at Needham High School. This program provides convenient and cost effective service, and also provides hands-on educational training in the field of professional graphics and printing production for students. Unless circumstances dictate otherwise, the FY2015 funding is intended for purchase of a high capacity large print photo printer and a binder/spiraler. *(Submitted by: Needham Public Schools)*

INTERACTIVE WHITEBOARD TECHNOLOGY, 1:1 INITIATIVE, TECHNOLOGY INNOVATION, AND TECHNOLOGY REPLACEMENT (Total Request: \$679,325)

Interactive Whiteboard Technology - This program funds the purchase and installation of whiteboard technology in the Needham schools.

School Department NPS 1:1 Initiative - This project continues the initiative begun in FY2013 to introduce tablet technology on a 1:1 basis at Pollard, High Rock and Needham High Schools. A portion of this funding will support the purchase of devices for Pollard students who are unable to provide their own devices. Funding also includes devices for secondary level teachers, the purchase of AppleCare+, and completes the preparation of the High Rock infrastructure to support 1:1.

Technology Innovation - The requested funding will support structured technology experimentation to help the Schools better identify and prepare for use and deployment of technology.

Technology Replacement - This request is for funding to continue the School Department's regular replacement cycle for technology devices, including computers, printers, and servers. The FY2015 request includes the replacement of 300 teacher, administrator, student, lab and laptop computers, which have reached or are functioning beyond the end of their seven-year lifecycle. A total of 39 of these computers are for teachers and administrators throughout the District. Another 261 are lab and classroom computers at Hillside, Mitchell, Newman, Pollard and the High School. The majority of the computers being purchased will be deployed at the High School. FY2015 represents the third year of the anticipated five-year timeframe to replace the High School computers. FY2015 costs

Fiscal Year 2015 Proposed Budget

also include additional hardware infrastructure to expand Internet Bandwidth, additional network infrastructure and servers at the Emery Grover School Administration Building, and replacement of failing SMART Boards and LCD projectors at District schools. *(Submitted by: Needham Public Schools)*

The Town Manager's recommendation for Consolidated School Capital is \$791,325 in the Tier 1 cash capital category.

PUBLIC WORKS

GENERAL FUND SMALL SPECIALTY EQUIPMENT (Request: \$29,797)

Unit	Division	Year	<u>Existing</u> Description	<u>Request</u> Description	Hours	Cost
340	Parks & Forestry	2008	Mower	Same	580	\$8,114
352	Parks & Forestry	2008	Mower	Same	533	\$21,683

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Small Specialty Equipment is \$29,797 in the Tier 1 cash capital category.

LARGE FORMAT SCANNER (Request: \$33,000)

This submission is for the purchase of a large format multi purpose color scanner/printer/copier that will allow the Engineering Division to replace and upgrade the existing large format monochrome scanner/printer/copier. The existing large format Monochrome scanner/copier/printer was purchased in FY2008 and has been used extensively by the Department of Public Works, Department of Public Facilities, Planning Department, Department of Public Health, and other departments as needed to reproduce and to electronically store large format plans and posters. The amount of use of the existing monochrome scanner/copier/printer has increased over the last several years. Parts have become worn down requiring more frequent replacement and services to keep the equipment operational; this machine has been down between 8 and 12 days over the last 2- years, impacting the Department's ability to serve the public. This request is also for a color machine, because there have been increasing requests for the Engineering Division to produce full size color plans. The new large format multi purpose color scanner/printer/copier will serve as a backup plotter for the Engineering Division in case the Plotter purchased in 2005 requires work, and will be capable of making multiple color copies/scanned images for all departments that the Engineering Division supports. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Large Format Scanner is \$33,000 in the Tier 1 cash capital category.

