

SECTION 4
Departmental Budget Submissions
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Department Information DSR1	
Department	Contributory & Non-Contributory Retirement
Department Mission	
This line item funds pensions for Non-contributory (MGL c. 34) and Contributory (MGL c. 32) retirees. Non-contributory retirees are those who entered the retirement system prior to 1937. There is only one remaining non-contributory surviving spouse receiving benefits. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. As of December 31, 2014, there were 647 active participants, 462 retirees, and 161 inactive participants.	
Operational Considerations	
This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System on an actuarial basis was 68.63% (71.07% on a market basis) on January 1, 2015, as compared to 67.89% and 71.53% respectively on January 1, 2014. Beginning in FY2016 the Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return (discount rate) from 8.00% to 7.75%. Moving toward a more conservative actuarial estimate has been a long-standing goal, and the Board has discussed a further reduction in the near future. Factors that impact the unfunded liability (and therefore the funding schedule for fiscal year 2017) include the implementation of a new "generational" mortality table and the increase in the COLA base from \$12,000 to \$14,000 enacted at the 2015 Annual Town Meeting. Increases in the unfunded liability were partially offset by a small experience gain (primarily associated with lower than expected salary increases). The actual investment gain for plan year 2014 was 7.57% versus the expected 7.75%. However, because the actuarial value of assets gradually recognizes market value fluctuations over a five-year period, the actuarial rate of return for the 2014 plan year was 9.54%. The unrecognized investment gain of \$4.7 million as of 12/31/14 will be available to offset potential losses associated with failure of the system to reach its 7.75% target return over the next few years. Conversely, reaching the target return will result in an investment gain.	
Budget Categories	
Non-contributory Retirement (c. 34)	\$17,700
Contributory Retirement Assessment (c. 32)	<u>\$6,706,800</u>
Total	\$6,724,500

Department Information DSR1			
Department		Contributory & Non-Contributory Retirement	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[]]	[[]]	[[]]
b) Expenses	[[]]	[[]]	[[]]
c) Capital	[[]]	[[]]	[[]]
d) Other Non-Contributory Retirement	[17,700]	[[]]	[17,700]
e) Other Contributory Retirement Assessment	[6,706,800]	[[]]	[6,706,800]
f) Other [[]]	[[]]	[[]]	[[]]
g) Total DSR2 & DSR4 Request (a through f)	[6,724,500]	[[]]	[6,724,500]
V2017R			

Department Information DSR1	
Department	Employee Benefits
Department Mission	
The expenses covered under this program include group insurance for active employees, 401(a) Plan deferred compensation payments, employee benefit administration costs, Medicare tax, Social Security tax, unemployment assessments, workers compensation and public safety injured on duty payments, employee assistance services, professional services, and incidental expenses.	
Operational Considerations	
<u>Health Insurance</u> This budget assumes a 9.0% increase in health insurance premiums for fiscal year 2017, 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 824 active subscribers – an increase of 7 subscribers or .86% over the original FY2016 projection. While insurance <u>rates</u> are expected to increase by 9.0%, the health insurance portion of this budget is expected to increase by 10.5% due to increased enrollment, changes in the mix of plans selected by subscribers, and the reserve for potential increases in enrollment. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2016. The Town has engaged a consultant and is in the process of reviewing the group health insurance program to identify alternatives to the current structure. <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 by 10.6% over the FY2016 budget. The FY2013 to FY2015 actual Medicare expenditure increased by 6.3%, and the FY2015 expense was 7% higher than the FY2014 actual. As the current FY2016 budget is projected to exceed the allocated appropriation, a higher estimate for FY2017 is proposed. The Town pays Social Security benefits for employees who are not members of the Needham Contributory Retirement System or the Teacher's Retirement System. As with the Medicare appropriation, the Social Security appropriation is projected to increase by 10.5% above the FY2016 budget. <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 two years. The budget was reduced from \$250,000 in FY2014 to \$100,000 in FY2015 (with \$100,000 transferred to the Workers Compensation line). No change is proposed for FY2017. <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	

**Department Information
DSR1**

Department**Employee Benefits**

compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The workers compensation line item has been increased based on the average projected growth in salary and wages of just under 4%. The September 30, 2015 balance in the Workers Compensation Reserve was \$1,098,009.

Employee Benefits Program Appropriations

	FY2015	FY2016	FY2017	FY2017 - 2016 Change
Group Health Insurance (includes Medicare & Social Security)	\$10,198,872	\$11,670,207	\$12,881,871	10.38%
Unemployment	\$100,000	\$100,000	\$100,000	0.0%
Workers Compensation	\$586,252	\$609,702	\$634,090	3.99%
Total	\$10,885,124	\$12,379,909	\$13,615,961	9.98%

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Group Health Insurance	\$12,881,871		\$12,881,871
e) Other Unemployment	\$100,000		\$100,000
f) Other Workers Compensation	\$634,090		\$634,090
g) Total DSR2 & DSR4 Request (a through f)	\$13,615,961		\$13,615,961

V2017R

Department Information DSR1				
Department		Retiree Insurance & Insurance Liability Fund		
Department Mission				
This budget incorporates both the “pay as you go” funding for the health insurance benefits of current retirees, and the normal cost of benefits for future retirees. Post-employment benefits (“OPEB”) are part of the compensation for services rendered by employees, and the Town’s obligations accrue during the life of an individual’s employment.				
Operational Considerations				
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 June 30, 2013, the Town’s Unfunded Actuarial Liability was \$46,848,062, with assets of \$15,496,964 and a funded ratio of 24.9% (as compared to \$52,698,562 and 10.9% respectively in 2011.) As of November 1, 2015 there were 578 retirees electing health insurance coverage for 819 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans).				
Beginning in fiscal year 2016, the Retiree Insurance Program & Insurance Liability Fund budget includes an assumed rate of return (discount rate) of 7.75% (a reduction from the 8.0% used in prior years.) Moving toward a more conservative actuarial assumption has been a long-standing goal. Once the pending actuarial analysis is complete, we will be evaluating the possibility of recommending a reduction in the rate of return in future years.				
The chart below provides a history of the OPEB funding in Needham. In an effort to further reduce its unfunded liability, the Town has transferred funds that become available to the OPEB trust.				
FY	Beg Bal	ARC	Other Contributions	Contributions
2002			\$380,000	\$380,000
2003	\$380,000		\$380,000	\$380,000
2004	\$760,000		\$380,000	\$380,000
2005	\$1,170,308		\$880,000	\$880,000
2006	\$2,101,028		\$380,000	\$380,000
2007	\$2,554,063		\$380,000	\$380,000
2008	\$3,075,317	\$3,502,950		\$3,502,950
2009	\$3,936,980	\$3,702,211		\$3,702,211
2010	\$6,462,049	\$3,446,556		\$3,446,556

Department Information DSR1				
Department		Retiree Insurance & Insurance Liability Fund		
2011	\$9,908,605	\$3,626,375		\$3,626,375
2012	\$13,534,980	\$3,906,275	\$500,000	\$4,406,275
2013	\$17,941,255	\$4,523,887	\$400,000	\$4,923,887
2014	\$22,865,142	\$4,727,462	\$807,677	\$5,535,139
2015	\$28,400,281	\$4,940,198	\$360,000	\$5,300,198
2016	\$33,700,479	\$5,336,302		\$5,336,302
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.				
Spending Request Recap				
Description		Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages				
b) Expenses				
c) Capital				
d) Other Retiree Insurance & Insurance Liability Fund		\$5,568,923		\$5,568,923
e) Other				
f) Other				
g) Total DSR2 & DSR4 Request (a through f)		\$5,568,923		\$5,568,923
V2017R				

Department Information DSR1				
Department		Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)		
Department Mission				
Operational Considerations				
The Assistant Town Manager/Director of Finance oversees the Town's non-employee/retiree insurance programs. This includes insurance for buildings and property, general liability, boiler and machinery, public official liability, school board liability, emergency medical liability, police professional liability, and vehicle insurance. The Town also procures pollution liability coverage to meet Department of Environmental Protection (DEP) requirements for entities that have underground fuel storage tanks. This budget provides an annual contribution to the Self-Insurance fund that is a continuing reserve to pay settlements and other uninsured property losses. The reserve is authorized under MGL chapter 40, section 13. The total insured value of real property exceeds \$220 million. This budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims. Insurance premiums relating to the three enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget. Since Fiscal year 2002 the Town has insured through the Massachusetts Inter-local Insurance Agency (MIIA), which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws, and is a provider of insurance exclusively to municipalities and other governmental entities in the Commonwealth. The Town has seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool. Premiums for fiscal year 2016 are not yet known, this information is usually received in the late spring (June). The table to the left shows the change in the July 1 billed premium for the insurance coverage provided by MIIA, and the budgetary expenditures for the immediate prior five fiscal years (2010 – 2016). The actual amount paid is impacted by changes due to policy amendments, deductibles, credits, and payment discounts that may be obtained. The Town also pays a separate premium to another insurer for pollution control. MIIA does not offer the required coverage for underground fuel storage tanks. Fluctuations in the annual premium were due to buildings coming off and new or expanded buildings being added to the policy and not due to extraordinary loss experience. The new facilities that have been added over the past few years include the High Rock School, Public Services Administration Building, Town Hall, Newman School, Center at the Heights (Senior Center), and the Chestnut Street property. The Town is planning on the purchase of seven new parcels in 2016 of which they have nine buildings currently standing. 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				
Fiscal Year	Premium*	Change	Expenditure**	Change
2016	\$507,447	-1.8%		
2015	\$516,687	3.0%	\$536,000	5.7%
2014	\$501,618	6.0%	\$507,278	-1.8%
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.				

Department Information			
DSR1			
Department		Townwide Expense – General Insurance and Self-Insurance Program (chapter 40 section 13)	
anticipate that the premium and general administrative expenses to increase by 5% for FY2017. The budget request for FY2017 is 4.0% more than the current budget of \$560,000.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[]]	[[]]	[[]]
b) Expenses	[[]]	[[]]	[[]]
c) Capital	[[]]	[[]]	[[]]
d) Other General Insurance Program	582,400	[[]]	582,400
e) Other [[]]	[[]]	[[]]	[[]]
f) Other [[]]	[[]]	[[]]	[[]]
g) Total DSR2 & DSR4 Request (a through f)	582,400	[[]]	582,400
V2017R			

Department Information DSR1			
Department	Townwide Expense - Debt Service		
Department Mission			
Maintain an overall capital investment plan which works within the Town's debt policies and utilizes modern financial tools to fund facility and infrastructure in a sustainable and cognitive manner.			
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 2017 of \$733,400; the actual is \$456,313. The General Fund debt service within the levy limit is projected at \$4,060,071 and the excluded debt service of \$6,645,455. Currently there is no new exempted debt to be issued. The final borrowing related to the Newman School HVAC project was done in FY2015. All other projects have been closed. This budget does not contain any funding for debt that may be authorized at the 2016 Annual Town Meeting or May 2016 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 2.7 % decrease from the current year; this is the third year in a row that the debt service budget is declining. The General Fund debt service which is paid within the levy limit is appropriately 1.9% less than the current year (this is a result of an additional \$250,000 being appropriated to the FY2016 debt budget at the November 2, 2015 Special Town Meeting and debt exclusion adjustments resulting from the savings realized with the refunding bonds which lowered the amount exempted from the levy limit), and the General Fund excluded debt service is 3.3% less. The combined total of debt within the levy limit and excluded from the levy limit is expected to decline by \$304,337 or a 2.8% decrease. The CPA supported debt service request of \$456,313 is \$8,125 less than the amount this year which is a decrease of appropriately 1.7%.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Debt Service	11,161,839		11,161,839
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	11,161,839		11,161,839
V2017R			

Department Information DSR1			
Department		Classification, Performance, Settlements	
Department Mission			
The Classification, Performance, Settlements (CPS) line provides a reserve for funding personnel-related items as they occur during the fiscal year, as authorized by Town Meeting. Examples include performance-based increases for management employees in accordance with personnel policy, funding of collective bargaining agreements approved by Town Meeting, and funding for any changes to the classification and compensation plan. The original fiscal year 2016 appropriation for this line was \$175,000, and was amended to \$360,000 at the November 2, 2015 Special Town Meeting. Of this amount, \$200,613 has been transferred to date to fund the Police Union contract and the implementation of new Schedules C, G, and K. Collective bargaining agreements for the Police Superior Officers Association, the Fire Union, and the BCTIA/Trades and Custodians Union are not yet settled for fiscal year 2017, so this budget includes an allowance for such settlements. FY2017 is the first year for which all management pay raises will be based on individual performance and general wage increases for managers will no longer be provided in the departmental budgets. As a result, the CPS is higher this year and that level will continue for subsequent years. Finally, the budget for FY2017 also includes a reserve for merit bonus and potential reclassification actions.			
Operational Considerations			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Classification, Performance, & Settlements	\$600,000		\$600,000
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$600,000		\$600,000
V2017R			

Department Information DSR1	
Department	Reserve Fund
Department Mission	
State law provides that a town may appropriate a sum as a Reserve Fund to provide for extraordinary or unforeseen expenditures. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund. Instead, the Finance Committee may vote to make transfers from the Reserve Fund. Needham Town Meeting appropriates an amount for the Reserve Fund each year as part of the annual operating budget. Any Town department may request that the Finance Committee approve a request for a transfer from the Reserve Fund to cover a specific unforeseen or extraordinary expenditure. Any balance remaining in the Reserve Fund at the end of the fiscal year is closed out to free cash. Under the law, the amount appropriated to the Reserve Fund cannot exceed 5% of the levy in the fiscal year preceding the Reserve Fund is established. The FY17 Reserve Fund therefore cannot exceed 5% of the levy for FY15, or \$5.3 million.	
Operational Considerations	
The Reserve Fund line in the current FY 2016 operating budget, approved at the May 2015 Annual Town Meeting, is \$1,384,767. The November 2015 Special Town Meeting warrant includes an article seeking to appropriate an additional \$140,000 to the Reserve Fund due to an updated revenue projection. This action would increase the total FY2016 Reserve Fund appropriation to \$1,524,767. To date, no transfers have been requested from the FY 2016 Reserve Fund. The request for the FY2017 Reserve Fund is \$1,602,452, an increase of 15.7% over the FY 2016 Reserve Fund appropriation. This increase appears high because the FY 2016 proposed operating budget was amended late in the process in order to move \$180,500 out of the Reserve Fund budget into the School Department budget to provide for a technology initiative. Without that budget amendment, the FY 2017 Reserve Fund request would have appeared to be a 2.4% increase. Looking from another angle, if one assumes that the FY 2016 Reserve Fund as appropriated at the Annual Town Meeting will be amended at the November 2015 Special Town Meeting as proposed, the FY 2017 Reserve Fund request would represent a 5.1% increase. The FY 2017 Reserve Fund request of \$1,602,452 is needed to be able to provide for unexpected volatility of expenses in other budget lines such as energy, legal, or snow and ice. Looking at examples of transfers completed from the Reserve Fund to other budget lines in fiscal year 2015 helps illustrate the function of the Reserve Fund. In May 2014, Town Meeting appropriated \$1,464,490 to the FY15 Reserve Fund, which was increased to \$1,489,657 at the fall Special Town Meeting after additional revenues were identified. In December 2014, the Finance Committee transferred \$50,000 to the Permanent Public Building Committee's capital budget to fund a study of a High School expansion project. School enrollment had been increasing and causing concern that academic programming would be affected without additional classroom space. The timing of the study was critical to be able to obtain sufficient information to be able to seek construction funds at the next Annual Town Meeting. Fortunately, there were no other draws on the FY15 Reserve Fund, because a substantial amount was needed at year-end to cover liability for snow removal costs due to an exceptionally stormy winter. At the end of the year, the Finance Committee transferred over \$1.3 million to the Snow and Ice line. For related reasons, the Finance Committee also transferred \$84,000 from the Reserve fund to the Public Facilities Department at end of the fiscal year to cover unexpectedly high energy expenses. Reserve Fund transfers were also needed in FY15 to provide sufficient funding to cover	

Department Information
DSR1

Department**Reserve Fund**

unforeseen legal and unemployment costs. (A chart below shows transfers from the Reserve Fund for the past three fiscal years.)

As stated above, the request for the FY2017 Reserve Fund is \$1,602,452. This amount was determined in accordance with the method used for establishing the Reserve Fund level for several years. The FY 2017 Reserve Fund request is 1.4% of the projected FY 2017 operating budget after that budget number is adjusted to remove amounts that are known or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund). The calculation starts with the adjusted FY 2016 operating budget as appropriated at the 2015 Annual Town Meeting and assumes an annual growth rate of 2.5% to determine the projected FY17 operating budget.

This level of funding is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.

The following chart shows the transfers from the Reserve Fund to other budget lines during the last three fiscal years:

FY2013	<u>Budget Line</u>	<u>Purpose</u>	<u>Amount Transferred</u>
10/03/12	Board of Selectmen/Town Manager	Olympic Rally	\$5,174
10/17/12	Park and Recreation	Newman Playground	\$30,000
12/19/12	Town Clerk	Election costs	\$16,746
01/02/13	Finance Department	Verizon ruling	\$41,622
02/12/13	Veterans' Services	Expenses	\$15,000
03/20/13	Legal	Litigation expenses	\$67,500
06/12/13	Snow and Ice	Winter storms	\$521,074
FY 2014			
08/13/13	Board of Selectmen/Town Manager	Deposit on real property	\$75,000
01/13/14	Police Department	Replace damaged equipment	\$6,451
06/11/14	Snow and Ice	Winter storms	\$706,635
06/11/14	Public Facilities	Energy expenses	\$70,000
FY2015			
12/03/14	Public Facilities (Construction)	High School study	\$50,000
06/24/15	Employee Benefits	Unemployment	\$9,952
06/24/15	Legal	Litigation expenses	\$20,000
06/24/15	Snow and Ice	Winter storms	\$1,313,370
06/24/15	Public Facilities (Operations)	Energy	\$84,000

Department Information DSR1			
Department		Reserve Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Reserve Fund	1,602,452		1,602,452
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,602,452		1,602,452
V2017R			

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
Department Mission The Town Manager/Board of Selectmen budget includes funding for the Board of Selectmen, the Office of the Town Manager, and the Human Resources Department. The Board of Selectmen appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town's Planning and Community Development, Building Inspection, Health and Human Services, and Human Resources functions. <u>Board of Selectmen</u> The Board of Selectmen is responsible for establishing policies and procedures for the coordination of Town government operations, representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies, making appointments to Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting in May and any Special Town Meetings that may be required, preparing the Warrant for Town Meeting consideration, licensing all food and liquor establishments and transportation companies, and approving certain appointments recommended by the Town Manager. <u>Office of the Town Manager</u> The Town Manager is the chief executive officer of the Town, and is responsible for functions such as reviewing and recommending the reorganization, consolidation, or abolishment of departments, rental and use of all Town property, except School property, and maintenance and repair of all Town buildings, including School buildings and grounds, serving as purchasing agent for the Town, awarding all contracts for all departments and activities of the Town with the exception of the School Department, adopting rules and regulations establishing a personnel system in cooperation with the Personnel Board, fixing the compensation of all Town employees except those under the jurisdiction of the School Committee, negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the School Department, and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan. The Office of the Town Manager executes the day-to-day operations and special projects associated with both the Board of Selectmen and the Town Manager. This includes the coordination of licensing and permit activities and public hearings related to liquor, fuel storage, public utilities, Class I and II, common victualler, taxi, bowling licenses, entertainment, sale of second hand goods, lodging, automatic amusement, 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. As referenced above, this department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role in such areas as the recruitment and selection of employees,	

Department Information
DSR1

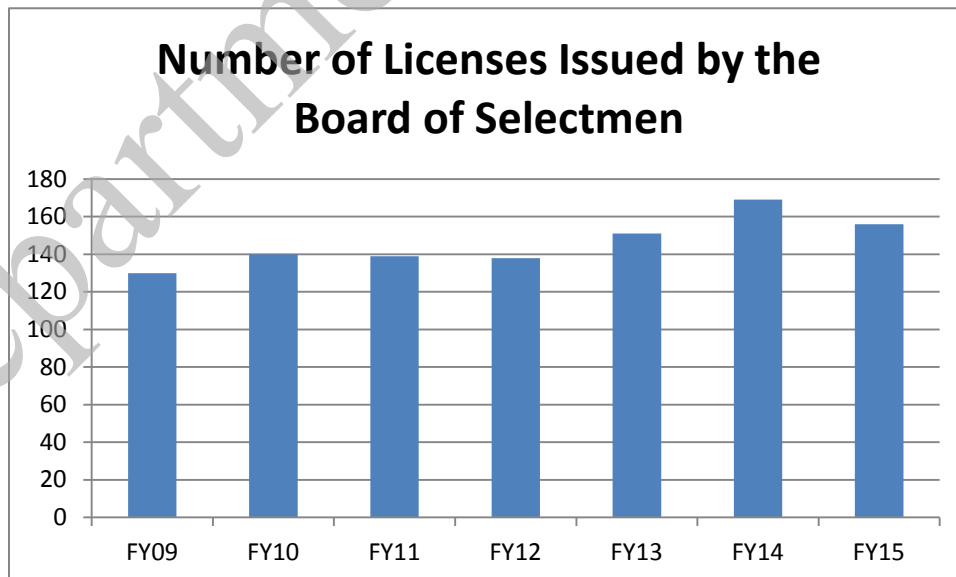
Department**Office of the Town Manager / Board of Selectmen**

classification of all town positions which includes review/approval of position descriptions and the corresponding compensation plan for said positions, and maintaining the personnel policies which address various aspects of employment.

To provide some perspective relative to the active recruitment program, in fiscal year 2015, the department created 45 vacancy postings which attracted 576 applicants. Seventeen of these postings were handled by the department seeking the candidates so the number of applications received from those postings is not included in the total; some were promotional opportunities which required an internal posting only; others were for the summer help; and several were for library positions. Three postings had to be reposted in order to attract a qualified applicant pool; two of them were reposted four times and one was reposted three times. Five months into fiscal year 2016, twenty-five vacancy postings have been created (six of which were/are being handled by the department and five are just now posted) and 147 people submitted applications for nineteen postings handled by the human resources department. Of the nineteen vacancy postings, two were reposted one time.

This department also conducts internal investigations regarding issues brought forth by management or employees. It also 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.

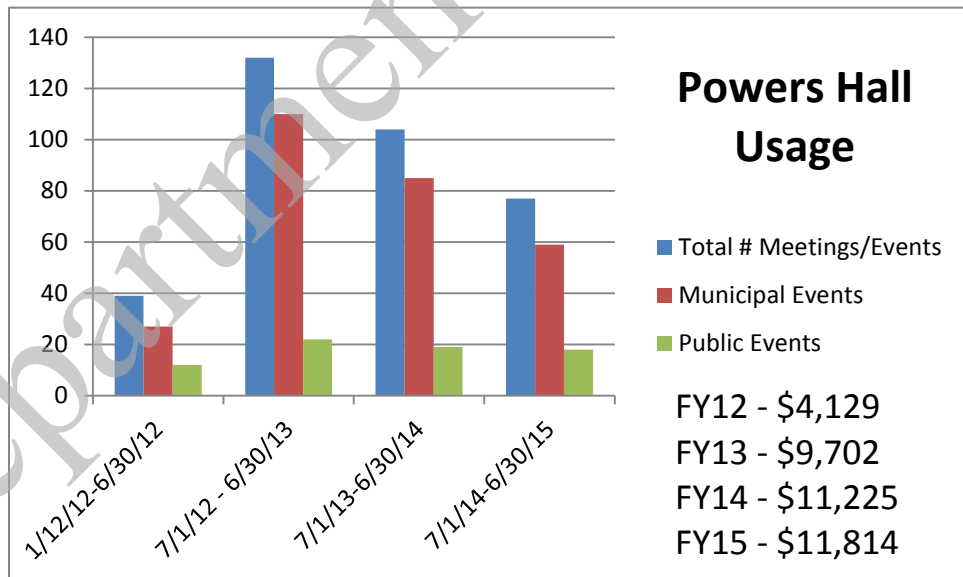
Other town-wide responsibilities (which include oversight of these responsibilities for the School Department as well as Town Departments) include the management and administration of unemployment, health, and life insurances; workers' compensation insurance including the so-called 111F which applies to police and fire personnel and an excess workers' compensation coverage policy; and the flexible spending programs for medical expenses and dependent care.



**Department Information
DSR1**

Department**Office of the Town Manager / Board of Selectmen**

FY09	FY10	FY11	FY12	FY13	FY14	FY15	
130	140	139	138	151	169	156	Number of Licenses Issued
14	14	15	15	16	15	16	All Alcohol
3	3	3	3	3	3	3	Club
6	5	5	6	3	3	2	Wine & Malt
N/A	N/A	N/A	N/A	5	5	5	Package Stores
1	1	1	1	1	1	1	Carry in Special Permit
2	2	2	2	2	2	2	Class I
6	5	5	5	5	5	5	Class II
46	48	54	54	52	56	56	Common Victuallers
1	1	1	1	2	2	2	Innkeeper
2	2	2	2	2	2	2	Lodging
1	4	2	2	5	5	3	Sunday Entertainment
5	4	4	4	6	4	5	Weekday Entertainment
1	1	1	1	1	1	1	Bowling Alley
1	1	1	1	3	2	2	Livery
1	1	1	1	1	1	1	Pool Table
9	9	9	9	10	10	8	Sale of Second Hand Goods
1	1	1	1	1	1	1	Special Permit (24 hour food service)
N/A	N/A	N/A	N/A	N/A	N/A	2	Mobile Food Trucks
30	38	32	30	33	51	39	One-Day Special Liquor Permit Issued



Department Information DSR1						
Department		Office of the Town Manager / Board of Selectmen				
		FY11 (May & June)	FY12	FY13	FY14	FY15
Number of Passports Accepted		22	174	229	194	238
Revenue - Execution Charges		\$550	\$4,350	\$5,575	\$4,850	\$6,175

Goals and Objectives

The Board of Selectmen and Town Manager developed the following goals for fiscal year 2016-2017 – 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 Strategies

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

New Initiatives

- Work with School Committee, Finance Committee, and PPBC to develop options for High School space needs, to include a financing plan.
- Work with School Committee, Finance Committee and PPBC to determine the appropriate location for the Hillside School, to include a financing plan.
- Continue to work with the School Committee to evaluate the implementation of full-day kindergarten
- Continue to work with the School Committee to determine the best methodology for projecting enrollment trends.
- Develop a Land Use Master Plan.
- Evaluate the concept of creating a community campus at Ridge Hill
- Conduct a DPW/PSAB Relocation Feasibility
- Evaluate options for renovating Fire Station 2, including the possibility of staffing a second ambulance at Station 2.
- Evaluate options for renovation or reconstruction of the Memorial Park Building.

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

Continuing Strategies

- 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

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
	interests are addressed in the final design. ▪ Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor. ▪ Evaluate the possibility of partnering with local businesses to relocate and/or consolidate private dumpsters in municipal lots. ▪ Develop a plan for snow removal in the business districts. <u>New Initiatives</u> ▪ Re-evaluate the Food Truck Policy. ▪ Ensure appropriate coordination of all the major road projects affecting the Town. ▪ Ensure support for redevelopment opportunities in Needham Crossing. ▪ Develop a strategy to work with local businesses affected by road work, bridge closures, and the like. 3. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. <u>New Initiatives</u> ▪ Evaluate the possibility of creating a sustainability project manager to investigate and help implement energy saving initiatives. 4. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work. <u>Continuing Strategies</u> ▪ Evaluate the impact of broadening the historical demolition delay By-law. ▪ Work with the Planning Board on zoning provisions relating to residential construction. ▪ Consider the merits of a tree removal by-law. ▪ Update the Town's Housing Plan including an emphasis on the maintenance and expansion of multi-family housing. ▪ Develop an inventory of memorial signs and plaques and a plan for cleaning and maintenance. ▪ Coordinate with DCR to encourage access to Cutler Park. ▪ Establish fishing areas at ponds and on the Charles River. ▪ Expand the hours of operation of the Senior Center. ▪ Evaluate the concept of constructing a hockey rink in a public/private partnership. <u>New Initiatives</u> ▪ Evaluate the need for public water fountains. ▪ Explore changes to the Mixed Use 128 zoning to allow multi-family housing. ▪ Coordinate the Friendly 40B at Second Avenue.