CENTRAL AVENUE/ELIOT STREET ("COOKS") BRIDGE REPLACEMENT DESIGN (Request: \$900,000)

In the spring of 2013, this bridge was identified by the Commonwealth as having structural deficiencies. Upon receiving this information, the Town of Needham and the City of Newton engaged a structural engineer to further evaluate the bridge. A report by the structural engineer was completed in the late summer of 2013 and indicates that further monitoring is necessary to determine what action needs to be taken with this bridge. The Town of Needham is in the process of engaging a consultant to monitor the bridge for a period of six months to determine the extent of the structural deficiency. It is possible that if the

Fiscal Year 2015 Proposed Budget

result of that monitoring indicates that the bridge is in need of major repair or replacement, the Town will need to perform engineering and design services in the summer of 2014, with construction to follow, in order to ensure the safety of this bridge. The budgetary figure indicated for design and engineering is based on the most costly option for repair/replacement, should both communities choose to take that option. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Central Avenue/Eliot Street Bridge Design is \$900,000 in the Tier 2 debt financing category.

DRAIN SYSTEM IMPROVEMENTS – WATER QUALITY (Request: \$80,000)

In 2003, the Environmental Protection Agency (EPA) issued a National Pollutant Discharge Elimination System (NPDES) Permit to the Town to upgrade the quality of the water discharged to the Charles River. A renewal permit is overdue and is expected in the current fiscal year. In compliance with the permit, the Town has completed a number of projects to improve stormwater discharge with a variety of methods at the Public Library, High School, Chestnut Street, High Rock School, and Lake Drive. This project will fund a watershed management plan. The Town is divided into four distinct watersheds. The goal of the plan is for the identification of sub-watersheds so that the Town can target different water quality treatment strategies depending on the conditions of each sub-region. The development of the plan will also identify the Town's storm drain capacity. Recent severe weather events, such as the Labor Day, 2013 storm, have highlighted the need for investment in a variety of strategies to reduce the incidence of flooding that creates both inconvenience and property damage for property owners and the Town. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Drain System Improvements – Water Quality is \$80,000 in the Tier 1 Cash capital category.

DRAIN SYSTEM REPAIRS (Request: \$76,000)

This request is to fund design, engineering and wetlands consulting to replace ten feet of pipe underneath a culvert on Edgewater Drive. This pipe is particularly problematic - it is over 100 years of age, and is plugged-up and degraded beyond remediation. This pipe is presently supporting two sewage pipes, one that is in service, and one that was abandoned in place. The drainage pipe and one of the active sewage pipes are all uncovered due to erosion and the drainage pipe is providing the structural foundation for the sewage pipes. Should the drainage pipe be compromised, it will subject the sewage pipes it supports to failure. This replacement includes extensive wetland consulting and permitting which is a major factor in the cost of this project. Additionally, this drainage pipe needs to be constructed under the existing sewage pipes adding to the difficulty of this replacement. This repair will resolve drainage issues in the area that have resulted in flooding of the abutters of the brook, and will ensure the structural stability of the adjacent sewage pipes. It is expected that the cost of construction will be in the range of \$90,000. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Drain System Repairs is \$76,000 in the Tier 1 Cash capital category.

PUBLIC WORKS INFRASTRUCTURE PROGRAM (Request: \$600,000)

Street Resurfacing - This purpose of this program is to improve the structural and surface integrity of the Town's miles of accepted streets. The primary strategy of this program is

Fiscal Year 2015 Proposed Budget

asphalt paving and incidental work, such as asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings and signs.

Traffic Signal & Intersection Improvements - This program funds traffic signal and intersection improvements, and new traffic signal installations.

Combined Sidewalk Program - This Program funding addresses the failing network of sidewalks throughout the community. There are over 160 miles of accepted sidewalks in Needham. Over half of the Town's sidewalks do not comply with current standards and require significant improvements including the installation of handicapped ramps.

Storm Drain Capacity Improvements - This program provides funding to improve roadway drainage capacity. The Town has identified and prioritized a number of areas throughout Needham where improvements are required to resolve flooding problems and illicit discharge. These measures include installation of additional storm drains, and storm drain replacement, extension, and capacity increases.

Brooks and Culverts – Repair and Maintenance - This repair and maintenance program was developed to address flooded and poor draining brooks, streams, waterways and culverts throughout the Town that have been severely damaged by heavy rains/storms.

Unless circumstances dictate otherwise, fiscal year 2015 funding will be directed to street resurfacing, sidewalk improvements, and storm drain capacity improvements. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for the Public Works Infrastructure Program is \$600,000, plus an additional \$200,000 is recommended in the Tier 1 debt financing category.

PUBLIC FACILITIES

PUBLIC FACILITIES MAINTENANCE PROGRAM (Request: \$482,000)

This project supports the annual maintenance of public buildings throughout the Town including but not limited to: asbestos abatement, small equipment replacement, duct cleaning, painting, and other repairs and necessary upgrades. Unless circumstances dictate otherwise, fiscal year 2015 funding is proposed for duct cleaning at the High Rock School, Mitchell School, and Public Services Administration Building, asbestos abatement at the Pollard School, flooring replacement at the Eliot School, xeriscaping at Needham High School, and wood floor refinishing in various school buildings. Minor adjustments to the site configuration at the Pollard School are also planned. *(Submitted by: Public Facilities Department)*

The Town Manager's recommendation for the Public Facilities Maintenance Program is \$482,000 in the Tier 1 cash capital category.

COMMUNITY SERVICES

ATHLETIC FACILITY IMPROVEMENTS (Request \$256,900)

The Department of Public Works and Park and Recreation have developed a maintenance plan for all fields, which includes new or total reconstruction, partial renovation, irrigation,

Fiscal Year 2015 Proposed Budget

drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches and miscellaneous equipment) for multi-use fields and ball diamonds. This project will support drainage and soil improvements at Memorial Field. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Athletic Facility Improvements is \$256,900 in the Tier 1 cash capital category contingent on Community Preservation Funding.

CRICKET FIELD BUILDING RENOVATIONS DESIGN (Request: \$181,650)

This funding will support the design and engineering of a renovation of the Cricket Field building. The building is currently used for Park and Recreation summer programs, Needham High Girls Soccer and Girls Lacrosse, storage for Park and Recreation programs; and storage for DPW Parks and Forestry. The 1964 wood structure building is approximately 1,250 square feet. Without renovations, it will become more difficult to use it for the summer program. In past years, the Town received donations for other projects at the park, totaling approximately \$200,000. Those projects include the rebuilding of the athletic fields, addition of new playground equipment, and a bubbler and garden with park benches

The Park and Recreation Commission completed a feasibility study of the Cricket Field building with the PPBC in March 2012. The study evaluated options including renovation of the building for current uses, renovation of the building for year-round use, construction of new building at same location, and construction of new building elsewhere on site. The final recommendations provided a range for renovation and a modular building at a different location at the park. *(Submitted by: Park and Recreation)*

The Town Manager's recommendation for Cricket Field Building Design is \$181,650 in the Tier 2 alternative funding category, contingent on Community Preservation Funding.

MILLS FIELD IMPROVEMENTS (Request: \$364,250)

Mills Field has been the location of several park improvements in the past four years including renovated tennis courts, new playground equipment, addition of high barrier fencing between the baseball diamond and tennis courts, irrigation work and replacement of backstop and outfield fencing. Fencing around the playground area has also been replaced. The purpose of the current project is to provide safety and aesthetic renovations to the park, including the creation of new parking areas; basketball improvements including an asphalt overlay to basketball court, striping, and replacement poles and backboards; replacement of current bathrooms with modular bathrooms; replacement of picnic tables and grills; and xeriscape gardening in appropriate locations. The ballfield will also be stripped and sodded, and drainage/water quality improvements will be incorporated. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Mills Field Improvements is \$364,250 contingent on Community Preservation Funding.