Department Information DSR1	
Department	Office of the Town Manager / Board of Selectmen
	- Evaluate the possibility of implementing a Quiet Zone in Needham. - Engage with State agencies to ensure that Town projects are run as smoothly and economically as possible. - Develop a process for reviewing applications for medical marijuana dispensaries. - Work with the Park & Recreation Commission to initiate the permitting process to operate the pool beyond the date of the current permit, if necessary.
5. Maintain and enhance the Town's Financial Sustainability	
<u>New Initiatives</u>	
- Review the Town's debt policies. - Explore the creation of an energy budget. - Evaluate alternatives to the Town's Group Health Insurance program.	
6. Evaluate Town Operations and Administration.	
<u>Continuing Strategies</u>	
- Develop a board and committee handbook. - Update and post Board of Selectmen and Personnel policies. - Develop a policy to promote the rotation of appointed board chairs.	
<u>New Initiatives</u>	
- Develop a schedule for departments, boards and committees to make presentations to the Board - Update the Town's Emergency Management Plan. - Pilot a new performance measurement program. - Implement a new performance evaluation program for management employees. - Evaluate the staffing needs of the Police and Fire Departments in the context of the current and planned growth in Needham Crossing.	
FY2017 Budget Summary	
The FY2017 budget submission is 2.6% lower than the adjusted FY2016 appropriation. Due to staffing changes in the Human Resources Department, the management fellow program was not continued in FY2016. A request for funding of the management fellow program may be resubmitted in FY2018. As a result, the salary budget and number of FTE's has been reduced. The FY2017 salary and wages line includes known increases for ITWA and non-represented employees.	
The Professional and Technical line has been increased by a total of \$6,755; \$755 from the Town Manager line, which is the result of an increase in Performance Needham (\$2,000) to account for a Citizen's Survey being conducted, a decrease in the consulting line (\$1,510), an increase in Professional Development (\$140) to account for an increase in monthly meeting costs	

**Department Information
DSR1**

Department**Office of the Town Manager / Board of Selectmen**

and a new entry for domain software costs (\$125). There is a \$6,000 increase in the Human Resources Professional and Technical line that is the result of an additional assessment center to be conducted.

The Communications line has been decreased by **\$1,800**; this is to reflect the actual costs of wireless services, which is a decrease of (\$300) and a decrease in advertising costs of (\$1,500).

The cost of Labor Law posters, **\$780**, has been added to the Other Supplies account under Human Resources.

The Travel and Mileage line for Human Resources has been increased by **\$250** to account for two staff members traveling to monthly meetings.

Town Manager Dues and Subscriptions line has been increased by **\$286** to reflect the cost of dues, which are salary-based.

The Board of Selectmen Dues and Subscriptions line has been decreased by **\$241** to reflect the actual costs of subscriptions.

Changes	Amount Increased	Amount Decreased
Professional & Technical – Consulting - Town Manager/ATM	\$ 755	
Professional & Technical – Consulting - HR	\$6,000	
Communications – Wireless – Town Manager/ATM		(\$300)
Communications – Advertising – HR		(\$1,500)
Other Supplies & Equipment – – HR	\$ 780	
Travel & Mileage – Town Manager/HR	\$ 250	
Dues & Subscriptions – Town Manager	\$ 286	
Dues & Subscriptions – BOS		(\$241)
TOTAL	\$8,071	(\$2,041)
Net Change	\$6,030	

Operational Considerations

Department Information DSR1			
Department		Office of the Town Manager / Board of Selectmen	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[755,962]	[]	[755,962]
b) Expenses	[117,342]	[]	[117,342]
c) Capital	[]	[]	[]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[873,304]	[]	[873,304]
V2017R			

Department Expenditure Detail DSR2									
Department				Office of the Town Manager/Board of Selectmen					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	8		8	9		9	8		8
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							714,504	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							2,059	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							7,000	
i.	PRD1 Budget Adjustments							5,566	
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1							729,129		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary - BOS							5,169	
b.	Recording Secretary - Other							431	
c.	Town Meeting Workers							5600	
d.									
e.	DSR3 Total								
Sub Total 2							11,200		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Scheduled Overtime (Town Manager Office)							379	
d.	Scheduled Overtime (Human Resources)							379	
e.	DSR3 Total							346	
Sub Total 3							1,104		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,729	
c.	Program Stipend								
d.	Tuition Reimbursement							2,000	
e.	Working Out of Grade								
f.	DSR3 Other Compensation							7,800	
Sub Total 4							14,529		
5. Total Salary and Wages (1+2+3+4)								755,962	

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copy machine meter charges, copier and fax machine and repairs to office equipment	12,389
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Performance Needham/TM (\$14,000) Consulting/TM (\$3,000) AV Powers Hall/Comm (\$6,300) Professional Development TM/ATM (\$4,400) Software License/TM (\$125) Recruitment/Assessment Center – Public Safety/HR (\$18,000) Background Checks/HR (\$2,500) MMA, MMPA, Labor Relations/HR (\$1,400) Professional Development/HR (\$800) Staff Training/HR (\$6,100) Conference Registration/BOS (\$1,100) Record Binding for Town Clerk/TMTR (\$1,000)	58,725
Communications (534x)	Advertising (\$500), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) TM/ATM Advertising (\$4,500), Printing (\$350), Postage (\$1,360)/HR Town Meeting Postage (\$4,000) Printing for Town Report & Town Clerk Records (\$4,000)/TMTR Printing for Election & Town Meeting (\$2,000)/TMTR	22,460
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies TM/ATM (\$2,000) Office Supplies HR (\$1,000)	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) Expenses/HR – Legal posters (\$780)	1,080
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Travel MMA, MMMA, ICMA TM/ATM (\$6,000) Travel HR (\$500) Travel BOS (\$100)	6,600

Fiscal Year 2017 Proposed Budget

Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,700) MMA, MMLC/BOS (\$8,438) HR (\$250)	12,388
Other Expenses (574 X – 579x)		
6. Total Expenses		117,342
DSR2C		
Capital Equipment Replacement (587X)		0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		873,304
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)		
YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?		
YES	☐	NO ☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?		
YES	☐	NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?		
YES	☐	NO ☒
V2017		

Department Personnel Supplement DSR3							
Department		Office of the Town Manager/Board of Selectmen					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Board of Selectmen	7,800				x	
2	Building Monitors						
3	Care of Graves						
4	Coordinator of Ceremonies						
5	Election Workers – Wardens and Clerks						
6	Election Workers - Inspectors						
7	Playground Maintenance Specialist						
8	Emergency Management Program						
9	Parking Clerk						
10	Public Health Nurses						
11	Town Counsel						
12	Town Meeting Workers						
13	Traffic Supervisors						
14	Drivers						
15	Overtime – Powers Hall	346			x		
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	8,146					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	346					
	Amount Reported Under DSR2A Section 4	7,800					
II	Total	8,146					

V2017

Department Information DSR1	
Department	Town Clerk / Board of Registrars
Department Mission	
<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. FY2015 had 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. FY 2016 has only two scheduled elections – the Presidential Primary on Tuesday, March 1, 2015 and the Annual Town Election on Tuesday, April 12, 2016. FY2017 will be the busiest year in the Town Clerk's Office out of a four year period with the Annual Town Election on April 11, 2016, The State Primary on a day in September to be decided by the State Legislator (possibly Thursday, September 8, 2016), and the State Election on November 8, 2016. This election is the largest and busiest every four years and demands 99 % of our time to meet each and every Election requirement.	
<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 75 - 85% each year and we use a variety of methods to gather census data in addition to the annual mailing. Methods include telephoning, voter registration, dog licensing, and mailing second notices to obtain as close to a 100% return as possible. The office 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. Our records date back to 1711. The staff continues to serve as commissioners to qualify oath of office for state commissions and provides copies of the Summary of the Conflict of Interest Law, Open Meeting Law and the Mandatory Online Ethics training to all town employees, board and commission members biannually and records receipts thereof. WHAT'S NEW? ✚ As we prepare for the Fiscal Year 2017 budget in October 2015 The Town Clerk's Office staff is gearing up for a heavy election season beginning in March, 2016 with 4 elections in a six month period. The new Elections law now provides for online voter registration as well as early voting for the November, 2016 State Election. We are anxious to see how well Early Voting in Massachusetts fares. ✚ Ethics, Open Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk's Office. With just the Open	

Department Information DSR1	
Department	Town Clerk/Board of Registrars
	Meeting Law requirements, this office has posted almost 6000 meeting notices since the inception of this law. The computer program is slow and the process is time consuming. - The Vitals electronic records program continues to expand. The electronic birth system is working well with all birthing communities and resident communities receiving and processing our birth records daily. The electronic death program finally went online as of October 1, 2014 after a 1½ year delay. The electronic marriage program should eventually become a reality in the not too distant future. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and be in compliance with federal regulations. The Town Clerk requested that she and the office staff be appointed Agents to Issue Burial Permits in order to streamline the process. This was approved by the Board of Health in August, 2014. We certainly understand the work involved in issuing burial permits but also feel the ability to issue burial permits and simultaneously issuing and recording the death certificates makes for a more efficient, effective death registration system for both the Town Clerks and the Funeral Directors. - 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. - One of the items we discovered was a series of old, unbound records. The Annual Town Meeting of 2012 approved funding for a portion of these old, unbound records under approval of the Community Preservation Committee. This work was completed and Kofile Preservation, Inc. did an amazing job. Again we applied for restoration funding through the Community Preservation Committee for the second portion of these unbound vital records found in a series of manila envelopes containing birth, marriage and death records from 1898 through 1917. The Annual Town Meeting of 2014 approved the funding and this particular project was completed in the Summer of 2015. - We are currently looking into an improved online dog registration program that will reduce some of the problems we've had over the past year with the current program. We have selected a vendor whose program appears to solve many of our problems as well as provide a series of excellent reports. Along with the online dog licensing program, we are hoping to soon be able to provide an option for credit card payments to our customers both online over-the-counter. - FY2015 revenue totaled \$257,102.85 compared with FY2014 of \$287,537.10. This represents a decrease of \$30,434.25 over FY14 and an increase of \$31,377.95 over FY13. A portion of the increase in the FY14 revenue (\$15,025) is due in part to the fact that FY13 Alcoholic beverage licenses were paid in two installments resulting in FY2013 payments due being paid in August and September of FY14. - On October 8, 2013 the Board of Selectmen approved an increase to the dog licensing

Department Information
DSR1

Department**Town Clerk / Board of Registrars**

fees beginning in 2014. This shows an increase in FY14 of approximately \$32,267 in revenue of which a portion will be used to maintain the Needham dog park.

The following are total revenues by category for Fiscal Years 2011 – 2015:

Fiscal Year	2015	2014	2013	2012	2011
Passports	0	0	0	0	3,650.00
General Fees	89,964.85	104,885.10	100,086.90	82,911.30	113,498.42
Liquor Licenses	86,145.00	96,630.00	75,805.00	74,724.00	70,095.00
Other Licenses	23,249.00	24,387.00	20,498.00	19,823.00	21,192.00
Dog Licenses	57,744.00	61,635.00	29,368.00	30,731.00	30,089.00
Fish & Game	0	0	0	34.25	141.70
Sub Total	\$257,102.85	\$287,537.10	\$225,757.90	208,223.55	238,576.12
Fish & Game Pd. to State	0	0	0	605.25	2,487.50
TOTAL	\$257,102.85	\$287,537.10	\$225,757.90	208,828.80	241,063.62

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2015. To date we have restored twenty-eight volumes on an annual basis. We have also restored vital records found in the old vault through monies from the Community Preservation Act.
- ✚ Document imaging of the Town Clerk's records and the Board of Selectmen minutes began in Fiscal Year 2005. At that time the Town Clerk's Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2015 Town Clerk's Records were added to the program and we plan to continue this method of 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.

Performance Factors

Board of Registrars:

The Help America Vote Act (HAVA) passed by the federal government in 2004, continues to implement voting changes. 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. 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 – particularly for the November, 2016 State Election. Chapter 111 of the Acts of 2014 provides, in part, for online voter registration and “early voting” effective for the November 2016 State Election. This legislation should prove a benefit to both our voters and municipal clerks when properly implemented.

Department Information DSR1													
Department	Town Clerk/Board of Registrars												
<u>WHAT'S NEW</u>													
- The capital request for \$85,000 to replace The Town's 11 Accuvote Machines was approved at the November 4, 2013 Special Town Meeting and the 11 new ImageCast Precinct Vote Tabulators were purchased in 2015 and successfully implemented at the April 2015 Annual Town Election. - This office continues with the replacement of the very old wooden voting booths. Many of the wooden booths are literally 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 had 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. In FY2016 we found a new vendor with a better quality 4-unit voting booth that should last much longer than the previous units. We were able to purchase 10 4-unit voting booths (two 4-units per precincts and 5 handicapped chairs per polling location. The new 4-unit booth costs approximately \$800. We now have a total of 84. Our goal is to have a total of 12 voting booths in each of our 10 precincts.													
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. Recently Election reform legislation was passed by the Massachusetts Legislators which includes, in part, elimination of the cancellation device, election day registration, early voting, periodic statewide precinct election audits, and creation of an election task force in which both the Mass City and Town Clerks Associations will have representation. Much of this legislation will not become law until the 2016 Presidential Election. We will continue to monitor proposed legislation carefully for future implementation.													
Operational Considerations													
With three elections scheduled for Fiscal Year 2017 the Town Clerk/Board of Registrars budget shows an increase of \$40,395 over FY16. This reflects an increase in salary costs of \$33,165 and \$7,230 in expense costs with the following explanations: The Board of Selectmen approved a salary increase for elections workers. Thus additional salary costs per election = \$3,100. Thus the costs for the 80+ Election Workers for the three FY17 elections = \$14,200 x 3 = \$42,600 or an increase of \$20,400 over FY16 costs of 2 elections x \$11,100 (\$22,200). + \$20,400 Additional salary costs = \$10,747 include the following: <table> <tr> <td>Town Clerk's MGL Board of Registrars stipend increase by =</td><td>\$100</td></tr> <tr> <td>Board of Selectmen/Personnel Board review, step increases</td><td></td></tr> <tr> <td>And revisions, longevity, Town Meeting by</td><td>\$3,440</td></tr> <tr> <td>Contractual overtime from \$3,000 to \$4,368 =</td><td>\$1,368</td></tr> <tr> <td>Temporary Department coverage =</td><td><u>\$5,839</u></td></tr> <tr> <td></td><td>\$10,747</td></tr> </table> It is important to note that the programming costs associated with the Annual Town Election are		Town Clerk's MGL Board of Registrars stipend increase by =	\$100	Board of Selectmen/Personnel Board review, step increases		And revisions, longevity, Town Meeting by	\$3,440	Contractual overtime from \$3,000 to \$4,368 =	\$1,368	Temporary Department coverage =	<u>\$5,839</u>		\$10,747
Town Clerk's MGL Board of Registrars stipend increase by =	\$100												
Board of Selectmen/Personnel Board review, step increases													
And revisions, longevity, Town Meeting by	\$3,440												
Contractual overtime from \$3,000 to \$4,368 =	\$1,368												
Temporary Department coverage =	<u>\$5,839</u>												
	\$10,747												

Department Information DSR1	
Department	Town Clerk/Board of Registrars
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 FY17 budget increase: \$33,165	
Purchase of Service & Expenses: A total increase of \$7,230 as follows: + \$7,230	
1. Town Clerk/Elections (524x) – Repairs & Maintenance – a decrease of \$220 for voting machine maintenance and an increase of \$1500 for Pet Registration Program Maintenance for the total increase of \$1280. + \$1280.00	
2. Town Clerk/Elections (530x) – Professional & Technical – an increase of \$2500 for programming the third election. +\$2500.00	
3. Town Clerk/Elections (5341) – Communications – a increase of \$2,665 due to increased cost in postage and mailing absentee ballots for the third election. + \$2665.00	
4. Town Clerk/Elections (549x) – Food & Service – an increase of \$475 for food supplies for the third elections - \$475.00	
5. Town Clerk/Elections (5345) – Printing – an increase of \$125 for printing warrant for third election. - \$125.00	
6. Town Clerk/Elections (5420) – Office Supplies - an increase in the quantity of voting booths to be purchased from 4 4-units to 3 4-units of better quality of \$240, and an increase in election supplies of \$425 for a total increase of \$185. -\$185.00	
Total Salary FY17 budget increase: \$33,165.	
Total Expense FY17 budget increase: \$ 7,230.	
Total FY17 Budget increase: \$40,395	
The total Town Clerk/Board of Registrars Operating Budget for FY 17 = \$398,329 representing a total increase of \$40,395 over FY16.	

Department Information DSR1			
Department		Town Clerk / Board of Registrars	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$345,579		\$345,579
b) Expenses	\$52,750		\$52,750
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$398,329		\$398,329
V2017			

Department Expenditure Detail DSR2									
Department				Town Clerk / Board of Registrars					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	2	4.6	4	3	4.6	4	3	4.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X	4	3
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$251,988	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$9,294	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							\$1,100	
i.	PRD1 Budget Adjustments							\$2,018	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1							\$264,400		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election workers per election – 3 elections x \$14,200							\$42,600	
b.	Temporary Department Coverage							\$32,576	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							\$75,176		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							\$4,368	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3							\$4,368		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation							\$1,635	
Sub Total 4							\$1,635		
5. Total Salary and Wages (1+2+3+4)									
							\$345,579		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	4 Typewriters \$450, 1 time clock \$200, pet registration annual maintenance \$1,500; 11 Accuvote Machines 2 \$200 = \$2200	\$4,350
Rental & Leases (527X)	Iron Mountain \$440; P.O. Boix 920663 - \$200	\$640
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$350 = \$2100 plus Misc Record Restoration \$1200 = \$3300; Programing/Printing for 3 elections (ATE - \$6500 + \$2700 ES&S = \$8900); State Primary \$2500; State Election \$2500 = \$13,900	\$17,200
Communications (534x)	Postage \$.50 x 4000 = \$2,000; Town Clerk Misc. = \$2000; Postage – Census 11,500 x \$.50 = \$5,750; Confirmation notices (2000 x \$.35 = \$700; Registrars Misc. = \$250; Absentee ballots 600 = 2 elections = \$1200 plus State Election = \$2500 = 3700 x \$.85 = \$3145); [5341] Wireless monthly fee (\$45 x 12 - \$540; [5345]Printing letterhead, misc. + A.G. By-laws \$500; Misc. printing \$ 200; 2016 Street List = \$2800; Census forms = \$1200; Census envelopes = \$650; Warrants 3 x \$125 - \$375; Confirmation Notices = \$1200; census fold/collate = \$700	\$20,010
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Town Clerk Misc. = \$1000; Election supplies 3 x \$225 = \$675; = \$1675; Registrars/Elections Misc. = \$1,000; Election (3 x \$200 = \$600); Voting booths (3 4-unit booths x \$800 = \$2400)	\$5,675
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Food and Service Supplies (549x)	Food Supplies for 3 elections - \$425 x 3 = \$1275	\$1,275
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)		
Governmental Charges (569x)	Dog Licenses/tags	\$650
Travel & Mileage (571x – 572x)	Conference in state – 3 MTCA = \$1000; tri-county dinner meetings (2) = \$200; Conf. out of state, NEACTC = \$350 &	\$2,450

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	IIMC = \$900 \$2450 Total		
Dues & Subscriptions (573X)	Intntl = \$200; NEACTC = \$25; MTCA = \$150; Tri-County = \$25		\$400
Other Expenses (574 X – 579x)	Town Clerk Annual Bond		\$100
6. Total Expenses			\$52,750
DSR2C			
Capital Equipment Replacement (587X)			
7. Total Operating Budget Capital			0
8. Total Base Request (Line 5 + Line 6 + Line 7)			\$398,329
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)			
YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?			
YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?			
YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?			
YES	☐	NO	☒
			V2017

Department Information DSR1			
Department		Legal Counsel	
Department Mission			
To provide comprehensive legal services to the Town government.			
Operational Considerations			
Provides legal services to the Town government, including outside counsel. Attends selectmen's meetings and town meetings. Represents the town before the courts and administrative agencies. Drafts and reviews contracts, bylaws and regulations.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	75,442	0	75,442
b) Expenses	254,000	0	254,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	329,442	0	329,442
V2017R			

Department Expenditure Detail DSR2									
Department				Legal Counsel					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	½	0	1	½	0	1	1 / 2
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Legal Counsel								75,442
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								75,442	

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Professional services		250,000	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
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)	Dues and subscription to law books		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)			329,442	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
				V2017

Department Information DSR1			
Department		Personnel Board	
Department Mission			
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.			
Operational Considerations			
The functions of the Human Resources Department (which serves as staff for the Personnel Board) 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 has been changed from FY2016 as this funding was used to partially fund the Management Fellow position. For FY 2017, those funds have been reallocated back to the professional and technical budget line. We expect that this amount reflects some of the 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.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	15,000		15,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	15,000		15,000
V2017R			

Department Expenditure Detail DSR2									
Department				Personnel Board					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
			0			0			0
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x	0	0
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
								PRD1 Sub Total	
J.	DSR3 Other Compensation								
								Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
								Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
								Sub Total 3	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
								Sub Total 4	
5. Total Salary and Wages (1+2+3+4)									0

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Classification and Compensation Studies and analysis 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			15,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			15,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2017				

Department Information DSR1	
Department	Finance Department
Department Mission	
The Finance Department by its primary functions, which include accounting, assessing, budget and finance, collections, information technology services, parking appeals, procurement, risk management, and treasury; endeavors to provide the highest professional and responsive services to the Town, its Boards, Committees, Departments, and the community at large. The Finance Department's primary goals are to ensure that the Town's financial assets are protected and managed and information technology services are reliable, accountable, and resourceful, all while providing high quality customer service to the public and our internal customers.	
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 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.	

Department Information DSR1	
Department	Finance Department
Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers. <u>Divisional Activities</u> 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 (Infinite Visions) and SunGard Public Sector (NaviLine). 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 payables, fixed assets, payroll and other accounting processes. The Infinite Visions centralized accounting system is used by all departments including the Needham Public Schools for accounts payable, payroll and general ledger reporting. The revenue activities are still maintained in NaviLine. The system has a crosswalk which makes it possible to upload a daily summary from NaviLine to Infinite Visions. This is a manual task that is to be done daily so cash receipts and commitments can be posted. Taxpayer refunds are processed through NaviLine. The weekly accounts payable check runs are done in both systems and monthly journal entries need to be created and transfer information retained in one system to the other. The Collector/Treasurer revenue summary breakout, which used to be an automatic generation by the accounting software, is now manually entered and posted up separately. In FY2017, the Town will convert all Town management to a bi-monthly payroll. This means in any given week that the accounting office may be processing a weekly, bi-weekly and bi-monthly payroll. This will add greater complexity in the payroll process for staff, but will save the Town money. One of the challenges the Accounting division continues to face is the amount of time and effort that is required at year-end to transfer the present fiscal year database to the next fiscal year database. However, as the staff becomes more accustomed to the new accounting system, the process improves. The Accounting staff continues to familiarize themselves with the Infinite Visions system and learn of new shortcuts and procedures, to update the training manual and share their knowledge with the departments. Our goal for FY2017 is to have quarterly meetings with all departments about issues and concerns regarding processing. Also, the Accounting staff plans on attending more Tyler User Group Conferences and Webinars to enhance their knowledge of the system. 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. Department managers use the accounting system to determine, at any given time, the available operating budget for their department. Assessing: The primary function of the Assessor's office this year, as with every year, will be keeping tabs on the sales and economic activity that took place in calendar year 2015, reflecting	

Department Information DSR1	
Department	Finance Department
any changes indicated by market data gathered, to make adjustments as needed to residential and commercial properties in Town. FY2017 will pose a challenge to the office in that close watch must be kept on the burgeoning single-family home and condominium market that has, if anything, continued to accelerate in recent months. Once again, this upsurge in the sale prices of the single-family homes appears to be driven by upwardly spiraling land values. To some extent, this seems to be affected by bidding between homebuyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. The residential market review for adjustment of the FY2017 values will be, for the most part accomplished in house by inspecting all properties that changed hands in 2015 to confirm that the physical information as well as the description of the condition of the property in the Town's database is up to date. The use of limited outside consulting services in FY2016 will hopefully once again result in multiple dispute resolutions on prior appeals in addition to successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers thus making the Appellate Tax Board (ATB) appeal option unfavorable. Per standard practice, buyers of property will be sent questionnaires to confirm the terms of their sale, and establish whether they are in fact "arms-length" market transactions. The information gathered will be subjected to in depth statistical analysis by the Department of Revenue (DOR) prior to certification of the FY2017 values. This is anticipated due to the loss of DOR staff, brought on the Early Retirement Incentive Program (ERIP), the Division of Local Services and Bureau of Accounts remaining personnel will be challenged to certify tax rates in a timely manner. This will, in all likelihood, push cities and towns to submit their data for review earlier in the cycle than ever before, which places a greater demand on the localities, and their budgets, with the more compressed timeline to gather, analyze, prepare, and submit valuation data to the state. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Commissioner. 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 an essential part of establishing the tax 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 the office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in the former industrial park has potential to accelerate once again in 2015/16 as planning and execution of the redevelopment of the former General Dynamics properties into commercial and residential space moves forward. This will further enhance tax revenue in the commercial/industrial realm going forward. The impact on overall rents in Needham Crossing due to facilities revitalization and the anticipated 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 some time in FY2017.	

Department Information DSR1	
Department	Finance Department
A third element of the value triad consists of business personal property. The primary job of the office, in this area, is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some of the more complicated returns, an outside vendor is retained, to determine the value and taxability of the listed items. The staff also does onsite visits to many businesses during the year to verify the listings of assets submitted. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park, are likely to be significantly enhanced by the equipment sure to be housed in the projects mentioned above if the \$20+ million dollar boost to the personal property total from the Cabot Street area for FY2016 is any indication of what is to come. Fortunately, Needham was never seriously affected by the trends brought about by the economic downturn in recent years prevalent in much of the Commonwealth, and has seen a tremendous surge in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013, have continued to increase in 2016. This seems to signal a continuation of the rampant seller's market that was prevalent in the early to mid-2000's. The sustainability of this market, where bidding wars have become the norm, into calendar 2016, is yet to be seen. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have been eliminated, thereby increasing values slightly, for the second year in a row, in what appears to be a stable commercial/industrial sector. As always the office will process upwards of 30,000 vehicle excise bills from information provided by the Massachusetts Registry of Motor Vehicles, while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions, as well as property tax deferral requests, and numerous requests for general information will be handled throughout the year. Collector: The Collector's office continues to ensure that all bills, i.e. real estate, personal property, excise, water and sewer bills are mailed timely and in accordance with state statutes. We continue to maintain a positive collection rate as is reflected in our performance measures. Overall, collections remained consistent with the prior year. The last quarter of fiscal year 2015 showed a decrease in the amount outstanding at year end. The monitoring of collections and the timely billing as well as the pursuit of delinquent accounts will always be a top priority. For property tax accounts that are outstanding and delinquent after the end of the fiscal year, the owners are notified and if they are unresponsive will be advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%. We are sensitive to the needs of the public and appreciate the impact that lower interest earnings may have had for individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual taxpayer's circumstances while complying with state statute and maintaining timely collections. In addition, the Town has provided assistance through two programs, one of which is a voluntary donation account and one that is subject to appropriation. Also, in addition to various statutory exemptions the Town offers a Property Tax Work Off program that is managed by the Health and Human Services, Council on Aging.	