GENERAL FUND FLEET REPLACEMENT PROGRAM

CORE FLEET REPLACEMENT (Request: \$189,916)

Unit	Division	Year	<u>Existing</u> Description	<u>Request</u> Description	Hours	Cost
41	Parks & Forestry	2009	Ford F-350	Same	39,876	\$50,723
50	Parks & Forestry	2008	Ford F-150	Ford F-350	30,066	\$50,187

Fiscal Year 2015 Proposed Budget

453	Building	2005	Ford Taurus	Ford Fusion	58,943	\$30,830
455	Building	2006	Ford Taurus	Ford Fusion	55,684	\$30,830
704	Public Facilities	2005	Ford E250 Cargo Van	Same	69,677	\$27,346

(Submitted by: Multiple Departments)

The Town Manager's recommendation for Core Fleet Replacement is \$189,916 in the Tier 1 cash capital category.

FLEET REPLACEMENT - SPECIALIZED EQUIPMENT (\$433,009)

Unit	Division	Year	<u>Existing</u> Description	<u>Request</u> Description	Hours	Cost
R2	Fire	2005	Ford/Osage Ambulance	Same	51,400/8,050	\$186,607
7	Highway	2000	Dump Truck	Same	38,880/3812	\$169,366
73	Parks	2008	One Ton Dump Truck	Same	36,890	\$77,036

(Submitted by: Multiple Departments)

The Town Manager's recommendation for the Fleet Replacement – Specialized Equipment is \$186,607 in the Tier 1 cash capital category and \$246,402 in the Tier 2 cash capital category.

FLEET REPLACEMENT - SNOW AND ICE EQUIPMENT (Request: \$202,301)

Unit	Division	Year	<u>Existing</u> Description	<u>Request</u> Description	Hours	Cost
117	Highway	2000	Sidewalk Tractor	Same	4,240	\$171,021
7A	Highway	2000	Material Spreader	Same	n/a	\$31,280

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Fleet Replacement Snow and Ice Equipment is \$202,301 in the Tier 2 cash capital category.

RECYCLING/TRANSFER STATION (RTS) ENTERPRISE FUND

TRANSFER STATION OFFICE TRAILER (Request: \$75,779)

The current working conditions for staff in the main office at the RTS are sub-standard. The supervisor's office is isolated from day-to-day operations and staff activity, making supervision and oversight challenging. The proximity of the main office to the tipping floor results in odors from transfer station building migrating into the office area, and the air filtration system in the main office is inadequate and incapable of ameliorating the odor problem. The facility has inadequate space for the office and customer reception area (current total combined space for both functions is 169 square feet) neither of which is ADA accessible.

The plumbing in the staff restroom occasionally freezes in the winter, and restroom conditions are poor and not ADA compliant. This proposal is for the purchase and installation of a temporary 12' x 44' office trailer, to be situated to the Northeast of the transfer station building. The trailer will immediately improve working and operation conditions and will be placed so that it will not interfere with, and can be used during, future expansion of the transfer station building. The trailer will provide an improved customer

Fiscal Year 2015 Proposed Budget

reception area, improved office areas, and an ADA compliant restroom. The cost estimate includes the purchase price and setup costs for the trailer, and electrical, sewer, and water tie-ins. An evaluation of the entire facility will be conducted as part of the on-going facility master planning process. The acquisition of a trailer is a measure designed to immediately improve the working conditions of staff and enhance the user experience for the public. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Transfer Station Office Trailer is \$75,779 in the Tier 1 RTS cash capital category.

MESSAGE BOARD (Request: \$30,000)

Currently the Public Works Department has three mobile message boards that are used for large construction projects. These message boards are removed from construction projects and relocated to various sites in Town when requested for non-construction notifications to residents and commuters. The existing message boards are difficult to maneuver, time consuming to program, and are often unavailable for non-emergency notices. This request will support a pilot program of permanently installed message boards to be used to communicate with residents in their cars and on the streets. These message boards will have the capacity to be programmed remotely and simultaneously from a Town work station or a laptop, and will help to eliminate competition for the current message boards.

The Town Manager's recommendation for Permanent Message Board is \$30,000 in the Tier 1 RTS cash capital category.

SEWER ENTERPRISE FUND

SEWER ALARM SYSTEM UPGRADE (Request: \$258,000)

The Sewer Alarm system upgrade includes the implementation of a Supervisory Control & Data Acquisition (SCADA) System. The Town's Sewer SCADA system will collect data from various sensors from all of the sewer lift stations that will enable operators to efficiently manage and control the operations of the station from a central or remote location. The upgraded alarm system will provide dispatchers with more details about the type of alarm, which will enable them to better prepare the call person when responding. A request for the funding a study for the sewer alarm upgrade was approved at the May 2012 Annual Town Meeting and was completed in the fall of 2012. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Alarm System Upgrade is \$258,000 in the Tier 1 Sewer cash capital category.

SEWER PUMP STATION IMPROVEMENTS (Request: \$90,000)

This project will fund the replacement of a programmable logic controller (PLC) at the West Street Sewer Pump Station. The PLC receives input data from various sensors that is used for the automation of electromechanical processes within the pump station. The PLC also stores historical data. The station is currently operating with a back-up controller that is basic in design. It controls the on/off operations of the pump only. The controller does not record data (flows and alarms) and there is no digital display of the operations (wet well level, mode of operations, etc.). Replacement of the non-functioning PLC is an essential component of the SCADA system proposed for funding in FY2015. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Pump Station Improvements is \$90,000 in the Tier 1 Sewer cash capital category.

SEWER SERVICE CONNECTIONS (Request: \$50,000)

There are approximately 100 homes with access to sewer that are not connected to the Sewer System because the owner has chosen not to connect. The purpose of this request is to provide the lateral sewer line from the sewer main to the property line so that homeowners can connect should they choose to, or should their septic system fail. The lateral sewer lined are planned to be installed prior to road reconstruction/paving projects. The cost for these service installations are not typically included in road construction estimates, and, in the case of Chapter 90 Projects, the costs are not eligible for reimbursement. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Sewer Service Connections is \$50,000 in the Tier 1 Sewer cash capital category.

WATER ENTERPRISE FUND

WATER SYSTEM REHABILITATION PROGRAM (Request: \$91,000)

Under the Water System Rehabilitation Program, the Town's water infrastructure is continually analyzed to assess functionality and performance, and to identify areas in need of repair. Water infrastructure requires ongoing attention and periodic replacement, and portions of the Town's water infrastructure are 75+ years old and approaching the end their useful life. A diligent rehabilitation program encompassing maintenance, repair, and replacement ensures a continual supply of water to the public. The Department of Public Works prioritizes replacement of water pipes based upon pipe condition, water break history, and adequacy of water flow to fire hydrants. Fiscal year 2015 funding is planned for the engineering and design of a new eight inch pipe from Pleasant Street/Howland Street to Dedham Avenue(1,160 linear feet) and engineering and design of a new eight inch water pipe from Norfolk Street/Warren Street to Webster Street (1,300 linear feet). *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water System Rehabilitation is \$91,000 in the Tier 1 Water cash capital category.

FILTER MEDIA REPLACEMENT (Request \$238,050)

The filter media greensand is used for manganese removal at the Charles River Water Treatment Facility. Greensand must be replaced frequently and requires additional potassium inputs. A new product, Greensand Plus, is a synthetic alternative to natural greensand that can withstand wider variations in operating conditions and has an extended life. Further, Greensand Plus does not require additional potassium inputs. The Town completed the first of four conversions to Greensand Plus in FY2013. The second conversion was approved for FY2014. The greensand lasts for approximately 15 years so the next scheduled replacement is scheduled for FY2028. This request is for the final two years of conversion, and includes an allocation for repairing the exposed screen – a factor that was encountered in the first year of conversion. Replacing the media in two of the filters simultaneously will be more cost effective in terms of set up time and quicker avoidance of the need for potassium additives. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Filter Media Replacement is \$238,050 in the Tier 1 Water cash capital category.