Department Information DSR1	
Department	Finance Department
The Town established the Elderly and Disabled Taxation Fund (EDTF) at the November 12, 2003 Special Town Meeting. This fund is authorized under Chapter 166 of the Acts of 1998. This allows the Tax Collector to include an insert with the bills so residents and taxpayers may make voluntary contributions to the fund. The awards from the fund are overseen by a five-member Elderly and Disabled Taxation Aid Committee. The Committee consists of the Town Treasurer, a representative for the Board of Assessors, and three citizens appointed by the Board of Selectmen. To date, the Committee has awarded 400 grants for a total of \$173,850. The Town also established a local match program, the Property Tax Assistance program, which was first approved at the 2009 Annual Town Meeting. Funds are appropriated by Town Meeting for the purpose of providing additional tax assistance and to encourage donations to the EDTF. This program is administered by a similarly structured committee. Since its inception the Property Tax Assistance committee has awarded 203 grants for a total of \$73,949. The Property Tax work off program is administered through the Senior Corp whereby a resident can work for the Town, and the compensation earned is applied as a credit to their real estate taxes up to \$1,000, depending on the number of hours worked. The program is available to certain residents who are (1) a Needham resident, (2) able to produce required income verification, (3) age 60 or above or disabled, and (4) homeowner or current spouse of homeowner and be the owner and occupant of the property for which Needham taxes are paid. At the 2014 Annual Town Meeting the body voted to establish the Veteran's Property Tax Program which will be similar to the Property Tax Work off program but is for eligible veterans only. In FY2013 the Treasurer/Collector's office began accepting online payments for water and sewer charges by credit card or e-check. Previously individuals could only pay those bills online if their banking institution offered a service that provided for direct payment from their bank account. Our performance measures reflect the increase in activity since the ability to pay online has become available. As of March 2015, taxpayers may now pay Motor Vehicle Excise taxes online. Information Technology Center (ITC): The Information Technology Center (ITC) is continuously working to support the needs of Town departments. There has been a growing request for Town services, systems, applications, and networks to be available on a 24x7 basis as well as being more mobile. The ITC has taken on more responsibility throughout the network bringing in departments that have moved to server based application which were previously on IBM style devices. Greater demand on security from multiple departments has initiated projects by ITC to implement tougher network standards within specific buildings. There is a continued growth in Information Technology Users (ITU) throughout the Town which increases the daily demand for services by the ITC. The ITC has improved upon its support response time due to the fact that the department is now fully staffed with the filling of the vacancies of the Application Administrator and the Technology Support Technician. The demands on the Network Manager, a position that coordinates network engineering, security, and appliance support continue to grow often testing the boundaries of a 24x7 operation. The move to the new Public Safety Computer Aided Dispatch (CAD) has added pressure on the Network Manager due to the nature of the business operations of Public Safety. The Geographic Information Systems (GIS) Administrator continues to work with multiple departments assisting in analytical projects as well as preparing for infrastructure updates, flight imagery, and geospatial data collection. The ITC in the past has used operational dollars for outside consultants to provide additional knowledge skills when needed. Parking Clerk: In FY2017 continued efforts will provide efficient administration of the parking	

Department Information DSR1	
Department	Finance Department
program through prompt and courteous interactions and professional methods. The Office of the Parking Clerk processes appeal requests of parking tickets in person, by mail and online. Hearings are held weekly and appellants are promptly notified of appeal results. A fair and impartial process for investigating and resolving disputes is in place. Ongoing liaison is maintained with Treasurer's office staff, the Police and the Highway Departments. Enforcement, signage and meter repair issues are identified and resolved through frequent inspections and inter-departmental communications. Purchasing: The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures, which must be followed pursuant to the applicable Massachusetts General Laws. Towards this end, the Purchasing division strives to safeguard taxpayer's dollars by obtaining the most advantageous value and promoting a fair competitive process that is honest and open. The Department also has functional oversight of the procurement procedures conducted by individual departments, and serves as a resource on procurement inquiries. The Department has been actively involved in implementing the use of the State's procurement website, COMMBUYS, which is administered by the Operational Services Division of the Commonwealth of Massachusetts, for the Town purchases of goods and services from State contracts. Though the system presented challenges; through outreach and education we have established reasonable guidelines for the expected use of the system that contribute to data gathering and bid advertisement. We continue to work closely with the State's implementation team to promote and advance acceptance of the system. Our primary goal continues to be a Townwide understanding and compliance of the procurement laws. The Finance and Procurement coordinator also serves as general insurance liaison in risk management administration. As part of the insurance rewards program offered by the Town's insurer, we have implemented an initiative that consists of providing informational sessions on risk management to department managers and Town employees. We continue to promote safety training opportunities and to explore opportunities to reduce risk and contain risk management costs for the Town. Treasurer: The Town's investment income in FY2015 improved as interest rates have risen, albeit minimally. This increase is reflected primarily in Certificate of Deposit returns. Interest rates on bank deposits, although increasing, still remain very low. The safety of Town funds is of utmost importance. To further protect Town funds, we continue to require that Town deposits are collateralized if not insured. We regularly review rating agency reports and although collateralization is required for funds held in any one financial institution for more than 14 days; funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures including payroll which dictates the amount of cash that must remain available on a weekly basis. Town funds are invested wisely and within the mandates of state statute. We have consistently outperformed the established benchmark, MMDT (Massachusetts Municipal Depository Trust) for the past several years as indicated by our performance measures. Operating Budget Summary The FY2017 budget submission is \$2,641,207 which is a change of \$80,160 (3.1%) over the current budget of \$2,561,047. The current budget is inclusive of \$7,046 transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department for merit increases granted to the department managers and increases in the wage rates for various non-benefitted positions with the approval of the new Schedule C wage rates	

Department Information DSR1	
Department	Finance Department
effective July 1, 2015. However, the Finance Department FY2017 request is inclusive of one DSR4 request for an increase in the operating capital line of \$30,000. The \$30,000 request is not an actual increase in total spending, but rather a movement of \$30,000 from the CIP which has been funded annually. Excluding the DSR4 request, the Finance Department's operating budget request is \$2,611,207 or a change of \$50,160 over the current budget or approximately 2.0 %. There are changes in some line items to offset increases in other line items some changes are due to a reallocation of existing funds from one object line to another so the expense is linked to the account that best describes its purpose, in addition to some increased costs expected for FY2017, which are explained below. <u>Salary and Wages</u> The fiscal year 2017 budget submission of \$1,747,977 is \$38,666 higher than the current budget of \$1,709,311, an <u>increase of 2.3%</u> after accounting for the transfer from the Classification, Performance and Settlements budget line by the Town Manager to reflect the merit raises and changes in Schedule C. The department budget for FY2017 already has the general wage increase approved for the various employee groups. The number of benefit eligible FTE's for FY2017 is 22.6, which is the same as FY2016. The department also relies on the services of two other part-time positions that work year-round, but are not eligible for Town benefits. The submission includes step and longevity increases for the fourteen (14) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group which runs through June 30, 2018. The request also includes step and longevity increases, if applicable, for the four (4) non-represented positions, the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan, and the non-benefited part-time positions, the Parking Clerk and an administrative support position in the Collector/Treasurer office, are based on current classification and compensation plans. Merit pay increases for managers, if any, for FY2017 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. Other temporary and part-time wage expenses are level dollar at \$5,800 for FY2017. With the increasing complexities on accounting and demands on IT, the overtime allocation has been increased by a net of \$2,456. The overtime budget is reflective of the day-to-day demands on the department. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$3,356, \$500, \$750, \$4,389, and \$5,225 respectively. <u>Services, Supplies, and other Expenses</u> The fiscal year 2017 submission of \$824,755 is \$11,494 higher than the current appropriation of \$813,261 or 1.4% more. 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 FY2017. ➤ Repairs and Maintenance (\$13,000) line is \$1,000 or 7.1% less than the current budget. This is attributed to a decrease in the anticipated maintenance cost with the replacement of the postage machine that was funded by Town Meeting last year. ➤ Rental and Leases (\$1,000) line is \$4,500 or 81.8% less than the current budget. The expense for the handheld electronic violation notice machines is now accounted for in a different	

Department Information DSR1	
Department	Finance Department
budget line. ➤ Professional and Technical Services (\$586,590) line is \$13,289 or 2.3% more than the current budget. This increase is reflective of the continuing reliance on technology. Software support and annual use license fees increases are estimated at three percent. Another expense that is increasing is the annual independent financial audit fee; the cost is estimated to be eight percent more for the fiscal year 2016 audit than the audit done last year. ➤ Communications (\$146,700) line is \$13,710 or 10.3% more than the current budget. This increase is attributed to funds (\$11,100) being moved from the other supplies and equipment line (costs that are related to producing, printing and mailing are to be charged against this expense) and an increase in postage and public notices for the revaluation process (\$2,610). ➤ Other Purchased Services (\$1,600) line is budgeted at \$1,600 for FY2017 but is a reallocation of an expense that was carried under banking services. The specific expense is for armor carrier services related to the transport of coin and currency. ➤ Office Supplies (\$10,125) line is \$25 or 0.2% less than the current budget. We have lowered our allocation for FY2017, based on the divisional expectations of cost. ➤ Other Supplies and Equipment (\$45,300) line is \$13,200 less than the current budget or -22.6%. As noted earlier, some expenses that were charged to this line item are properly recorded as a communication expense and therefore \$11,100 was moved to communications and other expenses were reduced by \$2,100. ➤ Governmental Charges (\$250) line is unchanged for FY2017. ➤ Travel and Mileage (\$11,550) line is \$590 or 4.9% less than the current budget. This expense line covers reimbursable expenses for parking and tolls, mileage, local transit, and conference and annual school attendance. We have lowered our allocation for FY2017, based on the divisional expectations of cost. ➤ Dues and Subscriptions (\$6,415) line is \$2,210 or 52.6% more than the current budget. The primary reason for the increase is an expected decrease in the state's support of the Community Software Consortium. The Consortium provides the CAMA centralized application and database support services to multiple Massachusetts communities. This service is vital in the storing, recording, and analyzing of property valuation data which is needed in order to calculate the tax levy in accordance with state law. ➤ Other – Expenses (\$2,225) line is unchanged for FY2017. <u>Operational Capital</u> The FY2017 base submission of \$38,475 is the same as FY2016. As noted earlier we have submitted a DSR4 request to increase funding in the operating budget by \$30,000. But this is not an additional \$30,000, but rather moving funds which have been appropriated as part of the CIP for a number of years. The primary reason for the request is the recognition that many items purchased do not meet the test of capital and often items are valued at less than \$5,000. These funds provide for the purchase of replacement PCs, laptops, printers, low end data servers, and network components. If approved, the Department will withdraw its CIP request.	

Department Information DSR1			
Department		Finance Department	
However, the Department will continue to submit requests through CIP for larger servers, switch replacements and expensive specialized equipment upgrades.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,747,977		1,747,977
b) Expenses	824,755		824,755
c) Capital	38,475	30,000	68,475
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$2,611,207	\$30,000	\$2,641,207
V2017			

Department Expenditure Detail DSR2									
Department				Finance Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	2	23.2	22	1	22.6	22	1	22.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,629,579	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							7,555	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							12,654	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							3,000	
i.	PRD1 Budget Adjustments							12,714	
PRD1 Sub Total							1,665,502		
J	DSR3 Other Compensation							36,293	
Sub Total 1							1,701,795		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary Various Committee							1,200	
b.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week							4,600	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							5,800		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Accounting office overtime provision for hours for reporting and processing, and FY end preparation work as needed							3,356	
d.	Collector office overtime for seasonal demands							750	
e.	DSR3 Total							10,114	
Sub Total 3							14,220		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							21,162	
c.	Program Stipend								
d.	Tuition Reimbursement							3,500	
e.	Working Out of Grade								
f.	DSR3 Other Compensation							1,500	
Sub Total 4							26,162		
5. Total Salary and Wages (1+2+3+4)							\$1,747,977		

Department Expenditure Detail DSR2			
Department		Finance Department	
DSR2B			
Object	Description		Amount
Energy (521x)	None		
Repairs & Maintenance Services (524x – 525x)	Hardware maintenance revenue systems AS400 (8,500) Other Hardware Repairs – ITC (2,000) Mail processing and printing equipment – ITC (2,000) Office equipment maintenance contracts – AS (500)		13,000
Rental & Leases (527X)	Postage Meter – ITC (1,000)		1,000
Other Property Related Services (529x)			
Professional & Technical Services (530x – 531x)	Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance – AC (61,560) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property – AS (4,915) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense – AS (22,300) Accounting consulting services – AC (2,000) Parking ticket processing – PC (16,500) IT application services for any application or technical process requiring outside consulting or training – ITC (60,000) Banking and Rating Service – CT (10,825) Collection, lockbox, credit card, and service bureau fees – CT (34,400) Debt issuing costs not included in prior appropriations – CT (6,000) Paying agent fees and MWPAT fees – CT (5,000) Continuing Disclosure filings – CT (2,000) Bond Counsel related expenses not otherwise funded – CT (3,000) Ambulance billing and processing services – CT (25,675) Procurement regulation – PO (400) Accountants annual conference, quarterly training sessions, employee training – AC (3,000) State and County Assessing Association meeting, conferences classes and tutorial		586,590

Department Expenditure Detail DSR2		
Department	Finance Department	
	courses including MAA designation and re-certification required courses for staff DOR – AS (3,650) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (590) State and professional related seminars – FD (650) Professional outside trainers internal control program – FD (500) Other professional Services – FD (575) Purchasing and procurement professional development – PO (650) Professional Development – ITC (1,000) Information Systems training for applications – ITC (500) Software license and maintenance Operating Systems; Security Systems; Web Site; Applications – ITC (319,900) Appraisal software and network maintenance contract – AS (1,000)	
Communications (534x)	Postage – AC (250) Postage, certified, copying, and cell telephones – AS (5,350) Postage, copying, mailing permit, postage machine fees, POB, and calling services, compliance mailings – CT (34,650) Postage, printing, mailing services for tax and other receivables – CT (84,875) Postage, printing, & mailing – FD (250) Postage & printing – PC (875) Legal notices, postage, printing, & mailing – PO (1,350) Fax line services and Internet IP – ITC (15,600) Wireless Communications – ITC (3,500)	146,700
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Armor Car Service	1,600
Office Supplies (542x)	General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, W-2, Misc-1099, etc. Office supplies and materials – AC (3,000) Office supplies and materials plus state Forms of List (Personal Property Info list) Income and Expense forms (Commercial/Industrial, Mixed Use and	10,125

Department Expenditure Detail DSR2		
Department	Finance Department	
	Apartments) and other assessing supplies— AS (1,100) Office supplies and materials – CT (2,000) Office supplies and materials including budget and capital plan materials, risk insurance – FD (825) Office supplies and materials – PC (50) Office supplies and procurement forms and other materials – PO (250) Office supplies and materials – ITC (2,900)	
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 (300) Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. – ITC (39,500) Mail equipment supplies – ITC (1,500) Wireless equipment – ITC (4,000)	45,300
Governmental Charges (569x)	State Fees– AS (250)	250
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (650) State and professional related required travel for town business- FD (720) Employee attendance at conferences & seminars and other required travel - AC (2,000); AS (1,085); TC (3,600); PC (0); PO (530); ITC (2,965)	11,550
Dues & Subscriptions (573X)	Accounting related association dues – AC (300) Community Software Consortium – AS (4,150) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees – AS (950) Collector and Treasurer related association dues; etc. – CT (190) Professional associations – FD (300) Professional associations – PO (225) Network system, GIS dues and subscriptions – ITC (300)	6,415

Department Expenditure Detail DSR2				
Department	Finance Department			
Other Expenses (574 X – 579x)	Collector & Treasurer and Assistant bonds – CT (2,225)			2,225
6. Total Expenses				\$824,755
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment			38,475
7. Total Operating Budget Capital				\$38,475
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$2,611,207
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☒	NO	☐
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2017				

Department Personnel Supplement DSR3								
Department			Finance Department					
	Description	Amount	Amount Reflected DSR2A Section					
			1	2	3	4		
1	Board of Selectmen							
2	Building Monitors							
3	Care of Graves							
4	Coordinator of Ceremonies							
5	Election Workers – Wardens and Clerks							
6	Election Workers - Inspectors							
7	Playground Maintenance Specialist							
8	Emergency Management Program							
9	Parking Clerk							
10	Public Health Nurses							
11	Town Counsel							
12	Town Meeting Workers							
13	Traffic Supervisors							
14	Drivers							
15	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.	500			X			
16	Technology Center overtime related to extended, evening callback, or weekend work	5,225			X			
17	Parking enforcement appeals research and after hours support	4,389			X			
18	Assistant Parking Clerk Stipend	1,500					X	
19	Non-benefitted part-time year round assistance in Collector and Treasurer offices for 19.5 hours per week (Schedule C position)	25,325	X					
20	Year Round Hearing Office for 8 hours per week (Schedule C position)	10,968	X					
21								
22								
23								
24								
25								
I	Total	47,907	X					
Sections								
	Amount Reported Under DSR2A Section 1	36,293						
	Amount Reported Under DSR2A Section 2							
	Amount Reported Under DSR2A Section 3	10,114						
	Amount Reported Under DSR2A Section 4	1,500						
II	Total	47,907						

V2017

Performance Improvement Funding Request DSR4									
Department		Finance Department							
Title		Annual Operating Capital Funding				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									
3. Operating Capital			30,000				30,000		
4. Other Costs									
5. Total (1+2+3+4)			\$30,000				\$30,000		
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee								☐	☒
Has this request been submitted in the last three fiscal years and not funded?								☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?								☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								☐	☒
Does the request support activities which produce revenue for the Town?								☐	☒
If the request is not approved, will current Town revenues be negatively impacted?								☐	☒
Is there an increased exposure for the Town if the request is not approved?								☐	☒
Is specialized training or licensing required (beyond the initial purchase)?								☐	☒
Does this request address a documented health or safety issue?								☐	☒
All "YES" responses must be explained in the narrative									
Description and Explanation									
This request is to decrease the annual Capital Request by \$30,000 and increase the Operating Capital by the \$30,000. Currently the majority of the items purchased from the Capital Request are non-project based purchases that often valued at less than \$5,000 individually. Capital requests for project based replacement hardware and related items would now be submitted using the CIP-CPR forms.									
V2017									

Department Information DSR1			
Department		Finance Committee	
Department Mission			
The Finance Committee consists of nine members appointed by the Moderator. The Committee recommends a balanced budget each year which is the Main Motion 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.			
Operational Considerations			
The salary and wage line is increasing by \$1,733 over FY16 due to a staff step increase. The expense line has increased \$25 to cover increases in MMA/ATFC meeting registration fees.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	35,733		35,733
b) Expenses	1,250		1,250
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	36,983		36,983
V2017R			

Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	0.5		1	0.5		1	0.5
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							35,460	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							273	
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1							35,733		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								35,733	
DSR2B									

Fiscal Year 2017 Proposed Budget

Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	AFTC Annual Meeting Reg. \$60 x 2 MMA Annual Meeting Reg. \$170 x 4	800
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)	Assoc Town Finance Committees dues	350
Other Expenses (574 X – 579x)		
6. Total Expenses		1,250
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		36,983
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐ NO ☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐ NO ☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐ NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐ NO ☒
V2017		

Department Information DSR1	
Department	Planning and Community Development
Department Mission	
The Planning and Community Development Department includes three divisions namely, Planning and Economic Development, Conservation, and the Board of Appeals under a single Planning and Community Development budget. The Department is tasked with protecting and advancing the quality of life in Needham through the application of sound land use planning principles and development review standards; facilitating informed land use decisions through community participation and collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.	
Operational Considerations	
ORGANIZATION/STAFFING Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under the 2010 reorganization the Planning and Economic Development functions were retained under a single budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new "Community Development" budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. A new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. In Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. We believe that the reorganization has been successful in improving operational efficiency, interdepartmental coordination and thus has enhanced service deliver to Needham's constituents. In Fiscal Year 2013, the Department secured funding through CPA for a part-time Community Housing Specialist in the amount of \$70,000. CPA funding for the part-time position was anticipated to cover the salary expense associated with the position for a period of two years. The CPA allocation for the Community Housing Specialist will be exhausted as of January 2016. Accordingly, an appropriation of \$17,000 was secured at the May 2015 Annual Town Meeting to fund the position through the general fund for the remainder of the 2016 Fiscal Year. Funding of the part-time position solely through the general fund is now requested for subsequent fiscal years beginning in Fiscal Year 2017. Accordingly, a DS4 request in the amount of \$19,052 has been submitted with this budget request to fund the noted position. Increased funding for the Administrative Assistant position is also requested in FY 2017 so as to increase the hours of the position from 22.5 to 27.5. Accordingly, a DS4 request in the amount of \$6,347 has been submitted with this budget request to fund the noted position. Lastly, funding for overtime in the amount of \$1,000 has been requested to fund additional hours for part-time staff to support the permitting function of the Department.	

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PLANNING AND ECONOMIC DEVELOPMENT DIVISION

In FY2004, Needham, through its then Planning Department, joined the Home Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. Beginning in FY 2014 HOME funds not spent by a member community during the year will be placed in a pool to be awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a Housing Specialist on staff will give Needham the professional capacity to compete for funding with other Consortium communities that already have in-house staff support. Funding for administrative costs under the program will continue at approximately \$3,000 annually.

FY2013 saw an increase in application fee activity over the previous fiscal year average of approximately \$25,000 due in large part to four large projects namely Wingate at Needham, North Hill, Digital at 128 First Avenue and Center 128 at First Avenue. A similar upswing in application fees is anticipated in Fiscal Year 2016 as a result of the build-out of the Center 128 East and Center 128 West projects. Additionally, FY2014 saw a \$930,000 contribution from the Center 128 East project to the Town's Traffic Mitigation Fund to be used by the Town to implement traffic improvements recommended in the plan for the Needham Crossing area and/or for traffic improvements directly related to the study area and adjacent neighborhoods. The above-described items constitute the major anticipated change in revenue for FY2016 as relates the Planning and Economic Development function of the Department.

Table 1: Planning and Economic Development Application Fees & Grants

	FY '13	FY '14	FY '15	FY '16*	FY '16**
Application Fees	\$121,154	\$22,213	\$23,385	\$57,193	\$79,406
Zoning By-Laws	\$240	\$150	\$40	\$30	\$120
Zoning Maps	\$120	\$105	\$165	\$30	\$180
Subdivision Regulations	\$10	\$20	\$20	\$20	\$20
Grants/Donations	\$111,149 ^a	\$29,205 ^b	\$29,205 ^c	\$3,000 ^d	\$3,000 ^d
Traffic Mitigation Fee		\$930,000			
Total	\$232,673	\$981,693	\$52,815	\$60,273	\$82,726

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

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

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

^dHome Program (\$3,000 received).

*Revenue received July 1, 2015 through September 30, 2015.

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Department	Planning and Community Development
**Projected revenue to June 30, 2016. <u>FY 2015 THROUGH FY 2016 OPERATIONAL ACHIEVEMENTS</u> The Planning and Economic Development Division has focused on the recommendations outlined in the Needham Crossing Business Center Planning study completed in the fall of 2011 and its implementation at the Center 128 project site. Plan review and permitting for Center 128 comprising three components was conducted by the division as follows: Center 128 West, Center 128 East, and the 2nd Avenue Residences. The Center 128 West Development, approved by the Planning Board in April of 2013, includes 740,000 square feet of office space and a 128-room hotel and two parking structures. The hotel was completed and opened in 2013. The 288,346 square-foot office building located at the corner of 1st Avenue and B Street was recently completed and occupied by its tenant, Trip Advisor, in July 2015. The Center 128 East site is currently occupied with 514,992 square feet of office space and is occupied by General Dynamics. The site is currently undergoing permitting and will be redeveloped with 420,429 square feet of office space, 19,000 square feet of retail space, a 128 room hotel and surface parking area. A decision on this project by the Planning Board is expected in early November 2015. The 2nd Avenue Residences site is currently surface parking lots used by General Dynamics. It is currently undergoing permitting and will be developed with 390 apartment units and structured parking. A decision on this project by the Board of Appeals is expected in late December 2015. In summary, Center 128 includes one existing and six proposed office buildings totaling 1,160,429 square feet, two 128-room hotels, 19,000 square feet of retail space and 390 residential units. The combination of elements is expected to be complete by June of 2019 and will represent a major step forward in the implementation of the vision developed for the district. Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a priority. Based on meetings with Commissioner Jay Ash and the Massachusetts Office of Business Development we have learned that grants, like former PWED grants, are really only available once new development on a site is proposed. If there are infrastructure and/or other impediments to development which must be provided by the public (e.g. reconstruction of Highland Avenue, new traffic signals, streetscape amenities), the funds may become available. Consequently, we have coordinated with Newton to resubmit a joint MassWorks grant for funding the improvements on Needham Street and Highland Avenue. Once construction on the Normandy project was begun, we stepped up efforts to secure the funding and were successful in obtaining funding for the first phase of development namely Highland Avenue in Needham Crossing and Oak and Christina Street in Newton. Separate funding was obtained for the design and construction of the signal at First Avenue. In addition, the City and Town were successful in getting the MPO to fund the remainder of the project in 2018. The Planning and Economic Development Division continues to work with Newton to try to locate funding for an engineering feasibility study of the unused MBTA rail running parallel to Needham Street and Highland Avenue. Both municipalities realize that mass transit is the only way to realize full economic development within the N2 corridor. Lastly, the Division has worked with the City of Newton on the new N2 initiative project. The N² group obtained funding from the Federal Economic Development Commission to match public and private gifts for a total of \$100,000.00 to create a sustainable marketing initiative for the corridor. The Planning and Economic Development Division further continued with the implementation of	

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Department	Planning and Community Development
the Needham Center Planning effort providing staff support to the Downtown Streetscape Working Group charged with the development of streetscape concepts for the Needham Center area. The one year effort led to the development of a Streetscape Master Plan that will serve as a comprehensive guide for future streetscape improvements in the Needham Center area. Currently the Planning and Economic Development division is involved in the implementation of the first phase of the plans recommended street improvements at Great Plain Avenue between Dedham Avenue and Chapel Street. Furthermore, as recommended in the Needham Center Plan, a detailed marketing plan for the downtown was created through a collaborative effort between the Division and Babson College under their Management Consulting Field Experience program in FY 2015. Lastly, permitting and construction of the first mixed-use building under the new Needham Center Overlay District as outlined in the Needham Center Plan was completed in 2015. The mixed-use building comprises 3+1 stories with retail located on the first floor and stories 2, 3 and 4 supporting ten residential units one of which is affordable. Planning Studies currently underway are as follows: <u>Mixed Use Residential Overlay:</u> An update to the 2001 Goody Clancy Zoning and Land Use Study for Needham Crossing to create a viable residential overlay in the Mixed Use-128 and adjacent Highland Commercial-128 zoning district was initiated in August of 2014. The zoning amendment to be presented at the 2015 November Special Town Meeting establishes the purposes to be served by the Mixed-Use Overlay District including: permitting a mix of residential and commercial uses on the same site or within the district, establishing controls which will facilitate responsible development while protecting the Town's fiscal and other interests, permitting flexible development on individual lots, and providing housing for workers in Needham Crossing. The amendment sets out the procedure for seeking a Master Special Permit from the Planning Board in the Overlay and establishes specific special permit and site plan review requirements. <u>Housing Strategies Policy:</u> A draft Housing Production Plan that meets state requirements under the provisions of 760 CMR 56 was prepared. The plan provides updated demographic, economic and housing characteristics and trends, identified priority housing needs and annual production goals, and described strategies for the Town to implement to meet these needs and production goals. A public forum on September 23, 2014 was held to provide information on housing needs and to obtain input into priority strategies. With the submittal of the 390 unit 40B project at Needham Crossing and the Town's expectation of meeting the required 10% threshold of affordable housing units, the plan has been further revised to reflect this milestone. A Housing Strategies Policy statement has been developed in the alternative and is scheduled for presentation and adoption by both the Planning Board and Board of Selectmen in late October 2015. <u>Large House Zoning Study:</u> A planning study focused on the review of large house zoning in Needham was initiated in January 2015 and is ongoing. Data indicates the demolition of older, smaller and less expensive homes has become the principal source of lots for the construction of new single family houses leading to concerns with overall building mass and neighborhood context. Revisions to current dimensional requirements within the SRB district are expected at the May 2016 Annual Town meeting to address the noted concerns. <u>Land Use and Zoning Study for the Industrial-1 and Industrial Districts:</u> Funding for a Planning Study of the Industrial Districts along 128 was approved by Town Meeting in May 2015. The	

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districts are being reviewed in terms of their use profiles and dimensional requirements. A build-out analysis, traffic impact analysis and elevation drawings are planned. Zoning implementing the vision and goals are anticipated in November of 2016. In Fiscal Year 2015 the Planning Board offered three major zoning initiatives as follows: <u>Registered Marijuana Dispensaries</u> (May 2015 Annual Town Meeting): Registered Marijuana Dispensaries were authorized within Needham. A Registered Marijuana Dispensary (RMD) is a not-for-profit entity that cultivates, prepares, and dispenses marijuana or marijuana infused products to qualifying patients or their caregivers. The amendment as adopted includes a set of zoning regulations that will work in concert with state and other local regulations while focusing on land use planning issues such as district character, compatibility among adjacent uses, transportation and parking, and urban design, as well as public safety issues. The zoning amendment takes the following approach: (1) defines the terms "Medical Marijuana Treatment Center" and "Off-Site Medical Marijuana Dispensary" so as to distinguish between a facility that may provide dispensing, cultivation and processing services in combination within a zoning district (Medical Marijuana Treatment Center) and a facility that is restricted to the dispensing function within a zoning district (Off-Site Medical Marijuana Dispensary); and (2) identifies the zoning districts in which a Medical Marijuana Treatment Center and an Off-Site Medical Marijuana Dispensary will be allowed. The amendment authorized a Medical Marijuana Treatment Center in the Mixed Use-128 District and Industrial-1 District and only an Off-Site Medical Marijuana Dispensary in the Highland Commercial-128 District. <u>More than one municipal building or use on a lot</u> (May 2015 Annual Town Meeting). This amendment now allows the Town to obtain permits to construct more than one than one municipal building on a lot and/or to place more than one municipal use on a lot subject to the external dimensional requirements of the underlying zoning district. The Town has limited land resources and frequently needs to construct additional buildings and/or to place a mix of municipal uses on its properties. This amendment now permits the Town to consolidate its lots and to do away with internal lot lines and their associated setbacks and other requirements which hinder necessary municipal development. The amendment acknowledges the Town's need to use its property for multiple uses and with multiple structures and provides greater flexibility moving forward. <u>Half-story Definition as it applies to uses in the Chestnut Street Business District</u> (May 2015 Annual Town Meeting): This definition was revised to advance the recommendations contained in the Needham Center Development Plan which endorsed the promotion of mixed-use and housing development in the Needham Center area in the longer term. The article accomplished this goal by removing the prohibition on residential housing development in the half-story above the second story in the Chestnut Street Business District and by allowing for the placement of dormers in said half-story so that more useable residential square footage may be created. 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. All reporting for the HOME program, including Annual Action Plans and Five year plans, and Consolidated plans, and Yearly Evaluations were completed in accordance with HUD requirements. FY2009 through FY2013 consortium funds (\$280,000) were combined and allocated to the Charles River Center for the construction of a group home at 1285 South Street. The home occupied in June of 2014 serves 5 young adults	

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with severe development disabilities. A deed restriction was placed on record to assure affordability in perpetuity. The completion of the project added 5 additional units to the Town's Chapter 40B affordable housing inventory. Additionally, administrative funds have been secured from HOME to be used toward the salary of the Housing Specialist.	
<u>PERFORMANCE FACTORS</u> 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 2015. During the affected time line 12 new Special Permit applications and 4 Subdivision applications were processed. Public hearings were held on average within 33 days of application receipt, decisions were issued within 12 days of the close of the public hearing, with written decisions filed with the Town Clerk within 6 days of permit issuance. Total average time required to process an application was 104 days with a minimum of 27 days and a maximum of 385 days. The Department plans to continue to track these items and will submit a similar report with its FY2017 budget request.	
<u>FY 2017 GOALS</u> The key challenges facing the Planning Board and Department Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. Ensuring that Needham takes advantage of its key strategic advantage, namely, four commuter rail train stations, to access those funds and to promote plan objectives remains a key priority and challenge. Additionally, unlocking the economic potential of Needham Crossing remains an overarching goal of the Board and Department. As relates Needham Crossing, the department continues to work with Major Needham Crossing 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, creating a streetscape design for the New England Business Center Zoning District and securing its implementation remains a high departmental priority.	
CONSERVATION The Needham Conservation Division is primarily tasked with providing dedicated professional, administrative and technical assistance to the Town and Conservation Commission in accordance with the MA Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the Needham Wetlands Protection Bylaw (Article 6), and their respective regulations, guidelines and policies.	