Fiscal Year 2015 Proposed Budget

SERVICE CONNECTIONS (Request: \$200,000)

The purpose of this program is to remove old iron pipe water services that contain lead from the water distribution system. Old iron and lead water services are replaced prior to road reconstruction/paving projects. If the water service connections are not replaced, an element of the subsurface infrastructure is susceptible to failure before the useful life of the reconstructed roadway has been realized. The FY2015 funding will provide approximately one year's value of water service replacements, which will fall in line with the road resurfacing program schedule. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Service Connections is \$200,000 in the Tier 1 Water cash capital category.

WATER SUPPLY DEVELOPMENT DESIGN (Request \$200,000)

Replacement of Well #3

In April 2013 the Town redeveloped Well #3 and restored the yield of the well to approximately one third of its original capacity. The original capacity of the well was 50 gallons per foot, and the redevelopment enabled the well to achieve up to 18 gallons per foot. Prior to the redevelopment, the yield of the well was 5 gallons per foot. Since this last redevelopment in April 2013, the well is already showing signs of losing capacity, and is pumping 15 gallons per foot as of September 2013. This well is the least productive of the three wells. While the Department originally proposed the development of a fourth well, the current request is to support the replacement of Well #3. The funding proposed for fiscal year 2015 will support the design and engineering of a replacement well, with a request for construction funding planned for fiscal year 2016. *(Submitted by: Department of Public Works)*

The Town Manager's recommendation for Water Supply Development Design is \$200,000 in the Tier 1 Water cash capital category.

ENTERPRISE FUND FLEET REPLACEMENT PROGRAM

FLEET REPLACEMENT - SPECIALTY EQUIPMENT (Request: \$215,316)

Unit	Division	Year	<u>Existing</u> Description	<u>Request</u> Description	Hours	Cost
93	RTS	2004	Screeener	Same	NA/4,370	\$215,316

(Submitted by: Department of Public Works)

The Town Manager's recommendation for Fleet Replacement - Specialty Equipment is \$215,316 in the Tier 1 RTS cash capital category.

GLOSSARY

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

Account - A classification of appropriation by type of expenditure.

Accounting Period – A period of time (e.g., one month, one year) where the Town determines its financial position and results of operations.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Actuarial - A person or methodology that makes determinations of required contributions to achieve future funding levels by addressing risk and time.

ADA - Americans with Disabilities Act

Athletic Facility Improvement Fund - This fund was created at the 2012 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for the renovation and reconstruction of the Town's athletic facilities, with particular emphasis on the turf fields installed at the Memorial Park and DeFazio Field.

American Reinvestment and Recovery Act - The American Recovery and Reinvestment Act of 2009, abbreviated ARRA or Federal Stimulus, is an economic stimulus package enacted by Congress in February 2009. The Act includes federal tax cuts, expansion of unemployment benefits and other social welfare provisions, and domestic spending in education, health care, and infrastructure, including the energy sector.

Appropriation – A legal authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

ARRA - See American Reinvestment and Recovery Act

Assessment – The official valuation of property for purposes of taxation.

Available Funds – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, and retained earnings.

Balanced Budget – A budget is balanced when planned funds or total revenues equal planned expenditures, that is, total outlays or disbursements, for a fiscal year.

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

Bond – A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter

Fiscal Year 2015 Proposed Budget

runs for a longer period of time and requires greater legal formality.

Bond Anticipation Note (BAN) – Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. Notes are retired from proceeds from the bond issue to which they are related and/or from a cash payment and/or Town appropriation.

Capital Budget - A plan for capital expenditures for projects to be included during the first year of the capital improvement plan.

Capital Exclusion – A *temporary* increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require 2/3 vote of the entire Board of Selectmen and a majority vote in a town-wide election. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Capital Facility Stabilization Fund - This fund was created at the 2007 Annual Town Meeting. The purpose of this fund is to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town.

Capital Improvement Fund – This fund was created at the 2004 Annual Town Meeting. The purpose of this Fund is to allow the Town to reserve funds for the acquisition of new equipment and/or the replacement of existing equipment (for which the Town may borrow money for a period of five years or more), and/or for building/facility improvements with a cost of less than \$250,000 (for which the Town may borrow money for a period of five years or more). Only general fund capital that has been recommended in the Capital Improvement Plan (CIP) is eligible for funding in this manner.