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Additionally, the Division provides support in office administration and organization, public assistance, grant administration, committee and community support, and land conservation and management. The Needham Conservation Commission is comprised of seven volunteer members appointed by the Board of Selectmen to staggered three-year terms. The Commission's primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Division undertakes the following tasks pertaining to wetlands permitting: • Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations. • Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records. • Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes. • Maintains case files and materials including computer databases. • Arranges and conducts on-site inspections related to filings. • Reviews wetland delineations. • Drafts permits with associated conditions and other documents. • Monitors construction to ensure compliance with permits. • Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders 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. • Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee. • Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. • Assist the Commission in planning, acquisition, administration and management of municipal conservation land. • Assists in preparation of Open Space and Recreation Plans to meet criteria for approval. • Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions. • Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants. • Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space. • Educates the public about the importance of protecting wetlands and other open space. Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of	

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additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2015, all applications were completed within the noted time line with no requests for additional time requested. The Conservation Division makes every effort to assist Applicants with the filing process. The Division's staff meets frequently with property owners and potential applicants to explain the filing process or to provide input on which application would be most appropriate (for a particular site or project). The Conservation Division conducts well over one hundred site visits each year to review projects associated with both the MA Wetlands Protection Act and the Needham Wetlands Protection Bylaw. The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. <u>FY 2011 THROUGH FY 2016 OPERATIONAL ACHIEVEMENTS</u> 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. In FY2016, the Conservation Division led the effort to apply for a Recreational Trails Program Grant from the Department of Conservation and Recreation to assist in funding construction of the Bay Colony Rail Trail. The grant request was successful in obtaining a \$50,000 grant for the Town of Needham. <u>LAND MANAGEMENT</u> With respect to FY2015/16 land management activities, the Conservation Division continued its ongoing work to implement the Comprehensive Trails Master Plan in addition to oversight and management of existing conservation lands. The Conservation Division continued progress over the last year in implementing the Master Plan including coordination and acquisition of CPC funding for the Student Conservation Association 10-day project at Ridge Hill Reservation. The project resulted in the construction of a wooden footbridge which connects the Esker and Loop Trails. Additional work included improvements to the Loop Trail, pre-construction clearing of the Fuller Trail, and removal of invasive plant species within the managed meadows at Ridge Hill. Additionally, two major boardwalk projects began construction under the guidance of the Conservation Division. The construction of the Fuller Trail boardwalk was successfully bid and is currently under construction and the Eastman Conservation Land boardwalk project is nearing completion, managed collaboratively with the Parks and Forestry Division. The Division has also participated in the design and permitting of the Bay Colony Rail Trail project. The Division continued its partnership with Eagle Scouts Award applicants to rebuild a footbridge on the Charles River Trail. Additionally, the Conservation Division continued implementation of the Ecological Management Plan for Ridge Hill Reservation.	

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PERFORMANCE FACTORS

In FY2015, the Conservation Commission met formally a total of twenty-two (22) times and held a total of thirty-six (36) public hearings (refer to Table 2). In addition to applications reviewed through the public hearing process, the Commission is required to review and act on various types of requests, including modifications, extensions, permit close-outs, etc. The Commission processed ninety-eight (98) of these applications and requests during this fiscal year (refer to Table 3). Finally, for that small percentage of projects that occur within the Commission's jurisdiction without obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2015, fifteen (15) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas. During FY 2015 the Conservation Commission collected a total of \$12,697.50 in fees and \$2,700 in fines in fulfilling its regulatory function as noted below. The decrease in Bylaw application fees collected in FY 2015 is commensurate with the overall reduction in permit applications received during the fiscal year.

Table 2: Conservation Commission Public Hearings, Bylaw Fees & Enforcement Fines

Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Bylaw)	Enforcement Order Fines Collected
FY 2013	55	\$11,663*	\$6,900
FY 2014	74	\$28,834*	\$2,300
FY 2015	36	\$12,697.50*	\$2,700
*Town Portion of State WPA fee \$2,913 in FY2013, \$9,947 in FY2014, and \$2,597.50 in FY2015.			

The following Table 3 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. A number of existing permits that normally would have expired and required new permitting continue to be made valid by 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. As time passes, fewer and fewer permits will be eligible for extension under this Act.

Table 3: Conservation Commission Application Filings & Requests

Type of Application Filing/Request	FY 2013	FY 2014	FY 2015
Notice of Intent	24	44	21
Request to Amend Order of Conditions	4	3	5
Request for Determination of Applicability	7	16	9
Abbreviated Notice of Resource Area Delineation	1	4	0
Extension Permit	1	0	1
Emergency Certification	1	0	0
Certificate of Compliance	27	26	31
Minor Modification Request	22	14	10
Enforcement Order	15	15	10

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Trail Maintenance Notification Form	5	4	0	
DPW Generic Permit Activity Notification Form	3	4	1	
Exemption Letter	12	7	10	
Conservation Restriction	0	0	0	
Notice of Non-significance	0	0	0	
TOTAL	122	137	98	

Although the total number of permit applications was down from recent years, it is consistent with fluctuations in development trends and normal variation. The Department will continue to track the number of formal applications and all revenue-generating administrative requests.

FY 2017 GOALS

Primary goals for FY 2017 include: (1) Fulfilling ongoing obligations for technical support of the Conservation Commission through processing of permit applications under the MA Wetlands Protection Act and the Town of Needham Wetlands Protection Bylaw; (2) Assisting in the implementation of the Comprehensive Trails Master Plan in cooperation with the Trails Advisory Group; (3) Planning of the design of the Needham Reservoir All-Persons Trail – This project would create a handicap accessible trail (with boardwalks) around the Needham Reservoir; (4) Coordinating updating of the Town's Open Space and Recreation Plan; (5) Assisting the Stormwater Committee in assuring compliance with the Town's NPDES permit; (6) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; and (7) Developing a conservation land signage initiative to improve consistency and quality of signage at conservation land across town.

ZONING BOARD OF APPEALS

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

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

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

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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

In FY2015, the Board of Appeals met formally a total of twelve times and held a total of thirty-three (33) public hearings and eight (8) informal hearings (refer to Table 4). During FY 2015 the Board of Appeals collected a total of \$12,100 in fees in fulfilling its regulatory function as noted below. The decrease in Bylaw application fees collected from FY2013 to FY2015 is in large part due to fact that no 40B filings were made in FY 2015. During FY 2013 two 40B affordable housing projects were filed as follows: Greendale Village a 20-unit development at 894/906 Greendale Avenue and Needham Mews a 300-unit development at 692 Greendale Avenue. As relates the current Fiscal 2016 year, filing fees for the period of July 1, 2015 through September 2015 has yielded \$43,300 due in large part to the filing of the 390 unit 40B project at Needham Crossing.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2013	29	5	\$43,137
FY 2014	60	5	\$12,100
FY 2015	33	8	\$10,700

The Board of Appeals received twenty-six (26) applications relating to Special Permits; five (5) of which were amendments to existing permits and two (2) of which were withdrawn (refer to Table 5). In addition, there were two (2) Appeals of a Building Inspector's Decision and one (1) application for a Variance. The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. No new applications for Comprehensive Permits under Chapter 40B were filed.

As a result of these new cases and the open cases carried over from the previous year, the Board issued twenty-eight (28) Decisions in FY 2015. The number of hearings exceeds the number of applications because several cases required multiple hearings. The Greendale Mews 40B Comprehensive Permit was appealed by the developer in FY2015. The appeal process was handled by the state's Housing Appeals Court and has now (in FY2016) been remanded back to the ZBA.

Table 5: Number of Permit Application Filings in FY2013, FY2014 and FY2015

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2013	13	19	1	1	3	3	19
2014	13	40	1	1	0	2	51
2015	12	26	1	2	0	2	28
Total		85	3	4	3	7	98

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Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[480,395]	[25,399]	[505,793]
b) Expenses	[28,608]	[]	[28,608]
c) Capital	[]	[]	[]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other [] []	[]	[] []	[]
g) Total DSR2 & DSR4 Request (a through f)	[509,003]	[25,399]	[534,401]
V2017R			

Department Expenditure Detail DSR2									
Department				Planning and Community Development					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	5.8	4	3	5.8	4	3	5.8
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			1
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							441,763	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							5,388	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,439	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1							450,591		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary							5,562	
b.	Housing Specialist							19,052	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							24,614		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Additional Hours of Part-time Staff							1,000	
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,190	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							4,190		
5. Total Salary and Wages (1+2+3+4)									
							480,395		

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Planning, Conservation and Economic Development Consultant Services		4,830	
Communications (534x)	Legal Notices, Postage, Wireless Devices, Publishing Costs: Zoning By-Law, Subdivision Regulations, Permitting Guide, Zoning Maps, & Planning Studies		14,100	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)			2,100	
Building & Equipment Supplies (543x)	Supplies for various building projects (kiosks, Eagle Scout project, etc.)		750	
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)			1,828	
Governmental Charges (569x)	Recording Fees at the Registry of Deeds		250	
Travel & Mileage (571x – 572x)	American Planning Association Conference, and Misc. State, Private and University Sponsored Conferences		2,750	
Dues & Subscriptions (573X)	American Planning Association, Mass Association of Planning Directors and Mass Association of Conservation Commissions		2,000	
Other Expenses (574 X – 579x)				
6. Total Expenses			28,608	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			509,003	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2017				

Performance Improvement Funding Request DSR4					
Department	Planning and Community Development				
Title	Community Housing Specialist	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)	
1. Salary and Wage	.48	\$19,052		\$19,052	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		\$19,052		\$19,052	
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					
Continued funding for the Community Housing Specialist position that has provided the Town's Planning and Community Development Department with the in-house capacity to coordinate a wide-range of issues related to affordable housing development and preservation is hereby requested. In FY2013, the Department secured funding through the CPA for a part-time Community Housing Specialist in the amount of \$70,000. CPA funding for the part-time position was anticipated to cover the salary expense associated with the position for a period of two years. The CPA allocation for the Community Housing Specialist position will be exhausted as of January 2016. Accordingly, an appropriation of \$17,000 was secured at the May 2015 Annual Town Meeting to fund the position for the remainder of the 2016 Fiscal Year. Funding of the part-time position solely through the general fund is now requested for subsequent fiscal years. Background information on the proposed functions of the Community Housing Specialist that was part of the Department's initial proposal for Community Preservation funding as well as actual activities in 2015 are summarized below. Community Housing Specialist Proposed Activities In late 2012 the Planning and Community Development Department sought CPA funding to hire a part-time Community Housing Specialist to provide administrative and technical coordination of					

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Community Housing Specialist	Priority	1
affordable housing issues including support for the development of affordable housing opportunities and assistance in the implementation of the Town's Community Housing Plan. Working under the Planning and Community Development Director, the main functions of the position were projected to include the following: 1. Coordinate and/or conduct planning and feasibility studies for new affordable housing development. 2. Monitor local housing units on the state's Subsidized Housing Inventory to assure compliance with affordable housing restrictions. 3. Assist Town boards and committees and private housing developers during the pre-application process for new affordable housing. 4. Provide technical support and assistance during the application process and the review and approval process under M.G.L. Chapter 40B. 5. Initiate and pursue collaborative efforts among local, state, federal, and private agencies and parties to implement the Town's housing-related plans or studies. 6. Prepare and coordinate applications for state and federal resources including housing grants, loans, other assistance and public services. 7. Promote, monitor and oversee housing projects throughout the required community application process, including public approvals and permitting, and through closing, construction, and sales. 8. Serve as staff resource to an Affordable Housing Committee or Municipal Housing Trust to be appointed by the Board of Selectmen. 9. Serve as the Town's representative to the West Metro HOME Consortium; attending all meetings and preparing all budgets, grant applications, requisitions and the Annual Action Plan. In addition to the items identified above, funding for the position was to enable the Town to remain competitive with other West Metro HOME Consortium communities in securing HOME Program funds for affordable housing development. Beginning in FY 2014 HOME funds not spent by a member community during the year will be placed in a pool to be awarded on a competitive basis. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. It was suggested that having a Housing Specialist on staff would give Needham the required professional capacity to compete for funding with other Consortium communities that already had in-house staff support. Additionally, the Community Housing Specialist position was to further enable the Town to effectively monitor those local housing units on the state's Subsidized Housing Inventory (SHI) to assure compliance with affordability restrictions. The monitoring function had been split among a number of entities and lacked centralized oversight and accountability. Placing the monitoring functions solely with the Housing Specialist position was to insure that the desired centralized oversight function was met and further allow for an easier and more predictable process for those wishing to sell or rent deed restricted affordable housing units. Community Housing Specialist Actual Activities, 2015 During 2015, the Community Housing Specialist, Karen Sunnarborg, has been responsible for the following major activities:			

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Community Housing Specialist	Priority	1
Project Database Maintained and updated files and materials related to affordable units through an affordable housing database that provides comprehensive information on affordable housing units/projects in Needham. Monitoring/Recertification Conducted annual monitoring/recertification of the affordability and/or occupancy of existing affordable units for which the Town is the identified Monitoring Agent. This monitoring was conducted in early 2015 for Junction Place, Garden Street/Browne-Whitney, High Cliff Estates, Suites of Needham, Craftsman Village, and The Residences at Wingate. Also obtained annual compliance reports for the monitoring of the other affordable housing developments in Needham for which another monitoring entity has been designated. HUD Consolidated Plan for 2016-2020 Completed the Five-Year HUD Consolidated Plan for 2016-2020. HOME Reports Prepared the HOME Annual Action Plan (AAP), CAPER and Analysis of Impediments reports that are required documents for HOME Program funding. Subsidized Housing Inventory (SHI) Provided required documentation to get new affordable units included on the Subsidized Housing Inventory (SHI) for the Needham Place and Webster Street Green projects. Resale of Unit #1 at Junction Place Coordinated the resale of an affordable condo. Recalculated the resale price, put forward an updated deed rider that survives foreclosure, determined eligibility, conducted a lottery, prepared necessary resale and compliance certificates, and worked with both the seller and buyer's attorneys and agents to close on the unit. Refinancing of Unit #4 at Junction Place Worked with the owner's lender to insure that all necessary state requirements were met to refinance this unit, also providing required certifications. Marketing List Responded to inquiries from those interested in potential affordable housing opportunities in Needham, most who were Needham residents, and notified them when affordable units became available. Marketing Plans Reviewed and commented on the draft Marketing Plan for 2nd Avenue Residences, and provided documentation for securing state approval for a 70% local preference threshold. Participated in the WestMetro HOME Consortium Served as the Town's representative to the WestMetro HOME Consortium.			

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Community Housing Specialist	Priority	1
• <i>HOME Reporting</i> Prepared required reports for the WestMetro HOME Consortium including the revised 2015 CAPER, Annual Action Plan (AAP), Analysis of Impediments (AI) and requisitions for administrative funding and budget transfers. Provided input into the preparation of the Regional Fair Housing Plan. • <i>1285 South Street</i> Completed work with the Charles River Center and WestMetro HOME Consortium staff to prepare and assemble the considerable documentation that was required to drawdown the HOME Program funding for the group home at 1285 South Street and for HUD monitoring. Also, organized a completion inspection of the project. • <i>Housing Strategy</i> Prepared a draft Housing Strategy that summarized the Town's priorities with respect to promoting affordable housing in a post Chapter 40B environment. • <i>Enrollment Projections</i> Provided student enrollment projections for a Chapter 40B development. • <i>Coordination with the Needham Housing Authority</i> Maintained regular communication with the Needham Housing Authority on a variety of housing issues. • <i>Technical Support</i> Provided technical input into the conceptual stages of several potential affordable housing developments and addressed ongoing questions related to housing regulations. The Community Housing Specialist has accomplished a great deal since her arrival in January of 2014 and has taken a considerable burden off of a number of us who became responsible for various tasks related to affordable housing. I will continue to rely on her expertise as we continue to provide many of the functions listed above in 2016 and move forward in implementing the Town's Housing Strategy. Those key activities that are planned for 2016 are listed below. Community Housing Specialist Planned Activities, 2016 Those priority activities that are planned for 2016 include the following: • <i>Monitoring/Recertification</i> Conduct annual monitoring/recertification of the affordability and/or occupancy of existing affordable units for which the Town is the identified Monitoring Agent. This monitoring will be conducted in early 2016 for Junction Place, Garden Street/Browne-Whitney, High Cliff Estates, Suites of Needham, Craftsman Village, Needham Place, 1285 South Street, and The Residences at Wingate. Also obtain annual compliance reports for the monitoring of the other affordable housing developments in Needham for which another Monitoring Agent has been designated.			

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Community Housing Specialist	Priority	1
Project Database Continue to update the database of affordable units as necessary. Participate in the WestMetro HOME Consortium Continue to serve as the Town's representative in the WestMetro HOME Consortium. HOME Reporting Prepare required reports for the WestMetro HOME Consortium including the revised 2016 CAPER, Annual Action Plan (AAP), and requisitions for administrative funding. Resale Activity Coordinate the resale of Unit #1 at the Junction Place development, a unit targeted to those earning at or below 150% of area median income, as well as other potential resales or refinancing activity that might arise for projects that the Town is charged with monitoring functions. NHA Resales Provide technical support to the Needham Housing Authority for the resale of 297 Linden Street and other resales or refinancing activities as they arise. Coordination with the Needham Housing Authority Continue to maintain regular communication with the Needham Housing Authority on a variety of housing issues. This will include work towards the redevelopment of the Linden-Chambers project. Subsidized Housing Inventory (SHI) Provide required documentation and necessary oversight to get new affordable units included on the Subsidized Housing Inventory (SHI) for the second phase of the Residences at Wingate, 2nd Avenue Residences, and Greendale Mews. Housing Website and Other Informational Materials Publish and regularly update a Housing Section on the Town's website to provide comprehensive information regarding the priority housing strategies, demographic and housing data, available programs and services, existing affordable housing developments, links to other organizations and documents, etc. Prepare other informational materials, such as a potential brochure, PowerPoint presentation, or feature article on affordable housing. Implement Housing Strategies Provide staff coordination for the implementation of priority strategies included in the Town's Housing Strategy and HUD Consolidated Plan, including meeting with developers who are interested in developing affordable or mixed-income housing. Demographic, Economic and Housing Profiles Update the profiles of demographic, economic and housing characteristics and trends based on the latest census estimates and current market information.			

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Community Housing Specialist	Priority	1
• <i>Support the Establishment and Operation of a Municipal Affordable Housing Trust</i> Coordinate the establishment and operation of a Municipal Affordable Housing Trust that will serve as the Town's entity to oversee affordable housing issues and manage a dedicated fund in support of affordable housing initiatives. • <i>Explore the Development of a Chapter 40R/40S District</i> Apply and obtain state grant funding to support the development of a Smart Growth Overlay District. • <i>Technical Support</i> Provide technical input into new affordable housing development from the conceptual phase through occupancy as well as on affordable housing regulations.			

Performance Improvement Funding Request DSR4					
Department	Planning and Community Development				
Title	Administrative Specialist	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency Recurring Amount (A)	One Time Only Amount (B)	Total Amount (A + B)	
1. Salary and Wage	.73	\$6,347		\$6,347	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		\$6,347		\$6,347	
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					
Increased funding for the Administrative Specialist position is requested so as to increase the hours of the position from 22.5 to 27.5. Accordingly, a DS4 request in the amount of \$6,347 has been submitted with this budget request to fund the noted position. The Administrative Specialist position was created in 2010 to support the Planning, Economic Development, Conservation and Zoning functions of the newly created 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. 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. At the time the Administrative Specialist was hired, the position primarily served the Conservation and Planning Departments. As the staff members, projects and workload have increased in the office, the Administrative Specialist has assumed more work from all departments and boards (i.e. Planning Department, Economic Development Director, Conservation Department, Zoning Board of Appeals, Design Review Board and the Housing Specialist). Much of the work the Administrative Specialist does for these groups has been to support current projects. At the same time the Specialist is responsible for improving office procedures, organizing office files, and creating more efficient systems. Since people walking into the office suite typically approach the Administrative Specialist first, her priority is to serve them. She assists contractors, residents, attorneys, architects, engineers,					

Performance Improvement Funding Request DSR4			
Department	Planning and Community Development		
Title	Administrative Specialist	Priority	2
other staff and board and committee members. In preparation for the various scheduled meetings, the Specialist is responsible for reserving meeting space, preparing mailings, making phone calls to coordinate meetings, maintaining filing systems for both Conservation and Planning, ordering of supplies for all office staff, working with outside vendors for various services, coordinating payment to vendors, processing all check deposits that come through our office, maintaining databases for both Conservation and Planning, and composing of correspondence and troubleshooting when necessary. Unlike the work she does to assist the Conservation Commission and the Planning Board, the Administrative Specialist assists the Design Review Board directly by communicating directly with their Chairperson. Currently, those responsibilities include the dissemination of information to DRB applicants, updating the DRB website pages, compilation of agendas for upcoming meetings, and posting of the agenda to the Town Clerk. The work hours for the Administrative Specialist are limited and yet her workload has increased and, with that, the challenge of managing her many responsibilities. To her credit the Specialist has been able to manage and complete the tasks that are required of her on time. At times, however, she will work past her daily hours to accomplish the goals of our office suite. When the position was originally established in FY 2010, the position provided administrative support for four people. Currently, the position is assisting seven staff members and the DRB. Goals for FY 2017 under a program of additional hours would include the following items. <u>Planning Division Goals:</u> Our goals for the Specialist within the Planning Division are as follows: • Continue working with Planning staff and the Design Review Board to better define her role in the process, and, if desired by her managers, to update the application process and procedures. This includes revising the application document and the written guidelines as well as expressing any changes to the process to the general public. If appropriate, becoming the lead contact person for the DRB and its interactions with the public. • Work with the Director of Planning and Community Development and the Assistant Planner to purge old, unnecessary files (as the law allows), to relocate any files that are not needed frequently to storage, and to reorganize the subject files, the housing files and the Design Review Board files (among others as the need arises). • Explore (and complete, if approved) the value of consolidating past ZBA Planning files into the existing ZBA file system. This would create more comprehensive ZBA files and free up physical space. <u>Conservation Division Goals:</u> Our goals for the Specialist within the Conservation Division are as follows: • Continuation of the ongoing process of modernization and updating of the Conservation Department files. This is a continuing process that will be expanded to other Department files, as appropriate. • Provide support for updating website content and developing new content that is consistent with the goals of the Conservation Department. <u>Departmental Goals:</u> Our goals for the position within the Department are as follows: • Assist in the implementation of the Performance Measures identified in the FY 2017 budget submittal.			

Department Information DSR1			
Department		Police Department	
Department Mission			
The Needham Police Department is committed to excellence in everything we do. We pledge to maintain a close working relationship with the community to protect life and property, and maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity and community values.			
Operational Considerations			
Activity	FY2015	FY2014	FY2013
Calls for Service	33,610	34,368	32,595
Priority 1,	4,845	5,010	4,703
Incident Reports	1,840	1,729	1,667
Arrest & Complaints			
Adult	299	317	341
Juvenile	26	41	28
Citations	2,939	3,491	2,931
Motor Vehicle Crashes	415	424	407
Priority 1 Calls (Immediate Police Response)			
Examples: Domestic Disturbance, Physical Altercation, Accident with Injury, Robbery, Suspicious Person			
FY 2017 Budget Request			
The FY2017 overall budget request of \$6,764,141 is \$519,665 above the FY16 department budget. Included in the overall budget increase is a DSR4 request to fund four additional police officer positions at a cost of \$253,184.			
Salary and Wages			
The salary and wage amount requested is base request of \$ 5,967,300 is an increase of \$202,078 over FY16 and is the result of the following;			
COLA increase for civilian administrative staff and salary step increases for public safety dispatchers.			
Step increases for several members of bargaining unit.			
One more scheduled election in FY17			
Negotiated collective bargaining agreement between Town and police bargaining unit (Patrol Officers and Sergeants)			
Expenses			
The FY17 overall expense request of \$314,755 has increased \$2,870 over FY16 and is the result of the following;			

Department Information			
DSR1			
Department	Police Department		
I would like to bring your attention to two items which have had an impact on the expense line.			
The first item is the reduction in fuel costs. For FY17 the per gallon cost has dropped to \$2.85 per gallon for a savings of \$26,210			
The second item is the \$20,000 detail contingent account which was approved at Town Meeting last spring. The line item will be used to pay uncollectible police details.			
Under Repairs and Maintenance,			
Photocopier maintenance	increase of	200	
Communication system	increase of	500	
CJIS system	increase of	100	
Vehicle repairs/maint	increase of	400	
Under Rental & Leases			
Range Rental	increase of	250	
Motor Cycle	increase of	205	
Postage Meter	increase of	100	
Under Communications			
General Postage	increase of	200	
911 and landlines	increase of	200	
Wireless	increase of	800	
Printing	increase of	600	
Under Other Purchased Services			
Vehicle cleaning	increase of	300	
Under Office Supplies	increase of	1,700	
Under Grounds keeping	decrease of	(-300)	
Under Vehicle Supplies			
Gasoline	decrease of	(-26,210)	
Tires/Batteries/ACC	increase of	775	
Under Medical Supplies			
Defibrillator Supplies	increase of	300	
Under Other Supplies & Equip			
New Issue uniforms	increase of	500	
Allowance	increase of	400	
Range Supplies	increase of	1,600	
Under Dues & Subscriptions	increase of	250	
Under Other Expenses			
Detail Contingent Account	new	20,000	

Department Information DSR1	
Department	Police Department
The total expense requested for FY17 is \$314,755 Capital Equipment Replacement For FY17 the replacement of six vehicles is anticipated in accordance with the department's vehicle replacement schedule. They are four patrol cruisers, one detective unit and one administrative unit. The present state vehicle purchase contract expires in April of 2016, as a result vehicle prices were increased 3.5% to cover any anticipated manufacturers price increase. The replacement of the electronic fingerprint submission system. The current Crossmatch ID500 Fingerprinting unit and related software is obsolete and no longer supported by the company. The operating system on the PC that runs the software is Windows XP and is also no longer supported. Due to system breakdowns, the department is currently using a device that is on loan to us. The Mass State ID Unit has new requirements from the FBI and no longer recommends the use of the current ID500 unit but rather units that support palm printing. The replacement cost of \$19,800. The Capital Equipment request is \$228,902 Grants and Donations The Department received reimbursement funding under the State 911, Department of Public Safety Answering Point and Regional Emergency Communication Center Support and Incentive Program. The grant funding to each primary 911 call center is based on the previous year's 911 call center volume. For FY2015, the Department received \$59,894 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 FY15, the Department received \$7,500 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 Department's bottom line. Total Budget Summary The total police department budget request for FY2017 is \$6,764,141	

Department Information DSR1			
Department		Police Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	5,967,300	253,184	6,220,484
b) Expenses	314,755		314,755
c) Capital	228,902		228,902
d) Other Townwide			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	6,510,957	253,184	6,764,141
V2017R			

Department Expenditure Detail DSR2									
Department				Police Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	59		59	59		59	59		59
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							3,808,354	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							217,873	
c.	PRD1 Education							479,128	
d.	PRD1 Extra Holiday							10,596	
e.	PRD1 Longevity							66,813	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							4,800	
h.	PRD1 Other Compensation							77,402	
i.	PRD1 Budget Adjustments							35,884	
PRD1 Sub Total							4,700,850		
J	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Matron duty							1,500	
b.	Parking Enforcement							32,255	
c.	Traffic Supervisors							193,385	
d.									
e.	DSR3 Total								
Sub Total 2							227,140		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							612,028	
b.	Training and Development							159,933	
c.	Vacation Shift Filling							222,837	
d.	Elections (3)							16,995	
e.	DSR3 Total								
Sub Total 3							1,011,793		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs NOSL							15,000	
b.	Pay In Lieu of Accrued Leave							12,517	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							27,517		
5. Total Salary and Wages (1+2+3+4)							5,967,300		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Photocopier Maint (1,200), Radar,Lidar other devices (5,000) Communication system (18,700), CJIS system (3,000) Bicycle parts/ services (500) Vehicle repairs/maintenance/inspections (8,700)	37,100
Rental & Leases (527X)	Range Rental (3,000) Motor Cycle (4,700) Postage Meter (900) TTY (75) Cooler (900)	9,575
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 (2,200) 911 and landlines (6,700) Wireless (15,000) printing (1,900) PR Communications (4,800)	30,600
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Towing (800) ACO Testing (800) Vehicle Cleaning (900)	2,500
Office Supplies (542x)	Office Supplies	8,600
Building & Equipment Supplies (543x)	Hardware	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Misc Building Maintenance	700
Vehicular Supplies (548x)	Gasoline (82,650) Oil (1,800) Tires,Batteries,Accessories (15,275)	99,725
Food and Service Supplies (549x)		
Medical Supplies (550x)	Cruiser Medical and Station Kits (4,000) Narcan (700) Defib Supplies (1,900)	6,600
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Uniform Supplies New Issue (14,300) Allowance (7,400) Range Supplies(14,200) Batteries, Portable Radio (10,500) Lab Items & Evidence Supplies (1,900) Patrol, Traffic, Cell Supplies, Training Supplies (12,500) Other Supplies (1,500)	62,300
Governmental Charges (569x)	EMT Licenses (3,000) Court Filing Fees (160)	3,160
Travel & Mileage (571x – 572x)	Court, Training & Seminars	3,000
Dues & Subscriptions (573X)	Membership & Dues GBPC, METRO-LEC, IACP SSPI, Chiefs, Plymouth County, FBI	14,395
Other Expenses (574 X – 579x)	Detail Contingent Account	20,000
6. Total Expenses		314,755

DSR2C				
Capital Equipment Replacement (587X)	Four Marked Cruisers (140,324) One Detective Unit (32,393) One Administration Unit (29,406) Crossmatch Fingerprint/palm print scanner assembly (19,800)			
7. Total Operating Budget Capital				228,902
8. Total Base Request (Line 5 + Line 6 + Line 7)				6,510,957
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☒	NO	☐
V2017				

Performance Improvement Funding Request DSR4						
Department	Police Department					
Title	Police Officer			Priority	1	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	4	253,184			253,184	
2. Expense						
3. Operating Capital						
4. Other Costs		107,350			107,350	
5. Total (1+2+3+4)		360,534			360,534	
Budgetary Considerations					Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee					☐	☒
Has this request been submitted in the last three fiscal years and not funded?					☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					☒	☐
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☐	☒
Does the request support activities which produce revenue for the Town?					☒	☐
If the request is not approved, will current Town revenues be negatively impacted?					☐	☒
Is there an increased exposure for the Town if the request is not approved?					☐	☒
Is specialized training or licensing required (beyond the initial purchase)?					☒	☐
Does this request address a documented health or safety issue?					☐	☒
All "YES" responses must be explained in the narrative						
Description and Explanation						
The current staffing level for the police department is forty-nine sworn officers. The staffing level has remained unchanged since 1990 when it was fifty-four officers. During that period, the Town was facing some financial constraints and five positions were eliminated. The Department of Justice recommends a town of Needham's size to use a staffing formula of 1.8 officers per 1000 residents. Needham's population is currently over 31,000. Using the Department of Justice formula, Needham's police force should be at fifty-six officers. The re-development of the Center 128 business district is in an area of Town where calls for service will increase. Between the planned 390 unit resident complexes, a third hotel along with additional retail space in the area will all require additional police protection. A recently completed fiscal impact analysis report by Connery Associates for the 390 unit rental development indicates an estimated annual residential service cost to the police department of approximately \$53,000. In addition to the Center 128 project, there is a proposed plan for an additional 250 resident units off Highland Ave near the Newton line. The recent redistricting of the Highland Ave corridor to allow for Medical Marijuana Dispensaries to operate is another public safety concern which will require a police presence. In looking at the growth in this area of Town, the Department seeks to increase the police presence/ response to this area of Town by adding additional personnel. The addition of the 4 officers will increase the Departments staffing level to 53 officers, which is still below the Department of Justice recommendations.						

V2017

Department Information DSR1	
Department	FIRE
Department Mission	
To provide the Town of Needham with an effective, well trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, fire inspections and fire safety education in the most cost-effective manner possible.	
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 FY15 we collected \$591,279 in revenue from the ambulance(s), \$63,048 in revenue from fire inspection permits and actual inspections and \$56,160 in revenue from fire alarm master box fees, permits and inspections. In FY15, we were successful in receiving not only a Student Awareness of Fire Education grant in the amount of \$5,023, but also a Senior Awareness of Fire Education grant in the amount of \$2,995. This money helps us to provide lifesaving education in the classroom and now for our seniors, as well. We have recently submitted our grant requests for FY16 and hope to hear a favorable response in the next month or so. Salaries The salary/wage line item includes no contractual raises for Local 1706, Units A & C, however, it does include step and longevity raises. It does not include any cost of living raises for Dispatchers. Included are contractual raises for ITWA/LIUNA Local 272 members. In addition, it includes an increase in hours for our Temporary Office Coverage in Administration. The primary responsibility for this position is payroll. It was originally budgeted to assist in the payroll process when the Director of Administrative Services was ill or on vacation. However, due to the time involved in preparing our current payroll, the increase in hours is necessary to allow our Director of Administrative Services time to work on more complex deadline oriented projects (i.e. grant applications and management, research and reporting on various Fire Department operations, development of an orientation program, writing fire department press releases, etc.) The overtime line item on the DSR2 includes overtime for Units A & C. In order to cover all Vacation and Personal Days for Deputies, Captains, Lieutenants and Firefighters we will need approximately 623,655. In addition to vacation and personal coverage, we estimate that we will need approximately 145,000 – 165,000 to cover sick, mutual aid, callbacks, holdovers, storms, EMS work and meetings, mechanics repair time, along with any unexpected overtime. Therefore, the total we are requesting is 788,665. Services and Supplies The following highlights significant changes (+/- \$100 up or down) to the services and supply portion of our budget: Repair and Maintenance ~ +6,281 • Copy machine service agreement ~ 1,119 up from 1,016 (+103) • Repair and maintain FF equipment ~ 12,344 up from 9,589 (+2,755) • Vehicle Inspections ~ 5,390 down from 6,255 (-865) • Outside vehicle repairs ~ 22,698 up from 19,770 (+2,928) • Municipal Fire Alarm system outside repairs ~ 10,800 up from 10,000 (+800) • Radio Maintenance contract ~ 4,392 up from 4,026 (+366)	

Department Information DSR1	
Department	FIRE
Defibrillators service contract ~ 5,709 up from 5,515 (+194)	
Professional/Technical ~ -4,276	
- Fire Chief/Fire Inspectors monthly meetings ~ 1,530 up from 1,200 (+330) - Professional association annual conferences ~ 2,725 up from 935 (+1,790) - Fire Chiefs' Professional Development seminar ~ 1,000 up from 500 (+500) - Professional Development training for Officers and Firefighters ~ 8,000 (+8,000) The Department is committed to providing professional training opportunities especially for junior officers and firefighters. Due to the number of retirements and potential future retirements, we have lost an incredible amount of institutional and fire service experience and knowledge. Not only would this be advantageous to the department and the Town, but it is imperative to the responsible operation of the fire department, as well as to create a strong pool of future leadership. - Ambupro (EMS software) ~ 5,100 up from 4,980 (+120) - EMT/Paramedic Refresher Course including ACLS and CPR ~ 11,900 up from 11,450 (+450) - Monthly EMS Continuing Education ~ 4,000 (+4,000) This request is a result of the change to National certification for our EMS professionals. There are certain Nationally recognized subject matter topics that must be covered in order to remain certified. The hiring of a professional organization to provide these monthly classes would ensure uniformity and that the training requirement is satisfactorily met. - Consultant for Fire Alarm plan review ~ 0 (-20,000) This will now be handled by the Building Department. - Dispatch state mandated E911 continuing education ~ 1,435 down from 1,675 (-240) - EMD (Emergency medical dispatch) recertification and dispatchers call assessment recertification ~ 774 (+774)	
Communications ~ +1,285	
- All wireless communication including 7 air cards ~ 8,315 up from 7,355 (+960) - Printing ~ 400 up from 125 (+275)	
Vehicular Supplies ~ +4,303	
- Fuel ~ 33,275 up from 32,591 (+684) - Vehicle parts ~ 20,669 up from 17,050 (+3,619)	
Medical Supplies ~ +2,500	
Food and Service Supplies ~ +500	
Meeting and event refreshments ~ 700 up from 200 (+500)	
Other Supplies and Equipment ~ +16,944	
- Other Firefighting supplies ~ 48,425 up from 38,166 (+10,259) - Uniforms ~ 41,920 up from 35,900 (+6,020) - Fire Alarm supplies ~ 2,390 up from 1,890 (+500)	
Governmental Charges ~ -2,825	
EMT/Paramedic State/National re-certification ~ 4,885 down from 7,710 (-2,825)	

Department Information DSR1			
Department		[FIRE]	
Travel ~ +2,238 IAFC and Professional Development seminars ~ 4,478 up from 2,240 (+2,238)			
Dues and Subscriptions ~ +1,116 IAFC ~ 1,524 up from 428 (+1,096)			
Capital Equipment Replacement New FF/Officer Structural Firefighting Protective Apparel (Hitch Gear) ~ As was the case last year, our department is continuing to evolve with the potential retirement of officers and firefighters. Since some of these retirements could represent promotions and the hiring of new firefighters, we are again requesting hitch gear. In FY16 we received 20,311 for the cost of some new hitch gear and this year we are requesting a slight increase for a total of 23,385.]			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[6,942,435]	301,380	[7,243,815]
b) Expenses	[329,002]	28,800	357,802
c) Capital	[23,835]	[]	[23,835]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[7,295,272]	[330,180]	[7,625,452]
V2017R			

Department Expenditure Detail DSR2									
Department				FIRE					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	71	0	71	71	0	71	71	0	71
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							4,382,596	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							563,472	
c.	PRD1 Education							276,740	
d.	PRD1 Extra Holiday							409,760	
e.	PRD1 Longevity							108,533	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							520	
h.	PRD1 Other Compensation							29,746	
i.	PRD1 Budget Adjustments							44,395	
PRD1 Sub Total							5,815,762		
J	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage - Administration (6 hrs /wk X \$24.63/hr)							7,685	
b.	Temporary Part-time Support – Fire Alarm (9 hrs /wk X \$40/hr)							18,720	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							26,405		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							788,665	
b.	Training and Development							235,375	
c.	Fire Alarm Overtime							10,000	
d.	Fire Civilian Dispatch Overtime							52,503	
e.	DSR3 Total								
Sub Total 3							1,086,543		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Ass't Director Emg Mgt							1,500	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade							12,225	
f.	DSR3 Other Compensation								
Sub Total 4							13,725		
5. Total Salary and Wages (1+2+3+4)								6,942,435	

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (1,119) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow and hydrostatic testing; air compressor maintenance contract, service for Amkus rescue tools; annual calibration of CO monitors; recharging fire extinguishers; and small equipment repair (12,344) Vehicle inspections (5,390) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brake, exhaust, body, pump and aerial electrical repairs, as well as scheduled maintenance (22,698) Municipal Fire Alarm system outside repairs (10,800) Radio maintenance contract (4,392) Radio repairs (1,800) Defibrillator maintenance contract (5,709)	64,252
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 (2,320) Monthly MetroFire, Fire Chiefs; Association of MA, Norfolk County and Fire Prevention monthly meetings (1,530) Annual conferences including MMA, IAFC and Fire Prevention; Fire Alarm seminars, and Fire Chiefs' Professional Development seminar and Professional Development training for Officers and FF's (11,725) Ambupro Software License User Fee (5,100) Medical Oxygen (1,216) EMT/Paramedic Refresher Course/ACLS/12-Lead (11,900) Monthly EMS Continuing Education (4,000) Police details (336) Instructor's fees (4,500) E911 Dispatch Continuing Education, EMD recertification, Call Assessment recertification (2,209)	53,878

Fiscal Year 2017 Proposed Budget

	Swiftreach Emergency Notification Software User License (8,042)	
Communications (534x)	All wireless communications (8,315) All phones/repeater lines (4,105) Postage (335) Printing/Mailing (400)	13,155
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring (500)	500
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, stationary, envelopes, notebooks, file folders, tape, staples, etc. (2,250)	2,250
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, other plantings (385)	385
Vehicular Supplies (548x)	Fuel – regular, diesel (33,275) Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (20,669)	53,944
Food and Service Supplies (549x)	Meeting refreshments (700)	700
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, bandages, etc. (28,000)	28,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, gates, tools, SCBA accessories, batteries, thermal imager, rescue kit etc. (48,425) All work and dress uniforms including, but not limited to: dress pants, dress coats, dress shirts, badges, work pants, work shirts, sweatshirts, hats, gloves, work shoes, etc. (41,920) NFPA Codes on-line (1,256) Fire Prevention supplies (300) Educational supplies (1,375) Fire Alarm supplies (2,390) Emergency Mgt supplies (275)	95,941
Governmental Charges (569x)	Ambulance(s) license (1,000) Food and Drug license (300) EMT/Paramedic State recertification (4,125) EMT/Paramedic National Registry Fee (760)	6,185
Travel & Mileage (571x – 572x)	Mileage, hotels, parking and tolls for all meeting/conferences (4,478)	4,478
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400)	5,094

Fiscal Year 2017 Proposed Budget

	Norfolk County Fire Chiefs (250) IAFC (1,524) NFPA (165) Fire Prevention Association (100) MetroFire (2,500) Haz-Mat Team member (75) IMSA (80)	
Other Expenses (574 X – 579x)		
6. Total Expenses		329,002
DSR2C		
Capital Equipment Replacement (587X)	Promotion/New Firefighter Structural Firefighting Protective Apparel (23,835)	23,835
7. Total Operating Budget Capital		23,835
8. Total Base Request (Line 5 + Line 6 + Line 7)		7,295,272
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐ NO ☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐ NO ☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐ NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐ NO ☒
		V2017

Performance Improvement Funding Request DSR4					
Department	FIRE				
Title	Special Assignment Support - Inspection			Priority	1
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		18,720		18,720	
2. Expense					
3. Operating Capital					
4. Other Costs		1,432			
5. Total (1+2+3+4)		18,720		18,720	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
Has this request been submitted in the last three fiscal years and not funded?				☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
Does the request support activities which produce revenue for the Town?				☐	☒
If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
Is there an increased exposure for the Town if the request is not approved?				☒	☐
Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
This is a request for a new part-time position to help augment our Fire Prevention Division. It is based on an average of 9 hours per week. The actual salary is \$18,720 with an additional \$1,432 making up benefit costs. This position would mainly conduct pre-fire planning inspections of Town buildings and schools, as well as commercial establishments. Information gathered at these inspections will include pictures, floor plans, hazardous material locations and amounts, as well as any other pertinent information vital to the efficient and effective mitigation of an emergency incident. The data gathered would be input into our Tri Tech Perform software database. This site information would be accessible to emergency responders while on scene through the use of tablets, thereby aiding in their response. The information would also be available to our dispatchers who would be able to advise companies prior to their arrival of hazards or special concerns associated with any given site. Without knowledge of what hazards and hazardous materials are contained in a building, our first responders and the public at large are at potential risk. To better illustrate the potential exposure the Town might face without such pre-fire and hazard awareness planning, one would only have to look at the City of Newton and the tragic events that occurred in 1993 at the H.C. Stark company which is in our Engine 4's first alarm assignment. At that incident, the introduction of water to a sodium fire caused an explosion causing severe injury to firefighters and plant workers. One firefighter received burns on 90% of his body, as well as losing his sight. In all, 13 firefighters received disability retirements as a result of the incident and special legislation insured that they received all contractual raises from that date until they					

Performance Improvement Funding Request DSR4			
Department	FIRE		
Title	Special Assignment Support - Inspection	Priority	1
reached their normal mandatory retirement age of 65. The lessons learned from that incident clearly show that had there been better information, training and communication between plant workers and firefighters, the initial fire would have been allowed to burn and the resulting tragedy avoided. Thus, the financial exposure for a similar incident here in Needham could be in the millions of dollars.			
			V2017

Performance Improvement Funding Request DSR4					
Department	FIRE				
Title	Staffing for Permanent Ambulance at Station 2			Priority	2
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	4	282,660		282,660	
2. Expense		7,000	21,800	28,800	
3. Operating Capital					
4. Other Costs		119,565		119,565	
5. Total (1+2+3+4)		409,225	21,800	431,025	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
Has this request been submitted in the last three fiscal years and not funded?				☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
Does the request support activities which produce revenue for the Town?				☒	☐
If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
Is there an increased exposure for the Town if the request is not approved?				☐	☒
Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
This request is for an additional 4 Firefighter/Paramedics to staff a second full time ambulance at Station II (Needham Heights). The recurring amount includes Salaries, Personal/Vacation, Training and replacement of work uniform, as needed. In addition, it includes \$5,600 for extra medical supplies and equipment necessary to operate the ambulance on a more frequent basis. The actual salary cost is \$282,660, while \$119,565 is for benefit costs (i.e. health insurance, Medicare, retirement). The one time only amount includes hiring Physical Ability Test, Psychological, Academy books and certifications, Protective Structural Firefighting Gear, Dress Uniform and Badges. The Structural Firefighting Protective Apparel will need to be replaced in 10 years as per NFPA Standards. This request is warranted due to current and expected future growth in the Needham Heights area. At this time, only one full time ambulance covers the entire Town from the Station I (Needham Square) location. By housing a second full time ambulance at Station II average response times to that service area will drop, thereby increasing the ability of our staff to begin lifesaving EMS functions more rapidly. In addition, having two fully staffed ALS response vehicles will allow us to answer simultaneous calls which we now rely upon mutual aid for. Secondary calls are likely to increase as call volume trends are expected to continue an upward trend. Over the past ten years there has been a consistent increase in EMS related incidents ranging from 1,588 in 2005 to a projected 2,289 for 2015. It is likely that this trend will continue spurred by the development at Needham Crossing and other existing sites and					

**Performance Improvement Funding Request
DSR4**

Department	FIRE		
Title	Staffing for Permanent Ambulance at Station 2	Priority	2

new complexes throughout the town. As the overall number of EMS and other incidents increasing, the likelihood of having a single ambulance available for service diminishes. That is while calls for service rise within a finite amount of time the number of simultaneous second calls requiring mutual aid ambulances will increase. In 2014 according to dispatch records, the department required the use of a mutual aid ambulance 162 times. Requiring mutual aid to service these calls results in a substantial amount of lost revenue to the Town. This request supports activity which will produce additional revenue for the Town, while providing more immediate patient care.

Why Fire Based EMS

Needham residents have had the benefit of a fire department based EMS system for over forty years, nearly half of which time at the advanced life support level. An advanced life support (ALS) ambulance service is the highest level of pre-hospital care currently available, offering timely life saving measures in the field. The reasons why an EMS ambulance should be provided by the fire department are plentiful and include the following:

- The two fire stations in Town are geographically located so as to insure quick response times to all areas of Town. When a life threatening medical emergency occurs the amount of time it takes to initiate ALS care becomes a critical component to the survivability of the patient.
- The Needham fire based ambulance has over 40 years of continued experience providing EMS care within the Town.
- The Needham Firefighter/Paramedics offer a vast amount of knowledge of the Town, its buildings, fields, parks and street locations. There is no need to depend on GPS systems that transient workers would require.
- A stable workforce of fire based personnel allows for the development of intimate relationships with sick and infirmed residents over time. These relationships help reassure those most vulnerable in our Town and reduce the need to re-explain their basic medical situation in-depth over and over.
- A fire based EMS system allows for patient treatment to begin immediately, even if the patient is trapped in a building on fire, pinned in a car crash or in a collapsed building. The same people who will conduct extrication can also begin patient treatment during those operations.
- Needham Firefighter/EMT's are among the most stable workforce in Town. It is common place for fire service personnel to remain at their jobs for over 30 years. This stability translates into a special commitment to the Town and its people that no private ambulance service could offer. Private ambulance workers are often transient, working shifts in a number of communities without commitment to any town in particular.
- Firefighter/EMT's assigned to the ambulance are available to respond to all types of emergencies and can offer services beyond the scope of EMS when needed, thus increasing the productivity of our department services.
- Our fire based EMS system is seamless and timely. Once the 911 call is made, dispatch

Performance Improvement Funding Request DSR4			
Department	FIRE		
Title	Staffing for Permanent Ambulance at Station 2	Priority	2
needs only to make one announcement to activate a single deployment providing an all hazards response. There is no need to make a separate call to a private ambulance service, thus saving valuable time from the already tight critical time parameters available for an effective response. • A fire based EMS system insures that there is continuity of medical training, equipment, medical direction and administration. Unity of command is always maintained, as there is no competing agency on scene with their protocols and procedures to contend with. • Ambulance revenues help to offset personnel and related equipment costs. <u>Why not a Private Ambulance Service</u> There are numerous reasons why reverting to a private ambulance service after over forty years of exemplary fire based EMS service doesn't make sense for the Town of Needham. Among those reasons are the following: • Private ambulance services lack the infrastructure of the Needham Fire Department. At this time there is no ambulance service situated in Town that could offer the centrally geographical locations that the fire department already has. To acquire similarly located facilities may prove cost prohibitive for the introduction of a private ambulance company within town. • Housing a private ambulance vehicle within either or both fire stations is impractical, as these buildings currently have significant space constraints. Further, there would be no space to house additional personnel working for a private ambulance. • If housing space were to be found within Town facilities, the Town would in effect be absorbing costs of a private enterprise, thereby creating a corporate welfare structure. Further, the burden of maintaining such buildings would likely add to the Town's overall budget obligation. • With a private ambulance model the Town would receive no EMS related revenues, as only the transporting ambulance can bill for services. • The fire department would likely be needed to provide support services for most, if not all, EMS incidents that the private ambulance responds to without any remuneration. Firefighters would be used for lift assists, extrication and other tasks that a two person private ambulance could not provide. • There are contractual obligations the Town has providing pay rates for various levels of EMS certifications that would need to continue until such time, if ever, they are negotiated out of the collective bargaining agreement with the firefighters union. • A private ambulance model would by definition require profits be the primary motivator, possibly even ahead of the level of patient care our townspeople have come to expect over the past forty years. • The staffing models of most private ambulance services depends heavily on the usage of newly trained EMT's and generally offers little incentive for personnel to remain with the service. This model does not value experience in the same way as the fire service, nor is			

Performance Improvement Funding Request DSR4			
Department	FIRE		
Title	Staffing for Permanent Ambulance at Station 2	Priority	2
it conducive to building patient relationships over time causing anxiety for our neighbors. The commitment to the Town and the obligations of a private ambulance service is only as good as that company's business model and subject to disruption at any time. This cannot be better illustrated than by referencing the situation created by the bankruptcy of Med Corp EMS and their parent company First Med EMS. This company was one of the largest providers of ambulance services in the country prior to filing for bankruptcy. They served over 70 municipalities across six states. The company closed their doors without notice or explanation over a weekend, firing over 2,000 paramedics and other emergency workers leaving the communities they had served without ambulance coverage. The move left communities scrambling to provide EMS services within a moment's notice. To vary from the current Needham Fire Department based EMS system our Townspeople now enjoy and shift to a model carrying this level of risk and instability does not appear to be in the best interest of the community.			
			V2017

Department Information DSR1	
Department	Building
Department Mission The Building Department oversees several functions of public safety, and the enforcement of their applicable codes: Massachusetts State Building Code: The purpose of this Code is to establish minimum requirements to safeguard the public safety, health and general welfare through structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations. National Electric Code: The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity. Commonwealth of Massachusetts Fuel Gas and Plumbing Code: This Code is founded upon certain principles of public health environmental sanitation and safety through properly designed, acceptably installed, and adequately maintained plumbing systems. The Building Department also reviews all building, electrical, plumbing, gas, and sign applications. Department staff performs all requested inspections of structures undergoing construction and issues certificates of occupancies for all building permits when work is complete and all inspected work is in compliance with applicable regulations or code. In addition, department staff inspects buildings or tenant spaces used for the gathering of persons for purposes such as civic, social or religious functions, recreation, food or drink consumption, education, adult/children day care, etc. Department staff works with Town departments involved with planning future developments in town	
Operational Considerations The Building Department is funded by its fiscal operational budget. The FY13 operational budget was \$489,559.00 The FY14 operational budget was \$559,654.00 The FY15 operational budget was \$582,350.00 The FY16 operational budget is \$606,494.00 Monies generated by the Building Department are by means of permit fees, and misc. fees. Total fees collected in FY13 amounted to \$1,598.953. Total fees collected in FY14 amounted to \$1,975,200- increase due to Trip Advisor project Total fees collected in FY15 amounted to \$1,391,043 Budget submission for level service is \$620,825.00 Salary & Wages FY17 Budget submission-\$589,785.00- 1.86 % Increase – Annual Step increases & New Classifications of positions	

Department Information DSR1	
Department	Building
<u>Services, Supplies & Other Expenses</u> FY16 Budget submission-\$31,040.00 <u>New positions</u> The Building Department went through some staffing changes during the year. A part time Local Building Inspector was hired to fill the vacant position. A new Plumbing and Gas Inspector was hired after the retirement of the existing Inspector. To maintain as smooth of a transition as possible for tradespersons and property owners, the Building Department continues to enhance information on the Town web page with respect to changes coming into effect. For example; As of January 2015 commercial sprinkler & fire alarm permits, previously issued by the Fire Department, are now issued by the Building Department; Building Contractors who hold a Construction Supervisor's License must also hold a Home Improvement Registration to perform remodeling work on 1 & 2 family homes. The Building Department will continue to release information, when available, regarding new Zoning, noise, tree, and residential storm water requirements being developed and adopted. 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> FY13-Residential Dwelling Units- 84 FY13-Non-residential Buildings - 6 FY14-Residential Single Family Dwellings- 101 FY14 Residential Two Family Dwellings- 13 FY14 Residential More than Two Family Dwellings- 4 FY14 Non-residential Buildings- 4 FY15 Residential Single Family Dwellings-85 FY15 Residential Two Family Dwellings-9 FY15 Non-residential Buildings-2 FY16 7/1/15 thru 10/30/15-Residential Single Family Dwellings-38 (plus 10 waiting for issue) FY16 7/1/15 thru 10/30/15-Residential Two Family Dwellings-2 FY16 7/1/15 thru 10/30/15-Non-residential Buildings-1 <u>Demolition:</u> FY15 Residential-83 FY15 Commercial-1 FY16 7/1/15 thru 10/26/15-Residential-44 (plus 1 waiting for issue) FY16 7/1/15 thru 10/26/15-Commercial-1 Fiscal year 2015 Needham property owners reported they spent \$179,343,357.00* to construct or remodel 1,483,951 square feet to buildings and structures. This reflects a 7% increase in monies spent in FY14. This amounted to a <u>monthly</u> average of \$14,945,279.00 * This amount does not include dollar values of mechanical permits without building permits.	