Capital Improvement Plan (CIP) – A financial planning and management tool that identifies public facility and equipment requirements and schedules them for funding and implementation.

Capital Project – Major, non-recurring expenditure involving one or more of the following: acquisition of land for a public purpose; construction of or addition to a facility such as a public building, water or sewer lines, play field, etc.; rehabilitation or repair of a building, facility, or equipment, provided the cost is \$25,000 or more and the improvement will have a useful life of five years or more; purchase of equipment costing \$25,000 or more, with a useful life of five years or more; and any planning, engineering, or design study related to an individual capital project.

Cash Basis - A basis of accounting under which transactions are recognized only when cash changes hands.

Chapter 90 – Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities, through the Transportation Bond Issue, for highway construction, preservation and improvement projects that create or extend the 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

Fiscal Year 2015 Proposed Budget

Commonwealth charges, distributions and reimbursements to a city or town as certified by the state Director of the Bureau of Accounts.

Collective Bargaining - The process of negotiations between the Town and bargaining units (unions) regarding the salary and fringe benefits of town employees.

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

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

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

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

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

Debt Exclusion Offset – Other funds that are used to reduce the amount of the debt paid by the tax levy. An example is a bond premium which is the difference between the market price of a bond and its face value. A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Fiscal Year 2015 Proposed Budget

Debt Limit – The maximum amount of gross or net debt that is legally permitted under State Law.

Debt Policy – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. The Town of Needham has debt policies that have been developed in consultation with the Finance Committee and reviewed and approved by the Board of Selectmen.

Debt Service – The amount paid annually to cover the cost of both principal and interest on a debt issuance until its retirement.

Department - A service providing entity of the town government.

Division - A budgeted sub-unit of a department.

Encumbrance – The setting aside of funds to meet known obligations.

Enterprise Fund – A municipal fund established for the operation of a municipal utility, health care, recreational, or transportation facility whereby the operations are fully funded by the fees associated with that enterprise rather than by the tax levy. The "surplus" or retained earnings generated by the operation of the enterprise remain with the fund to offset future capital improvements, extraordinary maintenance expenses, or to reduce future fees and charges of the fund.

Expenditure Account Code - An expenditure classification according to the type of item purchased or service obtained, for example, regular compensation, energy expense, communications, educational supplies, and vehicle equipment.

Fiscal Year - The twelve-month financial period used by the Town beginning July 1 and ending June 30 of the following calendar year. The Town's fiscal year is numbered according to the year in which it ends.

Fixed Assets – Assets of a long-term character, which are intended to continue to be held or used, such as land, building, and improvements other than buildings, machinery, and equipment.

Formula Grant – Federal funding for which the allocation methodology is strictly determined in federal statute or regulation, and for which a government agency prepares a single application and receives subsequent years' allocation without re-application.

Free Cash – Free cash is the amount of the General Fund unassigned fund balance that may be used as a source to fund appropriations. The Massachusetts Department of Revenue certifies the amount of "free cash" resulting from closing the financial books as of June 30, the end of the fiscal year. Free cash may only be used after the certification process by the Department of Revenue is complete. For example, the July 1, 2012 certified amount may be used to fund supplemental appropriations voted during fiscal year 2013, or applied as a revenue source to support the fiscal 2014 appropriations that may be voted in the spring of 2013.

Fringe Benefits – Employee-related costs other than salary, e.g., insurance and retirement costs.

Full Faith and Credit – A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith

Fiscal Year 2015 Proposed Budget

and credit bonds.

Full-time Equivalent Position (FTE) - A concept used to group together part-time positions into full-time units.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources with all related liabilities, obligations, reserves, and equities that are segregated for specific activities or objectives. Among the fund types used by the Town are General, Special Revenue, Capital Projects, Trust, and Enterprise.

FY - Fiscal Year

GASB - This refers to the Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB has issued Statements, Interpretations, Technical Bulletins, and Concept Statements defining GAAP for state and local governments since 1984.