Department Information DSR1	
Department	Building
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. 1.) <u>Information: Written & Verbal</u> <u>Written:</u> <u>On-line</u> 'Easy Permit' Process: Guided process for contractors and property owners preparing to build or remodel with links to zoning and building code informational sights. Permit applications-Building, Electric, Plumbing, Gas, Sheet metal, Sign Fee schedules-Building, Electric, Plumbing, Gas, Sheet metal, Sign Controlled Construction documents, Homeowner exemption document, Home Improvement Contractor, & Workers' Comp. <u>In-Office-</u> All permit applications-Fee schedules-State Construction Control documents - Residential zoning information, Misc. construction guidelines 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. 2.) <u>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: FY13-5,080 FY14-5,092 FY15-5,091 Due to the severe winter January thru March 2015, the Building Department has received close to 1500 property damage insurance claims and continues to receive claims. FY15 Res. roofing permits issued July-October-54 FY16 Res. roofing permits issued July-October-165-300 % increase 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. <u>Number of requested inspections performed:</u> <u>Building Inspector</u> FY13-3,240 * FY14-3,603 * FY15-4,162 * <u>Plumbing Inspector</u> FY13-3,552 * FY14-3,227 * FY15-3,712 * <u>Wiring Inspector</u> FY13-3,094 * FY14-3,111 * FY15-3,090 * * These numbers do not reflect emergency calls from Police & Fire Depts., nor do they reflect repeat visits within the same day due to tradespersons not ready; arrive late to	

Department Information DSR1			
Department		Building	
the site and call to have Inspector come back; no one on site & several tries made by Inspector to perform inspection.			
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 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 (DSR2 + DSR4)
a) Salary and Wages	\$589,785.00	\$97,344.00	\$687,129.00
b) Expenses	\$31,040.00	\$20,000.00	\$51,040.00
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$620,825.00	\$117,344.00	\$738,169.00
V2017R			

Department Expenditure Detail DSR2									
Department				Building					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	1	9	8	1	9	8	1	9
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$553,031	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$1,400	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							\$4,265	
PRD1 Sub Total							\$558,696		
J	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage. Coverage for vacation and sick leave for Building, Wiring, Plumbing & Gas Inspectors. Coverage to assist during high volume inspection periods, such as multi unit buildings and heating seasons.							\$20,842	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2							\$20,842		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Staff overtime during absenteeism; off hours inspections for facility shut downs; off hours emergency calls from Fire & Police Departments.							\$10,247	
e.	DSR3 Total								
Sub Total 3							\$10,247		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs							\$0	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	DSR3 Other Compensation								
Sub Total 4							\$0		
5. Total Salary and Wages (1+2+3+4)							\$589,785		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Registration fees for monthly continuing education seminars & meetings. (\$2785) Annual in-state/out of state conferences (\$2446)	\$5,231
Communications (534x)	Cell phones (\$2200) Postage & Constable Service (\$685) Printing services for State forms, applications and Building permit cards (\$2284)	\$5,169
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Folders, binders, paper, desk top accessories, envelopes, batteries, calendars, archive storage boxes, small office equipment, toner, pens, pencils,(\$4149)	\$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)	Jackets, vests, shirts, safety glasses ,safety boots, flashlights, first aid supplies (\$1500)	\$1,500
Governmental Charges (569x)	Contract with Massachusetts Division of Weights & Standards (\$12,000)	\$12,000
Travel & Mileage (571x – 572x)	Mileage, lodging, meals, tolls, parking & transportation for conferences and education seminars. (\$2111)	\$2,111
Dues & Subscriptions (573X)	Annual membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAEL. Updated Code books & Amendments (\$880)	\$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)		\$620,825

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2017

Performance Improvement Funding Request DSR4					
Department	BUILDING				
Title	DEPARTMENT ASSISTANT 2		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	\$35,802.00		\$35,802.00	
2. Expense					
3. Operating Capital					
4. Other Costs		\$19,942.00		\$19,942.00	
5. Total (1+2+3+4)	1	\$55,744.00		\$55,744.00	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
Has this request been submitted in the last three fiscal years and not funded?				☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☒	☐
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☒	☐
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
Does the request support activities which produce revenue for the Town?				☒	☐
If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
Is there an increased exposure for the Town if the request is not approved?				☐	☒
Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Building Department respectfully requests the hiring of a Department Assistant 2 staff person. This Department is currently staffed with two Department Assistant 2 and one Administrative Specialist to perform the clerical work of Building, Plumbing, Gas, Electric, Sign, and State certificate permit processing; inspections scheduling, telephone messaging, filing, photocopying, customer assistance, and Inspector assistance. Within the past 9 months, almost 800,000 square feet of new construction, has been permitted and will be requiring regularly scheduled building, electric, plumbing, gas, and sheet metal inspections. In addition to current projects, permitting for several major projects, of which at least four are commercial buildings estimated to be approx. 600,000 square feet of construction and (2) 40B projects consisting of a 390 residential unit development on A Street & a 136 residential unit development on Greendale Avenue are awaiting the Planning Board process. Two new Planning Board subdivisions are Belle Lane with 7 lots and Rockwood Lane with 9 lots. Eversource Gas Sales is anticipating the installation of new gas mains along as well as extensions of existing mains. This will greatly increase the already large volume of clerical operations of the department. This especially becomes a hardship when due to vacation days, illness, or just lunch breaks, one clerical person has to cover the office. It is not uncommon to see five, six, or more customers at once, standing at the counter wanting assistance. An additional staff person will benefit this office with its continued productivity and will guarantee					

Performance Improvement Funding Request DSR4			
Department	BUILDING		
Title	DEPARTMENT ASSISTANT 2	Priority	1
adequate office coverage for the department. 1) Other costs. Benefit costs 55.7% = \$19,942. 2) Computer provided by IT Dept. 3) Reduces response time 			
			V2017

Performance Improvement Funding Request DSR4					
Department	Building				
Title	Plumbing & Gas Inspector 22.5 hrs.		Priority	2	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	\$30,771.00		\$30,771.00	
2. Expense					
3. Operating Capital					
4. Other Costs		\$18,463.00		\$18,463.00	
5. Total (1+2+3+4)	1	\$49,234.00		\$49,234.00	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee					☒
Has this request been submitted in the last three fiscal years and not funded?					☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☒	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☒	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☒
Does the request support activities which produce revenue for the Town?				☒	
If the request is not approved, will current Town revenues be negatively impacted?					☒
Is there an increased exposure for the Town if the request is not approved?					☒
Is specialized training or licensing required (beyond the initial purchase)?					☒
Does this request address a documented health or safety issue?					☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Building Department respectfully requests the hiring of a part time Plumbing & Gas Inspector 22.5 hrs. This Department is currently staffed with one full time Plumbing & Gas Inspector. Currently, due to the volume of requests, scheduling is often 2-3 days out. This is unacceptable to the Building Department which strives to meet a 24 hour response to requests. On average, 11-14 inspections are being performed daily. This does not include repeat visits within the same day. Inspections may require a minimum 20-30 minutes or may take 60-120 minutes or longer, depending on the project. This leaves very little office time for paperwork, follow up phone calls, or plan review. During heating seasons, Assistant Inspectors are called in because urgent requests cannot be delayed. Within the past 9 months, almost 800,000 square feet of new construction has been permitted and will be requiring plumbing & gas inspections. In addition to current projects, permitting for several major projects, of which at least four are commercial buildings estimated to be approx. 600,000 square feet of construction and (2) 40B projects consisting of a 390 residential unit development on A Street & a 136 residential unit development on Greendale Avenue are awaiting the Planning Board process. . Also, there are two new Planning Board subdivisions; Belle Lane with 7 residential building lots and Rockwood Lane with 9 residential building lots.					

Performance Improvement Funding Request DSR4			
Department	Building		
Title	Plumbing & Gas Inspector 22.5 hrs.	Priority	2
In 2012, 46 gas mains were installed throughout Needham. Gas permits increased by 27.5 %. Eversouce Gas Sales is now anticipating the installation of additional new gas mains for 2016, due to the strong interest from Needham residents. This will certainly reflect another increase of gas permits & inspections. 1) Other costs. Benefit costs 60% = \$18,463. 2) A desk telephone, cell phone & computer from IT Department 3) Meeting the increase of permit demands and inspections reflects well on the Town's goal of providing quality customer service and its high regard for Public Safety. This attracts tradespersons and property owners to Needham.			
			V2017

Performance Improvement Funding Request DSR4					
Department	Building				
Title	Wiring Inspector 22.5 hrs.			Priority	3
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	\$30,771.00			\$30,771.00
2. Expense					
3. Operating Capital					
4. Other Costs		\$18,463.00			\$18,463.00
5. Total (1+2+3+4)	1	\$49,234.00			\$49,234.00
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee					☒
Has this request been submitted in the last three fiscal years and not funded?					☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☒	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☒	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☒
Does the request support activities which produce revenue for the Town?				☒	
If the request is not approved, will current Town revenues be negatively impacted?					☒
Is there an increased exposure for the Town if the request is not approved?					☒
Is specialized training or licensing required (beyond the initial purchase)?					☒
Does this request address a documented health or safety issue?					☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Building Department respectfully requests the hiring of a part time Wiring Inspector 22.5 hrs. This Department is currently staffed with one full time Wiring Inspector. Currently, due to the volume of requests, scheduling is often 2 days out. The Building Department strives to meet a 24 hour response. Trench inspections must receive a 24 hour response and are often added to an already very full schedule. On average, 11-14 inspection locations are being scheduled daily. This does not include repeat visits within the same day. <u>Each location or unit may have permits by 1-5 individual tradespersons.</u> Inspections may require a minimum 20-30 minutes or may take 60-120 minutes or longer, depending on the project. This leaves very little office time for paperwork, follow up phone calls, or plan review. Within the past 9 months, almost 800,000 square feet of new construction has been permitted and will be requiring hard wiring & low voltage wiring inspections. In addition to current projects, permitting for several major projects, of which at least four are commercial buildings estimated to be approx. 600,000 square feet of construction and (2) 40B projects consisting of a 390 residential unit development on A Street & a 136 residential unit development on Greendale Avenue are awaiting the Planning Board process. Also, there are two new Planning Board subdivisions; Belle Lane with 7 residential building lots and Rockwood Lane with 9 residential building lots. 1) Other costs. Benefit costs 60% = \$18,463. 2) A desk computer and cell phone from IT Department					

Performance Improvement Funding Request DSR4			
Department	Building		
Title	Wiring Inspector 22.5 hrs.	Priority	3
3) Meeting the increase of permit demands and inspections reflects well on the Town's goal of providing quality customer service and its high regard for Public Safety. This attracts tradespersons and property owners to Needham.			
			V2017

Performance Improvement Funding Request DSR4					
Department	Building				
Title	Fire Engineer Consultant			Priority	4
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1				
2. Expense		\$20,000.00			\$20,000.00
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)	1	\$20,000.00			\$20,000.00
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee					☒
Has this request been submitted in the last three fiscal years and not funded?					☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☒
Does the request support activities which produce revenue for the Town?				☒	
If the request is not approved, will current Town revenues be negatively impacted?					☒
Is there an increased exposure for the Town if the request is not approved?					☒
Is specialized training or licensing required (beyond the initial purchase)?					☒
Does this request address a documented health or safety issue?					☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Building Department respectfully requests a \$20,000.00 increase of monies in the expense line item "Purchase of Service" to be used for Consulting fees. Maurice Pilette, Fire Engineer Consultant, is currently listed as a vendor under his business-Mechanical Designs. His services are currently used by the Needham Fire Department and the town has a recent W-9. As of January 2015, the Building Department has assumed the responsibility of all large, Commercial, Fire Sprinkler & Fire Alarm plan reviews. Mr. Pilette's services will continue to be used for plan reviews and inspections by both Building & Fire Departments. The Building Department will purchase an annual Purchase Order to cover the anticipated fees for this service. As with any Vendor, the remaining monies in the Purchase Order will be liquidated at the end of the fiscal year. This position will be funded by a new Fire Protection plan review fee schedule. 1.) Fees generated to the General Fund					

V2017

Department Information DSR1	
Department	Public Facilities Department
Department Mission	
Operations: Public Facilities Department - Operations Division provides scheduled and routine maintenance to all town and school buildings. The department is also responsible for managing major building related capital projects and capital improvements with cost under \$500,000. The division also is responsible for all town custodial operations as well as scheduling and renting school gyms, and auditoriums, and other spaces to non-profit groups, private organizations, individuals, and town and school activities. The division also includes all maintenance trades in support of all town and school buildings. There are presently five elementary schools, one middle school, Needham High School, the Town Library, Public Safety Building, Needham Height Fire Sub Station, the School Administration Office building, Daley Building, DPW Complex, Ridge Hill, Senior Center, Chestnut St. Annex and various park buildings. Construction: The Public Facilities Department - Construction mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of \$500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible.	
Operational Considerations	
Operations: Salaries & Wages decreased by \$5,004, -0.16% Expenses & Services increased by \$242,583, 4.84% Total Budget increased by increased by \$237,579, 2.89%% <u>Salaries</u> The minimal increase in the salary request is due to the departure of several employees at the top of their pay scales, and their anticipated replacement with employees near the bottom of the pay scales. A COLA increase for ITWA employees is included. This request represents a 0.05% increase for base salaries and other salary items, a 1.99% reduction for overtime, and a 0.09% reduction for temporary workers from the FY 2016 budget. The contract with the BCTIA, Local 1116 expired June 30, 2015; this budget will be modified to reflect the terms of a new contract once in place.	

**Department Information
DSR1**

Department | **Public Facilities Department** |

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Year Submission
Electricity	8,874,913	\$0.220*	\$15,009	\$1,967,490	\$78,738
Natural Gas	464,585	\$1.60**	\$5,884	\$749,220	\$55,888
Heating Oil	52,082	\$2.940** *	\$ -	\$153,121	-\$30,819

*increase from last year's budgetary figure of \$0.21 (4.76% difference)

**same as last year's budgetary figure

***decrease from last year's budgetary figure of \$3.97 (-25.94% difference)

Vehicle Supplies

Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Gasoline	7,482	\$2.85*	\$21,324	-\$2,856

* decrease from last year's budgetary figure of \$3.01 (-5.61% difference)

Professional & Technical Services

The request for Professional & Technical Services increased \$64,269 (64.92%) over the FY 2016 budget. The increase results from a heightened need for engineering services required in preparation for upgrades to building components, an ongoing need for Licensed Professional Services as the Department continues to remove decommissioned underground oil tanks, and an ongoing need to perform routine HVAC programming.

Repairs & Maintenance Services

The request for Repair & Maintenance Services increased \$21,644 (3.51%). This request reflects the cost increases for door and door access systems maintenance and repair, HVAC maintenance, elevator maintenance and repair, as well as general repair.

Line item	Description	Change	Offset by	Comments	Net Change
Energy	Electric	\$78,738		3 year avg - \$/kwh increase .01 (.22 total), fixed fee increase 6.6%	align="right">\$103,807
	Natural Gas	\$55,888		3 year avg - \$/therm same (1.60 total), fixed fee increase 6.6%	
	Oil	(\$30,819)		3 year avg - \$/gallon decrease 1.03 (2.94 total)	

Department Information DSR1					
Department		Public Facilities Department			
Line item	Description	Change	Offset by	Comments	Net Change
Repairs & Maint. Services	Alarm and Sprinkler Servicing	(\$3,361)		Scheduled maintenance per FY 2017 contract plus on call value of the FY 2017 contract	\$31,644
	Building Repairs	\$9,341		Avg of FY 2014 & FY 2015 spending * 1.25% annually	
	Door Access Systems	(\$1,784)		Based on FY 2017 contract price	
	Door Repairs	\$1,693		FY 2015 spending * 10% increase based on FY 2017 contract	
	Electrical Repair	(\$19,428)	\$3,304	Based on FY 2016 bid results * 1.25%; Offset by Exterior Lighting	
	Elevator Maintenance	(\$5,584)		Scheduled maintenance per contract plus on-call value of contract	
	Equipment Repair	(\$56)		Avg of FY 2014 & FY 2015 Spending	
	Exterior Lighting Repairs	\$3,304	(\$3,304)	Scheduled maintenance of all PFO exterior lights based on FY 2017 contract; Offset by Electrical	
	Floor Repair	\$8,774		Based on FY 2015 spending * 1.25% annually	
	General Repair	\$18,648		Based on FY 2015 spending * 1.25% annually	
	Generator Repair	(\$1,050)		Scheduled maintenance per FY 2017 contract plus anticipated on-call costs	
	HVAC Maintenance	\$9,993		Based on FY 2015 spending * 1.25%	
	Masonry Repair	\$7,068		Current contract ends 6/30/16. Submission = current contract amount / 20 locations * 1.25%	
	Plumbing Repairs	(\$15,772)		Based on FY 2015 spending	
	Fence Repairs	(\$10,000)	\$10,000	Offset in Other Property Replaced Services	
	Roof Repairs	\$14,745		Contract amount / 19 buildings	
	Telephone Maintenance	\$5,113		3.2% increase based on bid results	

Department Information DSR1					
Department		Public Facilities Department			
Line item	Description	Change	Offset by	Comments	Net Change
Other Property Related Services	Fence Repairs	\$22,577	(\$10,000)	Based on FY 2015 spending * 1.25% annually; Offset in Repairs & Maint.	\$22,430
	General Services	(\$16,376)		Based on FY 2016 budget amount allocated by FY 2015 spending proportion, Redistributed within line item	
	Irrigation Systems	\$2,165		Based on FY 2016 budget amount allocated by FY 2015 spending proportion, Redistributed within line item	
	Window Washing	\$3,639		Based on FY 2016 budget amount allocated by FY 2015 spending proportion, Redistributed within line item	
	Pollard Contract Cleaning	\$3,704		Based on FY 2017 contract price	
	High School Contract Cleaning	\$7,151		Based on FY 2017 contract price	
	Hazardous Waste Disposal	\$1,500		Based on FY 2016 budget amount allocated by FY 2015 spending proportion, Redistributed within line item	
	Landscaping	\$38,770	(\$30,700)	Based on FY 2016 budget amount allocated by FY 2015 spending proportion, Redistributed within line item, offset by landscaping 538x	
Prof. & Technical Services	HVAC Programming	\$24,269		Based on FY 2015 spending	\$64,269
	Licensed Professional Services	\$41,000	(\$1,000)	Avg of FY 2014 & FY 2015 spending; Offset by Engineering Consulting	
	Engineering Consulting	(\$1,000)	\$1,000	Based on FY 2015 spending; Offset by LPS	
Other Purchase of Service	Landscaping	(\$30,700)	\$30,700	Off set to Other Property Related Services	\$0
Custodial Supplies	Custodial Supplies	\$13,452		Based on FY 2015 spending * 6% based on industry estimate	\$13,452
Grounds Keeping Supplies	Grounds Keeping Supplies	\$9,637		based on FY 2015 spending	\$9,637

**Department Information
DSR1**

Department**Public Facilities Department**

Line item	Description	Change	Offset by	Comments	Net Change
Vehicular Supplies	Gasoline	(\$2,856)		3 year avg based on \$2.85 per gal	\$2,856
Medical Supplies	Medical Supplies	\$200		based on FY 2015 spending	\$200

Construction:

Department works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with. One of our project managers has provided extensive assistance to the Solar Energy Exploratory Committee in their quest to bring a solar array to the RTS, and meet the Board of Selectmen's goals for sustainability.

The Salary & Wages costs for current staff have increased due to pay and step increases. The overall increase in Salary & Wages from last year is \$4,813, which is an increase of 1.28%. The Department is requesting funding for an additional Project Manager for FY17. This will increase the Salary & Wages costs. During FY15 approximately 13% of the Salary and Wage line item was charged to project funds. It is anticipated that this trend will continue.

No position in the Public Facilities Construction division is funded by a revolving fund. Expenses will remain at the same level as FY16.

Projects currently being processed by the Department:

- The completion of the St. Mary Street Pump Station, which reached substantial completion on Aug. 17, 2015, is currently focusing on open issues regarding close-out and permitting. The Town has had beneficial use of the facility to pump water from the MWRA since June 2015;
- The Feasibility Study for the Hillside Elementary School commenced in March 2015 and will continue into the spring of 2016. Schematic work will continue into FY17 and thereon with DD, CD and Construction thru FY19. The project has been accepted by the MSBA for eligible cost reimbursement of 32.47%. A new option became available for the placement of the school on Central Avenue. The Architect and their consultants have been examining the site;
- The Needham High School Cafeteria Expansion, is now in the design completion phase and under going GC pre-qualification. Construction is anticipated during the summer of 2016, with the possibility of addressing additional space needs to follow;
- Schematic design phase for upgrades to Rosemary Pool now underway with design and construction to carry on into FY19. Permitting issues will be tackled in FY17;
- The DPW Phasing Study will be soliciting a designer under Designer Selection;
- Feasibility Studies for Fire Station #2 and the Public Safety Building are expected to begin designer selection in FY16 and continue into FY17 with design to follow.

Remaining funds were rescinded from several projects at the May 2015 Special Town Meeting: Town Hall - \$425,000, Senior Center - \$300,000 and DPW Complex Renovation - \$225,000. The Permanent Public Building Committee voted to rescind \$450,000 of the Mitchell School Modularity Project appropriation back to the Town in FY15.

Department Information DSR1			
Department		Public Facilities Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	3,579,013	93,215	3,672,228
b) Expenses	5,271,129	1,300	5,272,529
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	8,850,242	94,515	8,944,757
V2017			

Department Expenditure Detail DSR2									
Department				Public Facilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	56		57	57		57	57		57
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X	NA	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base: Operations (2,692,689); Construction (374,047)							3,066,736	
b.	PRD1 Differentials (Conditions, Requirements, Shifts): Operations							42,224	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity: Operations (20,400); Construction (400)							20,800	
f.	PRD1 Snow Program: Operations							29,375	
g.	PRD1 Uniform: Operations							19,800	
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments: Operations (21,619); Construction (2,927)							24,546	
PRD1 Sub Total							3,203,499		
J.	DSR3 Other Compensation							6,000	
Sub Total 1							3,209,481		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Operations: Temporary Laborers/Trades Assistants							15,690	
b.									
c.									
d.									
e.	DSR3 Total							21,230	
Sub Total 2							36,920		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							313,812	
Sub Total 3							313,812		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Operations: Sick Incentive Pay							18,800	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							18,800		
5. Total Salary and Wages (1+2+3+4)							3,579,013		

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (1,967,490) Natural Gas (749,220) Heating Oil (153,121)	2,869,831
Repairs & Maintenance Services (524x – 525x)	Alarm and Sprinkler Servicing (32,639) Building Repairs (9,341) Door Access Systems (68,216) Door Repairs (38,193) Electrical Repair (62,572) Elevator Maintenance (59,416) Equipment Repair (18,444) Exterior Lighting Repairs (3,304) Extinguisher Service (19,500) Floor Repair (24,274) General Repair (64,722) Generator Repair (18,450) HVAC Maintenance (94,993) Masonry Repair (16,068) Plumbing Repairs (20,978) Roof Repairs (39,245) Telephone Maintenance (34,113) Vehicle Repair (14,400)	638,868
Rental & Leases (527X)	Rentals of Specialty Equipment	4,738
Other Property Related Services (529x)	Energy Upgrade (32,000) Fence Repairs (22,577) General Services (21,483) Hazardous Waste Disposal (5,500) Contract Building Cleaning High School Contract Cleaning (340,776) Pollard Contract Cleaning (191,368) Irrigation Systems (4,165) Landscaping (58,770) Pest Control Services (25,600) Window Washing (11,639)	713,878
Professional & Technical Services (530x – 531x)	Operations: • Engineering Consulting (31,000) • HVAC Programming (64,269) • Licensed Professional Services (41,000) • Seminars & Training (10,000) • Software Licenses (17,000) Construction (5,700)	168,969
Communications (534x)	Operations: • Cable/Internet (3,400) • Landline Telephone (146,930) • Legal Notices (2,000) • Postage (1,000) • Printing & Mailing (800) • Wireless Communications (11,500) Construction (4,000)	169,630

Fiscal Year 2017 Proposed Budget

Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Operations: • Water Filtration (4,900) Construction (300)	5,200
Office Supplies (542x)	Operations (3,000) Construction (1,000)	4,000
Building & Equipment Supplies (543x)	Operations: • Electrical Supplies (82,500) • Flooring & Carpet Supplies (10,000) • Glass & Glazer Supplies (10,500) • HVAC Supplies (135,500) • Misc. Supplies (31,500) • Plumbing Supplies (62,000) • Carpentry Supplies (51,500) • Custodial Equipment (20,000)	403,500
Custodial Supplies (545x)	Custodial Supplies (235,932)	235,932
Grounds Keeping Supplies (546x)	Grounds Keeping Supplies (11,896)	11,896
Vehicular Supplies (548x)	Gasoline (21,324) Vehicle Supplies (600)	21,924
Food and Service Supplies (549x)	Food & Service Supplies (250)	250
Medical Supplies (550x)	Medical Supplies (500)	500
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Operations (6,918) Construction (300)	7,218
Governmental Charges (569x)	Boiler Inspection (2,500)	2,500
Travel & Mileage (571x – 572x)	Operations: • Conference In-State (500) • Conference Out-of-State (1,500) • Mileage Reimbursement (1,250) Construction (5,000)	8,250
Dues & Subscriptions (573X)	Operations: • APWA (800) • MFAA (1,450) Construction (1,895)	4,145
Other Expenses (574 X – 579x)		
6. Total Expenses		5,271,229
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		8,850,242

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☒	NO	☐
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2017

Department Personnel Supplement DSR3							
Department		Public Facilities					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Operations: Custodians – Saturday Coverage at NHS and Library	8,122			X		
2	Operations: Custodians/Trades – Snow & Ice Program	43,634			X		
3	Operations: Custodians/Trades – Landscaping	31,949			X		
4	Operations: Custodians – Man Out Coverage	74,887			X		
5	Operations: Custodians/Trades – Boiler	46,922			X		
6	Operations: Custodians/Trades – Saturday Program	108,298			X		
7	Operations: Building Monitors Town Hall	10,615		x			
8	Operations: Building Monitors PSAB	5,308		X			
9	Operations: Building Monitors CATH	5,307		X			
10	Construction: PRD1 Other Compensation	6,000	X				
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	341,042					
Sections			X				
	Amount Reported Under DSR2A Section 1	6,000					
	Amount Reported Under DSR2A Section 2	21,230					
	Amount Reported Under DSR2A Section 3	313,812					
	Amount Reported Under DSR2A Section 4						
II	Total	341,042					

V2017

Performance Improvement Funding Request DSR4					
Department	Public Facilities				
Title	Project Manager - Construction		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		93,215		93,215	
2. Expense			1,300	1,300	
3. Operating Capital					
4. Other Costs		28,676		28,676	
5. Total (1+2+3+4)		121,891	1,300	123,191	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					NA
Does this request address a documented health or safety issue?				X	
All "YES" responses must be explained in the narrative					
Description and Explanation					
Projects anticipated within the near term work load of the Department include: - Hillside design and construction (extending thru 2020) - Rosemary Pool design and construction (extending thru 2018) - High School Cafeteria Expansion design and construction (extending thru 2018) - DPW relocation, Fire Station #2, and Public Safety Building Feasibility Studies - Closeout of St. Mary St. Pump Station The goal of the department is to have proper level of personnel to manage the various upcoming projects. These projects if not implemented within the time frames identified will impact realization of facilities important to the operation of the Town and identified in the 2015 Master Plan. Additional costs to implement this request would be Hardware needs, i.e. a cell phone and computer. The assistance of another department, ITC, would be required to provide and set up the computer and cell phone. The computer is estimated to be \$1,300, a one time cost. Yearly Benefits for the new position are estimated at \$28,676. A yearly Auto Allowance for a new project manager would be \$3,000.					
V2017					

Special Warrant Article Request DSR5			
Sponsor	Department of Public Facilities		
Title	Public Facilities Maintenance Program		
Text of the Proposed Article			
To see if the Town will vote to raise and/or transfer and appropriate the sum of \$590,000 for the purpose of funding the Public Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that \$590,000 be transferred from Free Cash; or take any other action relative thereto.			
Article Information			
The Public Facilities Maintenance Program includes annual maintenance of public buildings throughout the Town and School Department, including, but not limited to, asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. Unless circumstances require otherwise, the FY2017 program will fund duct cleaning at Hillside, PSAB, Library, and Eliot, flooring replacement at Broadmeadow and Pollard, wood floor refinishing, renovation of two bathrooms at the Pollard, Xeriscaping at the High School, and replacement of the seats in the Pollard Auditorium, including contingency.			
Appropriation Amount	\$590,000		
Funding Source	General Fund		
Disclosures (see instruction #7)	YES	NO	
1. Was this request submitted last year and not approved for funding?	☐	☒	
2. Does this request address a goal of the Board of Selectmen or another Board or Committee?	☐	☒	
3. Is this a recurring special financial warrant article?	☒	☐	
4. Is this a matching grant funding request?	☐	☒	
5. Is this a CPA funding request?	☐	☒	
6. Is this a revolving fund request?	☐	☒	
7. Is this a lease request?	☐	☒	
8. Is this a pilot program request?	☐	☒	
9. Is this a study?	☐	☒	
10. Is this a program that is planned to be in place for more than one year?	☒	☐	
11. Is this required by a court or other jurisdictional order?	☐	☒	
12. Is this a personnel related request?	☐	☒	
13. Is this a local option acceptance request?	☐	☒	
14. Is this a request to fund a type of reserve?	☐	☒	
All "YES" responses must be explained Below			
Disclosure Explanation			
3. This is an annual requested needed to perform annual maintenance on public buildings throughout the Town 10. Maintenance on public buildings will be necessary every year. However the specific maintenance items done under this request will reoccur in cycles, and as a result, will vary year-to-year.			
V2017			

**Department Information
DSR1**

Department	Department of Public Works
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Department Mission

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, trees, 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).