GASB 34 - GASB Statement Number 34 set new GAAP requirements for reporting major capital assets, including infrastructure such as roads, bridges, water and sewer facilities, and dams. The Town of Needham has implemented the Governmental Accounting Standards Board's (GASB) Statement Number 34, Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments, financial reporting model. This standard changed the entire reporting process for local governments, requiring new entity-wide financial statements, in addition to the current fund statements and other additional reports such as Management Discussion and Analysis.

GASB 45 - The Town of Needham's financial statements are required to implement Governmental Accounting Standards Board (GASB) Statement Number 45 for other post employment benefits (OPEBs) including health care, life insurance, and other non-pension benefits offered to retirees. This new standard addresses how local governments should account for and report their costs related to post employment health care and other non-pension benefits, such as the Town's retiree health benefit. Historically, the Town's cost was funded on a pay-as-you-go basis. GASB 45 requires that the Town accrue the cost of the retiree health insurance and other post employment benefits during the period of employees' active employment, while the benefits are being earned, and disclose the unfunded actuarial accrued liability in order to accurately account for the total future cost of post employment benefits and the financial impact on the Town. This funding methodology mirrors the funding approach used for pension/retirement benefits. The Town has established Fund and annually appropriates the required contribution based on updated reports. The Fund will allow the Town to capture long-term investment returns and make progress towards reducing the unfunded liability.

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

Fiscal Year 2015 Proposed Budget

issuing government are pledged.

Infrastructure – The underlying foundation or basic framework of an organization or system, e.g., roads, bridges, buildings, land, and natural resources.

Lease-Purchase Agreements – Contractual agreements which are termed "leases," but which in substance amount to purchase contracts in which the financing is provided by an outside party.

Levy Limit – Property tax levy limits that constrain the total amount of revenue that can be raised from the property tax. In Massachusetts, the levy limit is governed by Proposition 2½.

Mandate – A requirement from a higher level of government that a lower level government perform a task in a particular way or in conformance with a particular standard.

Massachusetts Water Pollution Abatement Trust (MWPAT) - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act.

Massachusetts Water Resources Authority (MWRA) - The Massachusetts Water Resources Authority is a Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people in 61 metropolitan Boston communities. The Town of Needham disposes all wastewater through the MWRA system and purchases drinking water as needed from the MWRA during the year.

Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information. Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Note Payable – In general, an unconditional written promise signed by the maker to pay a certain sum in money on demand or at a fixed or determinable time either to the bearer or to the person designated therein.

Official Statement - The municipal equivalent of a bond prospectus.

Operating Budget - A budget making appropriations for the ordinary maintenance or administration of activities for the fiscal year.

Operating Equipment - Equipment that has a life expectancy of more than one year and a value of less than \$25,000 dollars. Equipment with a useful life of five or more years and a value greater than \$25,000 dollars is capital equipment.

Overlay Surplus - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. At the end of each fiscal year, unused overlay surplus is "closed" out to fund balance, in other words, it becomes a part of Free Cash (see Undesignated Fund Balance).

Override - A permanent increase of the Town's levy limit (but not the levy ceiling) when a majority of voters in an election approve such an override. The override amount becomes part of the levy base when setting the next year's levy limit. To place an Override question on the

Fiscal Year 2015 Proposed Budget

ballot requires a majority vote of the Board of Selectmen.

Pay-As-You-Go – A term used to describe the financial policy of a government which finances all of its capital outlay from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Pay-As-You-Use – A term used to describe the financial policy of a government which finances its capital outlays from borrowing proceeds and pays for capital assets over their useful life.

Performance Measure - An indicator of progress toward a goal or strategy. Measures can be defined for identifying output, work or service quality, efficiency, effectiveness, and productivity.

Proposition 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 a municipality to appropriate annually to such fund an amount to be raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The Treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. The Stabilization Fund may be appropriated by Town Meeting. The appropriation may be used for any lawful purpose.

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

Fiscal Year 2015 Proposed Budget

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.