Operational Considerations

Salaries & Wages Increased by \$115,209, 3.33%
 Expenses & Services Increased by \$39,637, 2.82%
 Operating Capital Increased by \$12,400, 68.89%
 Total Budget Submission Increase by \$167,246, 3.33%

Salaries

There are presently contracts for all represented employees. All ITWA and NIPEA employees will receive a 2.5% cost of living increase in FY 2017. Additionally, many employees are subject to step or merit increases. The overall increase in the Salary & Wage Permanent Positions is 3.45%.

The Salary and Wage Overtime line item service hours are the same as the FY 16 request with the exception of Parks & Forestry July 4th work, which will be completed on a Sunday. There is an overall increase of 2.18%. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 16 request, and is based on the current class C schedule for temporary hires, has increase by 0.14%. The Other Salary and Wage Expenses is the same as the prior year.

Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Year Submission
Electricity	169,627	\$0.22*	\$3,009	\$40,326	-\$832
Natural Gas	7,189	\$1.60**	\$384	\$11,888	\$1,691

*increase from last year's budgetary figure of \$0.21 (4.76% difference)

**same as last year's budgetary figure

Electricity decrease is primarily a result of the changeover of all eligible traffic signals and some pedestrian signals to LED bulbs.

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	30,444	\$3.29*	\$100,161	\$9,140
Gasoline	12,616	\$2.85**	\$35,953	-\$2,409

*decrease from last year's budgetary figure of \$3.56 (-8.21% difference)

**decrease from last year's budgetary figure of \$3.01 (-5.61% difference)

Department Information DSR1	
Department	Department of Public Works
FY 15 had a spike in the consumption of diesel fuel, likely due to the extreme winter weather and the high usage of our snow removal equipment and vehicles. <u>Administration</u> The major increase in this budget is the increased utilization of PeopleGIS' program PeopleForms (\$10,000). This program allows the Division to create complex relational databases to perform a variety of administrative and operational functions. This is currently being used for SnowOps, the program that allows for simplified tracking of the expenditures during a snow program, including tracking staff and contractors, generating invoices, and generating reports. The division is currently developing a department-wide work order system that will interact with the user request program SeeClickFix that the department has been utilizing for three years; using the software to generate street permits; improve the SnowOps Program; and create a comprehensive project tracking module to assist with the tracking and management of the department's capital projects, along with its normal workload. We anticipate there will be future desire to create new programs, some that can be created by division staff, and some that will require input from PeopleGIS. This will increase the functionality of the Mobile Devices that were approved in May 2015 Annual Town Meeting. Total Increase \$10,348 <u>Engineering</u> The major increase in this budget is Right-of-Way & Property Surveys (\$5,000). In prior years the Division was able to utilize a former employee on a temporary basis to assist with certifying these plans. This employee has expressed that they will no longer be able to work for the Town, and the cost of outsourcing this service is significantly more expensive than performing in-house. Currently there is no internal staff that possesses a land surveyor's license. Total Increase \$5,605 <u>Garage</u> There are many offsets in this budget, but the major increase is in the areas of equipment and vehicle repair, both in outsourcing services (\$9,000) and additional supplies (\$7,000). These increases are due to the new approach of the Division to provide a high level of maintenance to extend the life of the existing equipment, which will enable replacement cycles to be increased and ensure more reliability for operations. These increases are being offset by small reductions in a variety of areas. Total Increase \$6,147 <u>Highway</u> The primary increases in the budget are from contractual changes (\$9,075), an increase in Police Details (\$5,935), and an increase in the fuel budget (\$8,824). These increases include Curb & Sidewall 3.5%, Traffic Markings 1%, Street Sweeping 1.5%, Disposal of Street Sweepings 7%, and Signs & Posts 2%. Traffic Markings were also increased \$4,000 due to additional requests from the Traffic Management Advisory Committee. The increase in police details is a result of the increased workload that Division employees are undertaking in-house that requires details. These increases are being offset by small reductions in a variety of areas. Total Increase \$21,629	

Department Information
DSR1

Department**Department of Public Works**Parks & Forestry

There is a perceived overall decrease in this budget due to a one time increase in FY 16 for Personal Protective Equipment (-\$5,000).

Total Decrease -\$4,092

Operating Capital

Zero Turn Mower – Replacement of existing mower. This piece of equipment trims open parks, fields, and school grounds. The piece that is being replaced is approximately 8 years old and is appropriate for replacement.

Utility Vehicle – DeFazio (New) – Currently the Town only has one utility vehicle that is dedicated to Memorial Park, but is often used at DeFazio. This piece of equipment transports materials and people across the field for large events and regular maintenance. This equipment is used as part of the maintenance of the turf fields when they blow away the debris from the field. Due to the frequency of use, it is appropriate to have a dedicated vehicle at each major sports athletic complex. The existing would stay at Memorial and this would be dedicated to DeFazio.

DSR4s

Temporary Summer Staff for Highway – This will provide the Highway Division with one temporary summer hire to assist with the work load during the busy construction season.

Misc. Fence Repair – This will be a one-time repair of assorted backstops and player fences at parks around Town.

GPS Unit for Engineering Division – This would be a one-time replacement of a GPS unit that is used for surveying.

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	(\$832)		3 year average	\$859
	Natural Gas	\$1,691		3 year average	
Repairs & Maint. Services	Highway: Roadway Markings	\$4,351		Based on difference between FY 16 and FY 17 bid results for water-borne traffic paint application (1%) & increase demand due to TMAC requests	\$13,396
	Highway: Specialty Signs	\$45		Based on difference between FY 16 and FY 17 bid results for Signs & Posts (2%)	
	Garage: Equipment Repair	\$9,000		Based on prior year spending, previously under budgeted	

Department Information DSR1						
Department			Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change	
Rental & Leases	Garage: Shop Supplies, Gas & Welding Supplies	(\$1,500)		Based on FY 15 expenditures	(\$1,500)	
Other Property Related Services	P & F: Contracted Mowing	(\$3,240)	\$1,685	Based on FY 17 Bid; Offset by Fertilizer & Grub Control, Power Wash Pool	\$1,522	
	P & F: Fertilizer & Grub Control	\$1,435	(\$1,435)	Increase 5% based on change in FY 14 to FY15 bid price; Offset by Contracted Mowing		
	P & F: Power Wash Pool	\$250	(\$250)	Based on revised contractor quote; Offset by Contracted Mowing		
	P & F: Contracted Mowing	(\$3,240)	\$2,389	Based on FY 17 Bid; Offset by Fertilizer & Grub Control		
	P & F: Fertilizer & Grub Control	\$2,389	(\$2,389)	Increase 5% based on change in FY 14 to FY15 bid price; Offset by Contracted Mowing		
	Highway: Disposal of Street Sweepings	\$1,614		Increase 7% based on change in CY 15 and CY 17 bid price		
	Highway: Street Sweeping	\$364		Increase 1.5% based on change in CY 15 and CY 16 bid price		
	Highway: Sidewalk Repair/Rehabilitation	\$1,280		Increase 3.5% based on change in CY 15 and CY 16 bid price		
	Highway: Curbing	\$270		Increase 3.5% based on change in CY 15 and CY 16 bid price		
	Highway: Handicapped Ramps	\$400		Increase 3.5% based on change in CY 15 and CY 16 bid price		

Department Information DSR1						
Department			Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change	
Professional & Technical Services	P & F: Trade Shows/Seminars	\$425		Small increase to educational opportunities and enrichment	\$16,425	
	Engineering Right-of-Way & Property Surveys	\$5,000		Maintain property survey capacity; Previously called monumentation		
	Highway: Training, Seminars, Conferences	\$1,000		Based on prior years' spending & need for additional training for required traffic control certification		
	PeopleGIS - PeopleForm Licenses	\$5,000		Utilization of PeopleForms for various admin tasks including: snow, contracts work order, permits		
	PeopleGIS - PeopleForms Development Support	\$5,000		Improvement and development of utilization of PeopleForms		
Communications	Cell Phones	\$200		Based on FY 15 expenditures	\$1,005	
	Legal Ads	\$700	(\$150)	Based on FY 15 expenditures, Offset by Printing		
	Printing	(\$150)	\$150	Based on FY 15 expenditures, Offset by Legal Ads		
	Telephones	\$255		Based on FY 15 expenditures		
Other Purchased Services	Police Details	\$9,835	(\$4,477)	Increase based on increased demand for construction within public way and increase in Police union contract; Offset by Traffic Control Supplies	\$5,358	
Custodial Supplies	Hand Soap, Paper Goods, Shop Towels	(\$2,500)		All custodial supplies purchased by public facilities operations	(\$2,500)	
Grounds Keeping Supplies	Quick Dry Clay	\$300		Based on increase in pricing seen in FY 15	\$1,885	
	Seed	\$1,585		Increase 5% based on change in FY 14 to FY15 bid price		

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change
Vehicular Supplies	Diesel	\$9,140		3 year average	\$9,820
	Gasoline	(\$2,409)		3 year average	
	Garage: Parts & Supplies, Fuel Additives	(\$100)		Based on FY 15 expenditures	
	Highway: Cutting Edges and Related Accessories	\$10,000	(\$10,000)	Determined not to be under Snow & Ice budget; Offset by Asphalt	
	Highways: Sweeper Brooms & Wear Parts	\$189		Increase 3.5% based on change in FY 16 and FY 17 bid price	
	Garage: Vehicle Repair Parts, Batteries, Tires	\$7,000	(\$4,000)	Based on prior year spending, previously under budgeted; Offset by Hardware Supplies	
Public Works Supplies	Highway: Asphalt	(\$10,000)	\$10,000	Reduced due to new contract with favorable pricing; Offset by Cutting Edges and Related Accessories	\$562
	Highway: Granite Curbing	\$158		Increase 3.5% based on change in CY 15 and CY 16 bid price	
	Highway: Traffic Signs	\$369		Increase 2% based on change in FY 16 and FY 17 bid price	
	Highway: Traffic Marking Paint	\$35		Based on difference between FY 16 and FY 17 bid results for water-borne traffic paint application (1%)	
	Garage: Welding Supplies	\$500	(\$500)	Based on FY 15 expenditures; Offset by Steel & Lumber	
	Garage: Steel & Lumber	(\$500)	\$500	Based on FY 15 expenditures; Offset by Welding Supplies	
	Garage: Hardware Supplies	(\$4,000)	\$4,000	Based on FY 15 expenditures; Offset by Vehicle Repairs	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Description	Change	Offset by	Comments	Net Change
Other Supplies & Equipment	P & F: Clothing, Work & Safety Gear, Supplies & Equipment	(\$5,000)		FY 16 One Time Increase for PPE	(\$8,000)
	Highway: Traffic Control Supplies	(\$4,477)	\$4,477	Reduced need for traffic control supplies; Offset by Police Details	
	Garage: 2-Way Radio Supplies	(\$3,000)		Based on FY 15 expenditures	
Governmental Charges	Engineering: Registry of Deeds Fees	\$500		Increase in fees at Registry of Deeds & increase in demand	\$805
	Highway: Hoisting & CDL Licenses	\$305		Actual costs for CDL & Hoisting for Highway Staff	
Travel & Mileage		(\$100)	\$100	Based on FY 15 expenditures; Offset by Dues & Subscriptions: Law Books, ASCE/BSCE, MALSCE, Prof. Lic	\$0
Dues & Subscriptions	Engineering: Law Books, ASCE/BSCE, MALSCE, Prof. Lic.	\$100	(\$100)	Additional ASCE Membership for Assistant Engineer; Offset by Travel & Mileage	\$0
Spending Request Recap					
Description		Base Request DSR2	Additional Request DSR4		Total (DSR2 + DSR4)
a) Salary and Wages		3,576,770	12,788		3,589,558
b) Expenses		1,587,868	30,360		1,618,228
c) Capital		30,400	8,400		38,800
d) Other Snow & Ice		408,039			408,039
e) Other					
f) Other					
g) Total DSR2 & DSR4 Request (a through f)		5,603,077	51,548		5,654,625
V2017R					

Department Expenditure Detail DSR2									
Department				Department of Public Works					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							3,187,898	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							72,277	
f.	PRD1 Snow Program							42,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							11,100	
i.	PRD1 Budget Adjustments							25,487	
PRD1 Sub Total							3,338,762		
J	DSR3 Other Compensation								
Sub Total 1							3,338,762		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer & Winter Help – Engineering (2 people for 12 weeks)							12,787	
b.	Summer Help – Parks (6 people for 12 weeks)							38,362	
c.	Vacation Fill-In - Admin							3,755	
d.									
e.	DSR3 Total								
Sub Total 2							54,904		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							20,133	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							151,771	
Sub Total 3							171,904		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick Incentive - NIPEA							11,200	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							11,200		
5. Total Salary and Wages (1+2+3+4)								3,576,770	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (40,326) Natural Gas (11,888)	52,214
Repairs & Maintenance Services (524x – 525x)	Administration - Copiers, Printers & Typewriter Repair (6,000) Engineering - Large Document Copies & Survey Equip Repair (930) Garage - Equipment Repair (15,000) - Fuel Tank Maintenance (4,000) - Vehicle Repair (35,000) - Vehicle & Equipment Inspections (7,000) Highway - Roadway Markings (39,466) - Specialty Signs (2,305) - Repairs & Maintenance to Traffic Signals (14,999) Parks & Forestry - Equipment Repair (7,800) - Electrical Repair (4,000) - Irrigation Repair (10,000)	146,500
Rental & Leases (527X)	Garage Shop Supplies, Gas & Welding Supplies	1,500
Other Property Related Services (529x)	Highway - Roadway Paving (249,380) - Road Surface Treatments (95,386) - Crack Seal (65,810) - Disposal of Street Sweepings (24,674) - Street Sweeping (24,648) - Fence/Guardrail (10,500) - Sidewalk Repair/Rehabilitation (37,845) - Curbing (7,995) - Handicapped Ramps (11,833) Parks & Forestry - Contracted Mowing (30,000) - Crane Work – Trees (9,600) - Fence Repair (3,400) - Fertilizer & Grub Control (79,521) - Field Work (33,961) - Invasive Weed Control - Carol Brewster (4,900) - Power Wash Pool (1,750) - Sod Installation (4,000)	734,264

Fiscal Year 2017 Proposed Budget

	• Soil Sampling (1,673) • Top Dressing (20,788) • Tree Spade (2,000) • Wetting Agent (11,500) • Winter Moth Spray (1,100) • Xeriscape Plantings (2,000)	
Professional & Technical Services (530x – 531x)	Administration • Training, Seminars, Conferences (8,000) • PeopleGIS - PeopleForm Licenses (5,000) • PeopleGIS - PeopleForms Development Support (5,000) Engineering • Conferences & Seminars (450) • Right-of-Way & Property Surveys (30,000) Garage • Training, Seminars, Conferences (2,000) • RTA Software Maintenance Agreement (1,750) Highway • Training, Seminars, Conferences (2,500) • Inspection Services (5,000) Parks & Forestry • Consulting (4,000) • Trade Shows/Seminars - NE Grows, NESTMA, MTW, APWA (2,000)	65,700
Communications (534x)	Cell phones (15,500) Legal Ads (2,250) Postage (1,290) Printing (500) Telephones (1,105)	20,645
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Garage • Towing Services (6,100) Police Details • Parks & Forestry (2,400) • Highway (18,000)	26,500
Office Supplies (542x)	Administration	12,100
Building & Equipment Supplies (543x)	Parks & Forestry • Light Bulbs, Paint, Hardware	350
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Highway • Seed & Fertilizer (1,000)	66,684

	Parks & Forestry - Seed & Fertilizer (350) - Infield Mix (5,000) - Irrigation Supplies (5,000) - Loam, Sod, & Soil Additives (5,000) - Marking Lime (400) - Mulch (2,900) - Quick Dry Clay (1,200) - Rubber Crumb Top Dressing (4,500) - Seed (33,084) - Tools (4,250) - Trees & Shrubs (4,000)	
Vehicular Supplies (548x)	Diesel (100,161) Gasoline (35,953) Garage - Vehicle Repair Parts, Batteries, Tires (99,050) Highway - Sweeper Brooms & Wear Parts (5,589) - Cutting Edges and Related Accessories (10,000) Parks & Forestry - Parts & Supplies, Fuel Additives (2,100)	252,853
Food and Service Supplies (549x)		
Medical Supplies (550x)	First Aid Kits & Supplies - Parks & Forestry (750) - Highway (100) - Garage (2,000)	2,850
Public Works Supplies (553x)	Engineering - Drafting, Engineering & Surveying Supplies (1,100) Garage - Welding Supplies (1,000) - Steel & Lumber (0) - Hardware Supplies (1,000) Highway - Asphalt (111,970) - Granite Curbing (4,658) - Concrete & Masonry Supplies (2,100) - Lumber & Hardware (950) - Traffic Signs (18,809) - Traffic Signal Equipment & Supplies (5,550) - Traffic Marking Paint (3,495) Parks & Forestry	163,182

Fiscal Year 2017 Proposed Budget

	Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (12,550)	
Other Supplies & Equipment (558x)	Administration (1,200) Engineering - Plan Size Copy Paper, Large Toner Bar, Books & Manuals (1,100) Garage - Clothing Supplies (1,000) - Shop Supplies (1,925) 2-Way Radio Supplies(1,000) - License Renewal (500) Highway - Tools (2,250) - Clothing Supplies (2,275) - Personal Safety Equipment (700) - License Renewal (200) - Dead Animal Supplies (106) - Traffic Control Supplies (5,000) Parks & Forestry - Clothing Supplies (9,180) - Dog Park & Other Recreation Area Supplies (5,000)	31,436
Governmental Charges (569x)	Engineering - Registry of Deeds Fees (1,000) Licenses & Certifications - Garage (125) - Highway (505) - Parks & Forestry (1,260)	2,890
Travel & Mileage (571x – 572x)	Administration (2000) Engineering (500) Garage (50) Parks & Forestry (250)	2,800
Dues & Subscriptions (573X)	Administration - APWA Membership (1,200) Engineering - Law Books, ASCE/BSCE, MALSCE, Prof. Lic. (1,100) Garage - Professional Associations (700) Highway - APWA, MHA, NBM Highway Assoc., Mun. Signal Assoc. (400) Parks & Forestry - NESTMA, MTWFA, MCLP, APWA, ISA, MMA (2,000)	5,400
Other Expenses (574 X – 579x)		
6. Total Expenses		1,587,868

DSR2C				
Capital Equipment Replacement (587X)	Parks & Forestry - Zero Turn Mower (19,200) - Utility Vehicle - Defazio (11,200)			30,400
7. Total Operating Budget Capital				30,400
8. Total Base Request (Line 5 + Line 6 + Line 7)				5,195,038
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2017				

Department Personnel Supplement DSR3								
Department		Department of Public Works						
	Description	Amount	Amount Reflected DSR2A Section					
			1	2	3	4		
1	P & F – Carol Brewster Maintenance	7,934			X			
2	P & F – Dog Park Maintenance	5,290			X			
3	P & F – July 4 th Support - Sunday	4,149			X			
4	P & F - Mowing, Leaves, Watering, Diamond Work, Rosemary Pool Maintenance	22,481			X			
5	P & F - Problems Relating to irrigation systems or buildings, such as electrical/plumbing, vandalism	662			X			
6	P & F - Pruning, Removals, Planting	5,951			X			
7	P & F – Special Events	1,322			X			
8	P & F – Storm Damage Clean-up	7,934			X			
9	Admin – Complete Overflow Works	8,433			X			
10	Engineering – Contractor Oversight	3,957			X			
11	Engineering – Complete Overflow Work	1,539			X			
12	Highway – Animal Pick-up	4,026			X			
13	Highway – Street Sweeping	12,853			X			
14	Highway – Contractor Oversight	12,389			X			
15	Highway – DPW Markings	10,763			X			
16	Highway – Emergency Overtime	8,053			X			
17	Highway – Maintenance of Public Ways	5,420			X			
18	Highway – Special Events	6,194			X			
19	Highway – Sign Program	3,097			X			
20	Highway - Traffic Signal Repair	2,787			X			
21	Garage – Seasonal Equipment Services	8,268			X			
22	Garage – RMV Pre-Inspection	2,756			X			
23	Garage – PM Service	5,513			X			
24								
25								
I	Total	151,771						
Sections								
	Amount Reported Under DSR2A Section 1							
	Amount Reported Under DSR2A Section 2							
	Amount Reported Under DSR2A Section 3	151,771						
	Amount Reported Under DSR2A Section 4							
II	Total	151,771						

X

V2017

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Two Temporary Laborer/Trades Assistants Highway			Priority	1
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		12,788		12,788	
2. Expense					
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		12,788		12,788	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				☐	☒
Has this request been submitted in the last three fiscal years and not funded?				☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
Does the request support activities which produce revenue for the Town?				☐	☒
If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
Is there an increased exposure for the Town if the request is not approved?				☐	☒
Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
Does this request address a documented health or safety issue?				☐	☒
All "YES" responses must be explained in the narrative					
Description and Explanation					
Currently the Highway Division hires no additional help in the summer months. This request is to hire two summer help staff for 12 weeks during the summer in order to assist in various capacities throughout the Division. The requirements of DPW employees during the winter months limits their use of vacation time and results in many employees in the Highway Division taking time off during the summer. The summer is one of the busiest seasons for the Highway Division with construction and repairs from winter damage. Additionally, there are many projects throughout the Town that regular Highway employees are unable to address, such as the painting of guardrails. This additional temporary staff will assist with these functions and improve the productivity of the Highway Division.					
V2017					

Performance Improvement Funding Request DSR4						
Department	Department of Public Works					
Title	Misc. Fence Repair			Priority	2	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage						
2. Expense			30,000		30,000	
3. Operating Capital						
4. Other Costs						
5. Total (1+2+3+4)			30,000		30,000	
Budgetary Considerations					Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee					☐	☒
Has this request been submitted in the last three fiscal years and not funded?					☐	☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					☐	☒
Does the request support activities which produce revenue for the Town?					☐	☒
If the request is not approved, will current Town revenues be negatively impacted?					☐	☒
Is there an increased exposure for the Town if the request is not approved?					☐	☒
Is specialized training or licensing required (beyond the initial purchase)?					☐	☒
Does this request address a documented health or safety issue?					☐	☒
All "YES" responses must be explained in the narrative						
Description and Explanation						
In 2015 the Town entered into an on-call contract to repair fencing. There are many player and backstop fences throughout the parks system in the Town that require repair. This is a one-time request to address deficient areas. The list of projects included: • Avery Diamond • Broadmeadow School Diamonds • Dwight Field Diamond • Mitchell School Diamond #2 • Newman/Cusick Diamond • Perry Park Diamond						
V2017						

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	GPS Unit for Engineering Division	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage				
2. Expense		360		360
3. Operating Capital			8,400	8,400
4. Other Costs				
5. Total (1+2+3+4)		360	8,400	8,760
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee				☐ ☒
Has this request been submitted in the last three fiscal years and not funded?				☐ ☒
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				☐ ☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐ ☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐ ☒
Does the request support activities which produce revenue for the Town?				☐ ☒
If the request is not approved, will current Town revenues be negatively impacted?				☐ ☒
Is there an increased exposure for the Town if the request is not approved?				☐ ☒
Is specialized training or licensing required (beyond the initial purchase)?				☐ ☒
Does this request address a documented health or safety issue?				☐ ☒
All "YES" responses must be explained in the narrative				
Description and Explanation				
This purchase is for a Topcon HiPer SR network rover GPS unit, or a GPS unit that is compatible to the Engineering Division's existing survey Data Collector and software setup. The DPW with the IT division has already reviewed and tested the compatibility of this model and found this setup will meet the DPW's needs. This GPS survey unit will be used to connect to the State's free network in the field, and retrieve in real time hyper-accurate survey data to be used for design work, establishment of monuments, construction inspections, and for as built construction layouts. The Engineering Division utilizes two Survey Party Chief positions to perform survey work and to act as construction inspectors. The GPS unit may be operated by a single surveyor so that during times of multiple construction projects; other projects or survey work may continue. This unit is also compatible with the existing Total Station survey equipment that will allow the surveyors to alternate the collection style of survey data per best industry standards. This request includes three additional wireless internet "Hot Spot" subscription that will be needed for the GPS unit to connect in real time to the State's network.				
V2017				

Department Information DSR1					
Department		Municipal Parking			
Department Mission					
The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town issues parking permits to local businesses for their employees, at a fee. The Town maintains and enforces parking regulations in these lots. These parking lots include: Lincoln/Chestnut St, Eaton Square, Mark Lee, Dedham Ave, Chapel St, and Kimball Lot.					
Operational Considerations					
Salaries & Wages Decreased by \$1,886, -8.08% Expenses & Services Increased by \$4,020, 5.40% Total Budget Submission Increase by \$2,134, 2.18% The decrease in salaries is due to reducing the work that the DPW's Parks & Forestry Division does in house at the Lincoln St Lot and outsourcing. The contractor will be able to accommodate the additional workload to maintain the plantings at this lot.					
Line Item	Description	Change	Offset by	Comments	Net Change
Rental & Leases	Lease for MBTA for Heights Lot	\$220		Increase in Lease	\$220
Other Property Related Services	Light pole repair, bollard repair, pavement repair, curbing, concrete sidewalk, fence replacement & guardrail	(\$2,000)	\$2,000	Reallocated to Plantings at Lincoln St	\$3,400
	Paint Markings	(\$3,000)	\$3,000	Reallocated to Plantings at Lincoln St	
	Outsourced planting care of Eaton Sq	\$400		Increased cost based on current contract	
	Planting at Lincoln St	\$5,000	(\$5,000)	Reallocated from Markings and Misc. Repairs	
	Outsourced planting care of Lincoln St	\$4,000	(\$1,000)	Outsourcing service currently provided in house, but unable to meet demand	
Grounds Keeping Supplies	Grass	\$400		Purchase of grass for green parking lot areas	\$400

Department Information DSR1					
Department		Municipal Parking			
Line Item	Description	Change	Offset by	Comments	Net Change
Public Works Supplies	Sign, patching, fence repair	(\$2,000)	\$2,000	Decreased need due to recent investment in lots; reallocated to Outsourcing Plant Care, and Parking Meter Supplies	\$0
	Parking meter supplies	\$1,000	(\$1,000)	All meters replaced, now some require repairs.	
Spending Request Recap					
Description		Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)	
a) Salary and Wages		21,444		21,444	
b) Expenses		78,420		78,420	
c) Capital					
d) Other					
e) Other					
f) Other					
g) Total DSR2 & DSR4 Request (a through f)		99,864		99,864	
V2017R					

Department Expenditure Detail DSR2									
Department				Municipal Parking					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								21,444
Sub Total 3								21,444	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								21,444	

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)		
Rental & Leases (527X)	Lease for Dedham Avenue lot (12,000) Lease for Library Lot (12,000) Lease for MBTA for Heights Lot (17,820)	41,820
Other Property Related Services (529x)	Light pole repair, bollard repair, pavement repair, curbing, concrete sidewalk (10,000) Paint Markings (5,000) Miscellaneous (5,000) Outsourced Planting Care of Eaton Sq Lot (1,400) Plantings at Lincoln St (5,000) Outsourced Planting Care of Lincoln St Lot (4,000)	30,400
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 (3,000) Seed (400)	3,400
Vehicular Supplies (548x)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)	Sign, patching, fence repair (1,800) Parking Meter Supplies (1,000)	2,800
Other Supplies & Equipment (558x)		
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)		
Dues & Subscriptions (573X)		
Other Expenses (574 X – 579x)		
6. Total Expenses		78,420
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		99,864

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2017

Department Personnel Supplement DSR3									
Department			Municipal Parking						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Servicing of Six Municipal Lots – Highway	3,717			X				
2	Servicing of Six Municipal Lots – Parks & Forestry	7,934			X				
3	Lincoln St Parking Lot – Additional Services - Highway	929			X				
4	Lincoln St Parking Lot – Additional Services – Parks & Forestry (outsourcing services)	0			X				
5	Eaton Square Lot – Highway	929			X				
6	Eaton Square Lot – Parks & Forestry	7,935			X				
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	21,444	X						
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	21,444							
	Amount Reported Under DSR2A Section 4		X						
II	Total	21,444							

V2017

Department Information DSR1						
Department		Municipal Lighting Program				
Department Mission						
The Municipal Lighting program maintains and operates all of the street and municipal parking lot lights in the Town.						
Operational Considerations						
Expenses & Services decreased by \$5,026, -1.97%						
<u>Energy</u>						
Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Year Submission	
Energy	896,441	\$0.19*	\$1,551	\$171,875	\$9,124	
*increase from last year's budgetary figure of \$0.18 (6% difference)						
<u>Repairs & Maintenance</u>						
The Town outsources the maintenance of street and parking lot lights. In FY 2016 the Town significantly redrafted this agreement. The pricing for the annual maintenance of lights came in higher than the prior contract as anticipated, but lower than the projected amount for FY 2016, resulting in a budgetary decrease in FY 2017 of \$10,200.						
This new agreement also included clearer language about knockdowns and expanded the number of poll transfers. The increase in the number of poll transfers has resulted in an increase of \$750.						
The Town will also be pursuing knockdowns through the insurance of the individual responsible for the knockdown, or through the Town's insurance if we cannot determine who is responsible. This along with the new language has resulted in a budgetary decrease of \$7,300.						
Spending Request Recap						
Description	Base Request DSR2	Additional Request DSR4		Total (DSR2 + DSR4)		
a) Salary and Wages						
b) Expenses	249,925			249,925		
c) Capital						
d) Other						
e) Other						
f) Other						
g) Total DSR2 & DSR4 Request (a through f)	249,925			249,925		
V2017R						

Department Expenditure Detail DSR2									
Department				Municipal Lighting Program					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
								PRD1 Sub Total	
J.	DSR3 Other Compensation								
								Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
								Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
								Sub Total 3	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
								Sub Total 4	
5. Total Salary and Wages (1+2+3+4)									

DSR2B				
Object	Description	Amount		
Energy (521x)	Electricity (171,875)			171,875
Repairs & Maintenance Services (524x – 525x)	Transfers (6,750) Monthly Maintenance Fee (44,600) Knockdowns (26,700)			78,050
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				249,925
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				249,925
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2017				

Department Information DSR1	
Department	Health And Human Services--All
Department Mission	
The Needham Health and Human Services Department (HHS) combines the Town's Council on Aging, Public Health, Veterans' Services, and Youth Services. Its mission is to protect, preserve, and promote the health, wellness, and social/emotional well-being of all Needham residents. Needham HHS provides programs, services, and benefits which support and enhance the quality of life and the opportunities for growth, learning, and development in the whole community. Council on Aging-- In the 1950's, Dorothea Willgoose, MD. , a forward thinking resident, realized that the older adult population of Needham had unmet health, housing and social needs. In large part due to her advocacy, the Needham Council on Aging (COA) was established to address these issues by Town Meeting vote in 1957. As a proactive community Needham was forward thinking enough to encourage the formation of one of the first recognized Councils on Aging in the State of Massachusetts. Needham's role as a pioneer in providing programs and services specifically geared toward the needs of older adults was recognized as a model for the nation. Needham data was used at the First White House conference on Aging and Dr. Willgoose was invited to be a key participant. Various community partners such as the YMCA shared space with the division over the years until we officially opened our doors as the Stephen Palmer Senior Center at 83 Pickering Street on October 2, 1979. 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. Dr. Willgoose created a legacy many decades ago that has been a compass for the department's continued forward-looking vision. It has helped us to address needs and issues of today while always being open to new ideas, best practices, initiatives and concepts related to the field of aging. With this in mind our new home was designed to accommodate present needs and concepts as well as those in the future that we have yet to imagine. Where we were looks very different from where we are today and where we have yet to go. For 57 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 have fulfilled 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 offers most programs and service at 300 Hillside Avenue, where the professional Council on Aging staff has oversight. 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 events and trips, and a place for socialization, independent activities and learning opportunities. In October 2013 the Council on Aging moved to its much anticipated and long awaited new home	

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Department**Health And Human Services--All**

at 300 Hillside Avenue, The Center at The Heights. 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. We believe in addressing the aging service issues of the present day while projecting into the future. Some of the Highlights of the past year illustrate this fact.

Public Health

The Needham Public Health Department is empowered through the Needham Board of Health by the Massachusetts General Laws ([Chapter 111](#)) to enforce state and local public health and environmental regulations.

The mission of the Department is to prevent disease, promote health, and protect the public health and social well-being of the citizens of Needham, especially the most vulnerable. The staff of the Public Health Department pursues this mission through a series of goals and objectives to:

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

Veterans' 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 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. At the time of this budget submittal the District has experienced some turnover and will begin a search for a new WSVD Director.

In addition Town has a dedicated position titled Care of Graves/Coordinator of Ceremonies and the incumbent works with the Director and the Deputy Director with the care of veterans' graves, the coordination and operations of observations in Needham and other related veteran activities

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Department**| Health And Human Services--All |**

such as Memorial Day and Veterans' Day.

In FY2015 there were eight (8) clients totaling over \$34,526 in benefits paid. In FY2016 July 1, 2015 through October, 2015 we have eight (8) clients totaling \$10,751 with a projected cost through June 30, 2016 being approximately \$33,000 (with no increase in clients or benefits).

The projected benefits cost for FY2016 totals \$33,000 and our current budget is \$43,500.

All the monies spent on veterans' benefits and other services are eligible for up to 75% reimbursement.

The District has not notified Needham of its FY2017 Assessment, so I am using a 4% increase at this time. This budget is preliminary, as the WSVD Board will begin its FY2017 budget discussions towards the end of the calendar year. The current Expense (non-salary) budget for Veterans' Services is \$119,360 and with a 4% increase (in dollars \$4,775) the recommendation for FY2017 totals \$124,135.

Changes from the FY2106 Budget to the FY2017 Request:

Government Charges (WSVD Assessment) increase of 4% converted to \$4,775.

Youth Services

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

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

Operational Considerations**Council on Aging**

Since moving into its new building, the Council on Aging has experienced a boom in both programmatic use and in requests for support and assistance. For example:

- The number of meals served in the CATH lunch program has increased by more than 70% and now stands at 5,690 meals served in the past fiscal year;
- Participants in the CATH fitness room/training program who exercise regularly onsite grew more than 50%, and participants in group exercise programs increased monthly by 33%
- Appointments with the SHINE Program (Serving the Health Insurance Needs of Everyone) about Medicare, Medicaid, and Prescription Drug coverage more than doubled over the past fiscal year from 205 to 496 individuals served. Seniors interested in learning about health care coverage is still growing—with all the appointments offered in an evening hours pilot program booked more than a month in advance!; and during open enrollment

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Department	Health And Human Services--All
client contact for Needham increased by 36% • A series of Healthy Aging presentations offered in the evenings have been completely filled, with almost 50 attendees registered for the first two presentations. • In a six month period of time an average of 15.66 programs were offered per day, an average of 67 programs per month which translates to an average of 323 opportunities to participate in a month and 4030 seats filled by those participating. • Also in FY 15 we were pleased to welcome our Public Health Colleagues to our new home where we continued to appreciate our collaborative working relationship. During the last several years, Council on Aging staff members have begun to handle more complex social service issues, in addition to interventions for more clients and families under the age of 60 when needed. The growing number of seniors has generated more requests for resources and support, and has generated more complex mental behavioral health service issues for that 60-plus population that the division is called upon to handle. Many of the requests for support and assistance that are managed by the Council on Aging, and often in partnership with the Public Health Department involve overlapping risk factors that accompany aging, including the depression and substance abuse triggers brought on through social isolation or the grief from loss. Issues of abuse on a parent by an adult child (whether physical, verbal, emotional, or even fiscal) have become far more prevalent in recent years, as have instances of intergenerational family conflict when struggling families move back to Needham and into their parents' homes. The increasing complexity of mental health and substance use disorder involved cases requires on-going connection and support post referral. These cases also nearly always have family members—sometimes three generations in one home—who have been affected by chronic mental health illness or substance use disorder. Some of the other categories of service provided routinely through social services include: information and referral to home health care, medical and mental health resources; individualized case management; limited family and individual counseling; protective service and elder at risk situations; and emergency intervention to include working with police, fire and health on housing and safety issues. The increased demand for programs and support services should come as no surprise, given that Needham has one of the highest populations of adults age 60 and over in the MetroWest region. According to demographic information maintained by the Needham Town Clerk, in 2015 fully 24.4% of the town's population (a total of 7,455 residents) are age 60 and above; and this age group represents a great and growing proportion of all Needhamites. The number of 60-plus Needham residents has increased by more than 700 over the past two years alone, and that age cohort is projected to grow by 14.9% in Needham over the next five years according to the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27.1% of the Town's residents, and a decade later will hit 31%. After two decades of growth that aligned with the Town's overall population trend, by 2010 Needham's senior population began growing both absolutely and in relation to the Town's overall growth rate. <u>Funding</u> 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 \$51,984. The Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information of Everyone) for	

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22 cities and towns in the MetroWest region. The funding received, over \$84,000, was used to pay for the part time positions of the Shine Program Director and Assistant Director who provided supervision and oversight for over 50 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 that we continue to closely monitor, and we have been proactive with the Massachusetts 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 14 and anticipate further growth in 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.

Additional support for our Programs and Services comes through the Senior Community Service Employment Program (SCSEP) as the Council on Aging acts as a host agency. SCSEP is funded under Title V of the Older Americans Act for the purpose of promoting useful part-time opportunities in community service activities for unemployed low-income persons who are age 55 and older. This helps to foster individual economic self-sufficiency and to assist a person in transitioning to unsubsidized employment. The division is extremely grateful to the continued financial support of the Friends of the Center at the Heights.

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' 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.

Public Health

The last half of FY 2014 and the first half of FY 2015 produced a number of challenges for the Needham Public Health Department. A director with a decade-long tenure and an active role in local and regional planning initiatives departed suddenly, and a long-time administrative manager who was extensively involved in managing the department's budgets and donations transitioned into retirement. An interim director was appointed and a new administrative manager was hired to fill those positions. And over the spring, summer, and fall of 2014, more than a third of the department's then employees (including the interim director) were assigned to a separate worksite from the majority of the department.

All of those changes in such a short period of time could have been expected to disrupt the normal operations of any municipal departments, but the staff members of the Needham Public Health Department have been both diligent in the performance of their normal duties and have continued to advance additional efforts and activities that support the health and well-being of all of Needham's residents.

When I was appointed Director in mid-November, I undertook significant efforts to re-align the manner in which the Public Health Department conducts its activities. Significant

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accomplishments in FY 2015 included: • The development of a detailed budgeting and expenditure tracking spreadsheet to ensure greater fiscal accountability. ▪ Salary line funding was spent down to three-tenths of one percent remaining (not including \$51,758 transferred into account on May 8th...if that amount if included, there was 10.94% remaining unexpended in the salary line). ▪ Expense line was slightly overspent (by \$380), mostly as a result of purchasing a laptop and supplies (total of just over \$1,200) for the Parks & Recreation Department to assist them in the transfer of the Youth Center program; this purchase occurred on the last day of the fiscal year but some expenses (for travel reimbursements) had not been incorporated into Infinite Visions, causing an overdraw on the expense line. - o As part of the development of the budgeting and expenditure tracking spreadsheet, the department revised a revenue tracking spreadsheet to keep better track of the revenue from permit and fees, as well as small grants and donations. This process has clarified mistakes in previous year's reporting. ▪ For example, an oversight in the way the department was managing the remaining funds from its expired federal Drug Free Communities grant was discovered. This afforded the Town access to an additional \$10,220 that it had previously not spent and which it did not have plans to expend. ▪ In its FY 2015 budget submission, the Public Health Department claimed it had received \$104,577 in fees and permit revenues and \$107,357 in small grants and donations for a total of \$211,934 generated in FY 2014. Due to a spreadsheet formula error, this amount was overstated by nearly \$30,000. In FY 2014, the department actually took in \$90,713 in permits and fees and \$91,548.79 in small grants and donations for a total of \$182,261.79. • In FY 2015, the department took in \$81,317.50 in permits and fees and \$104,096.42 in small grants and donations for a total of \$185,419.92. This is a 1.73 % increase over FY 2014 and 2.25 % increase over FY 2013. • The difference in fee revenue between FY 2014 and FY 2015 is largely the result of the transfer of the electronic burial permit function to the Town Clerk's Office. This was a cooperative initiative between the Public Health Department and the Town Clerk's Office with the aim of improving efficiency and convenience for the customers; a two-step process became one-step, and the time for processing was reduced substantially. It was a worthy initiative, but it means that the Public Health Department will forego \$7,605 in annual permit revenue that will now come under the Town Clerk's Office. • The Public Health Department aggressively pursued external funding opportunities including state and federal grants, grants from foundations, and donations from community agencies and organizations. Grants and donations beyond the "expected" annual sources included: - o a Sharps Disposal Kiosk mini-grant from MA DPH for \$1,315; - o a Concussion training database grant from the MetroWest Health Foundation for \$20,000; - o a regional adaptation planning grant from MA DPH for \$10,000;	

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Department**Health And Human Services--All**

- o a federal Drug Free Communities grant (\$125,000 per year for five years); and
 - o a regional Substance Abuse Prevention Collaborative Grant (\$100,000 for three years, with an extension for an additional four years and a total of \$700,000).
 - o major, multi-year donations from the Beth Israel Deaconess Hospital-Needham and the Kyle W. Shapiro Foundation (\$30,000 from each source over a five year period) to support mental health and suicide prevention activities in Needham.
- All told, the Public Health Department increased very modestly (+2%) the amount of typical revenue that it receives from traditional donors, grants, and from permits and fees. But **\$268,315 in new grants** and donations for “current year” were secured, and a further **\$1,148,000 in future year funding** commitments will be available.
 - Two grants (SAMHSA's Drug Free Communities grant and MA DPH's Substance Abuse Prevention Collaborative grant) that the Public Health Department the Town has received through the Public Health Department both provide funding for personnel. The state SAPC grant is a four town grant including Needham, Westwood, Dedham and Norwood with Needham as the lead town. The state SAPC grant is a three year grant with the strong possibilities of Town receiving two separate two year extensions; the SAMHSA DFC (Federal) Grant is for a five year period in the amount of \$125,000 per year.

Receiving these grants has provided the Town with an opportunity beginning in fiscal year 2016. The Senior Program Coordinator (Substance Abuse) salary has been charged to the state SAPC grant for fiscal year 2016. The recommendation to reallocate existing salary (FY2016) savings for the Senior Program Coordinator position in the Health Division to the COA Division will fund a full-time Social Worker 2 position. In this budget request for the salary funding for the Senior Program Coordinator totals \$77,011 the recommendation to reallocate in fiscal year 2016 was authorized and with a starting salary up to \$61,249.50. The person filling this position will be eligible (upon a satisfactory performance evaluation) for a step increase in FY2017 up to \$64,662 (base salary) resulting in a salary savings (from the FY2017 budget recommend) for the Senior Program Coordinator to the Social Worker 2 position of at least \$12,349.

* * * * *

Programmatic Activities

In addition to a FY 2015 budget of \$641,168¹, the Public Health Department received \$104,096.42 in grants and donations and \$81,317.50 from permits and licenses for an additional \$185,413.92. The grants and donations helped to maintain our mission and provide necessary services. Every March at its monthly public meeting, the Board of Health reviews permit and license fees and makes appropriate changes in the fee structure as needed.

The Public Health Departments draws upon a pair of Revolving Accounts that support the expenses of the Traveling Meals Program and the Immunization/Vaccination Fund. The DSR2 Budget submission includes modest requests for increases to the professional and technical service contracts for Fuss and O'Neil Associates and Riverside Community Care, and a corresponding reduction in the contractual funds for Charles River ARC.

¹ \$530,443 in Salaries, and \$110,725 per Annual Town Meeting Appropriation, for a fiscal year total of \$641,168.

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Department**Health And Human Services--All**

The Riverside Community Home Based Care brings outstanding 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 Prevention. Charles River ARC continues to provide many services to cognitive delayed residents. Needham's synthetic turf playing fields are tested annually by Fuss and O'Neill to proactively monitor chemical exposure; these tests are conducted on behalf of the Public Health Department in consultation with the Director of the Parks & Recreation Department, the Athletic Director of Needham High School, and the DPW Superintendent of Parks & Forestry. Since 2010, the Board of Health has had testing on the synthetic turf fields and uses these results to compare data 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. The service provides licensed professionals that match client needs to available mental health providers in Needham and surrounding towns. This makes finding mental health services easier and faster. INTERFACE also follows up within a few weeks to evaluate the services found. This valuable program is funded by donations to the Public Health Department from the Beth Israel Deaconess Hospital-Needham and the Kyle W. Shapiro Foundation; in June 2015, both organizations made a five-year, \$30,000 commitment to the Town to support this program.

Additionally, a Community Council pledge of \$2,500 supported the design, production, and placement of INTERFACE advertisements in the Needham Times, the Hometown Weekly, and in poster-form in businesses, physician offices, religious organizations, and the schools.



HELLO I AM...

SOMEONE WHO CAN HELP!

Resource Information | Provider Referrals

Call the INTERFACE® Helpline
617-332-3666 x1411
or 1-888-244-6843 x1411

Where can you learn about Mental Health Resources in or near your community?

How can you access Mental Health Services for all ages?

Find answers at the INTERFACE Referral Service.
interface.williamjames.edu

Call Monday-Friday 9:00 am-5:00 pm to consult with a mental health professional about resources and/or receive personalized, matched referrals.

For additional information and resources, please visit the Needham Public Health Department at needhamma.gov/health. Funding for this valuable service is generously provided by Beth Israel Deaconess Hospital Needham and The Kyle W. Shapiro Foundation.

WILLIAM JAMES COLLEGE
INTERFACE Referral Service

Needham
Public Health
Prevent. Promote. Protect.

The mission and vision of the Needham Coalition for Youth Substance Abuse Prevention (NCYSAP) and the Senior Substance Abuse Prevention Project Coordinator are centered on collaboratively reducing substance use in our community with prevention initiatives impacting media advocacy, policy and enforcement, access and availability and creating a shift in community norms around the normalization of youth substance use. The work in these vital

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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. Students Advocating Life Without Substance Abuse (SALSA) is a peer learning 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 that found Mental Health needs (especially anxiety and depression) are the top issues in all nine communities. We work with Norfolk County – 7 (Wellesley, Westwood, Norwood, Dedham, Canton, Milton, and Needham) to write grants to support Emergency Preparedness exercises and trainings for our Departments and our Medical Reserve Corps. We continue to work with Region 4B (27 towns bordering Boston which meet monthly) on Emergency Preparedness activities, sharing exercises and deliverables defined by the Center for Disease Control.

The Traveling Meals Programs continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. This program is supported by approximately 80 volunteers. It is managed by one part-time employee who coordinates all services. In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population. Although attracting volunteers remains a challenge (especially in the Winter months), the Traveling Meals Program has expanded its service in response to the pressing needs of community members. The number of meals delivered in the first three months of FY 2016 is sharply up (21% over the same quarter in FY 2015), thanks to expanded volunteer recruitment efforts and a push to make the community (especially physicians' offices and religious organizations) more aware of the service that is available to qualified residents.

	# Meals	# Meals	% Change
Month	FY2015	FY2016	FY 16 to FY 15
Jul	684	855	25%
Aug	682	791	16%
Sep	655	794	21%
Totals:	2,021	2,440	21%

Currently the Public Health Department Chairs the Housing Committee, Co-Chairs the Needham

Department Information
DSR1

Department**Health And Human Services--All**

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 the Tobacco Control Program. The Health Director is on the Steering Committees for CHNA #18, Steering Committee for Region 4B Emergency Preparedness and Steering Committee for Norfolk County-7 Emergency Preparedness.

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.

* * * * *

Budgetary Items

The Base Spending request from the Public Health Department for FY 2017 is \$583,961.57, which is a **9.70 % reduction** on the amount allocated for FY 2016 at Annual Town Meeting. That includes a substantial reduction in full-time salary line costs, a modest increase in salary costs of temporary staff members **to account for the fact that the Public Health Nurses are no longer located with the rest of the Public Health Department,**² and a modest increase to expense line costs which will support communications and additional training and professional association costs. Specifically, the Expense Budget lines in the DSR2 have been changed in the following ways:

5240 – Repair & Maintenance Services @ \$500; -2.53% change from 2016 Allocated Funding. Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections.

530X – Professional & Technical Services @ \$86,850; +3.72% change from 2016 Allocated Funding. Seminars & Trainings @ \$3,000 for staff certifications, continuing education, and professional development. Licensed & Professional Services @ \$81,350 for Fuss & O’Neil

² Associated costs include additional per diem nurses to offer Flu and Wellness Clinics in Town Hall since neither of the permanent Public Health Nurses is able to work in Town Hall, as well as additional office coverage for the two occasions per month when the Public Health Department meets as a full staff.

Department Information
DSR1

Department**Health And Human Services--All**

environmental testing and Riverside Community Services and contracts. Advertising @ \$2,500 for newspaper advertising of public health messages.

534X – Communications @ \$9,500; +9.22% change from 2016 Allocated Funding. Graphic Design @ \$1,000 to support the design of community education materials and public health awareness campaigns. Postage @ \$1,000 for mailing regulations and permit renewals. Wireless Communications Systems @ \$2,500 covering costs of smart phones for Director, Public Health Nurse, and Environmental Health Agent. Mailing, Printing, and Photocopying @ \$3,000 for both internal (photocopier) and external printing (includes printing of inspection forms.) Legal Notices @ \$2,000 for mandated posting of Board of Health regulations in published newspapers.

5420 – Office Supplies @ \$4,500; -19.87% change from 2016 Allocated Funding. Office supplies and equipment for 5 full time and 6 part-time/per diem employees, as well as for three committees – Local Emergency Planning Committee, Domestic Violence Action Committee, Coalition for Suicide Prevention, and Coalition for Youth Substance Abuse Prevention.

5500 – Medical Supplies @ \$1,250; -3.33% change from 2016 Allocated Funding. Medical supplies and health materials, largely for public health nursing purposes.

5580 – Other Supplies & Equipment @ \$2,175; no % change from 2016 Allocated Funding. This funding is used for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and the purchase of water bottles as gift to sports coaches that attended a concussion training offered by the Public Health Department.

5690 – Governmental Charges @ \$75; was previously budgeted incorrectly under 5730 Dues & Subscriptions.

57XX – Travel & Mileage @ \$10,000, a +32.01% from 2016 Allocated Funding. In-State Travel Expenses @ \$1,000 for in-state registration fees Mileage @ \$4,500 for 5 full time and 6 part-time/per diem employees. Out-of-State Travel Expenses @ \$4,500 for the cost of attendance at regional or national events and trainings such as Public Health Preparedness Summit at the CDC in Atlanta or the CADCA Leadership Institute in Washington D.C.

5730 – Dues & Subscriptions @ \$1,915, a +70.83% from 2016 Allocated Funding. Annual cost for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America.

* * * * *

Inclusive of new spending requests outlined in the DSR4s, the Public Health Department requests a FY 2017 allocation of \$663,900.57, which would **represent a 3.55 % increase** to the amount allocated for FY 2016 at Annual Town Meeting.

Description	FY 2016 ATM	FY 2017 DSR2 Only	% Change
Health Salaries Permanent	511,449.00	438,751.22	-14.21%
Health Salaries Temporary	14,494.00	18,945.35	30.71%

Department Information DSR1			
Department		Health And Human Services--All	
Health Salaries Overtime	2,000.00	2,000.00	0.00%
Health Salaries Stipend	2,500.00	2,500.00	0.00%
<i>Salaries Subtotal</i>	530,443.00	462,196.57	-12.87%
Expenses	110,725.00	116,765.00	5.45%
Total	641,168.00	578,961.57	-9.70%

Description	FY 2016 ATM	FY 2017 DSR2 + DSR4	% Change
Health Salaries Permanent	511,449.00	513,690.22	0.44%
Health Salaries Temporary	14,494.00	18,945.35	30.71%
Health Salaries Overtime	2,000.00	2,000.00	0.00%
Health Salaries Stipend	2,500.00	2,500.00	0.00%
<i>Salaries Subtotal</i>	530,443.00	537,135.57	1.26%
Expenses	110,725.00	126,765.00	14.49%
Total	641,168.00	663,900.57	3.55%

There are two **(middle priority DSR4 for Concussion Database has been removed)** DSR4 requests for FY 2017.

The highest priority DSR4 requests funding to support a second full-time Environmental Health Agent to address the proliferation of inspectional service requirements and the increasing complexity of those requirements. Funds are requested in the amount of \$74,939 per year. That amount represents the maximum grade of the Town's salary range for the Environmental Health Agent position; the actual costs of hiring a second Environmental Health Agent may be lower.

The lowest priority DSR4 requests funding in the amount of \$5,000 per year over a five-year period to support the costs necessary to prepare the Public Health Department to obtain National Accreditation from the Public Health Accreditation Board. Please note that this is the estimated cost to assemble all the materials and develop all the documents (targeted health improvement plan, strategic plan, etc.) that are required components of an accreditation application. The actual cost to apply for an accreditation application review is \$12,720 for a community of Needham's size; this covers accreditation for a five-year period, following which re-application is required.

Overall

In my first year as Director of Public Health, the department has made significant progress. My staff and I have taken steps to modernize and standardize some of the Department's functions, and have brought in new revenue and new staff members.

My long-term goal is to grow and expand the public health department's mission and activities so that it has a profound, positive impact on the health and well-being of Needham's residents. The most immediate challenges to that goal are the limited number of staff members, the limited space in which to work for those staff members, limited opportunities and available funding to support staff training and development, and a limited and constricted information technology function (electronic permitting and inspections and electronic payments are two examples for

Department Information DSR1	
Department	Health And Human Services--All
future growth). Youth Services 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 over 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 FY2016 as described below: GRANTS, FEES, 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: \$1,000 Source: Grant Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Babysitter Training Seminars Estimate of Amount Generated: \$2,500 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Employment Program Estimate of Amount Generated: \$750 Source: Fee Amount of Fee: \$10 Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Peer Tutor Program Estimate of Amount Generated: \$1,800 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) A Conversation...For Parents of Teens Estimate of Amount Generated: \$500 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Project VAN	

Department Information DSR1	
Department	Health And Human Services--All
Estimate of Amount Generated: \$600 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Make A Statement Day Estimate of Amount Generated: \$3,000 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: July 1, 2015 (next review will be in July, 2016) Miscellaneous gifts, donations, and grants Estimate of Amount Generated: \$3,050 Source: Individuals and businesses SUPPLEMENTAL SOURCES OF SUPPORT At no cost to the town, continue program offerings that increase the quality and quantity of services as follows: <u>Graduate and Undergraduate Internship Program:</u> By continuing the Graduate and Undergraduate Internship Programs, the division delivered 981 hours of free skilled service to the community in the past year. <u>Volunteers:</u> Dozens of people volunteer their time and skills to the Youth Services. For example Peer Tutor and VIP Program volunteers provide hundreds of hours of service to youth, and numerous individuals assist the division on a variety of short-term projects. In sum, more than 1,900 hours of free donated services were made available to the Town through the Division of Youth Services over the past year. <u>Diversion/Restitution Placements:</u> During the coming year the Youth Services will oversee 200 – 750 hours of free community service. Monitored by Needham Youth Services, participants complete their community service hours by providing free support to town departments such as Police, Library, Town Clerk's Office, Public Facilities- Maintenance/Operation, and Council on Aging. In sum, these programs have generated the equivalent of over 1.75 FTE in services at no cost to the Town of Needham through our internships and volunteer programs. As the figures from our FY 2015 Statistical Summary of Services indicate, the volume of work for such as a small division is anything but small --- we provided 801 hours of individual/family therapy, 207 hours of group therapy, and recorded 2,526 participants in our workshops and trainings (our statistical survey is online at the Youth Services website). The demand for the services of this division continues to be high; that said our new part-time therapists have made a significant difference in terms of meeting the counseling needs of our youth and their families. The division makes a concerted effort to share our services/programs with the community by publishing a seasonal brochure of programs, presenting to large and small groups, coordinating with the school division, working with a wide range of community groups, and collaborating with the local press. Our website is a well maintained, up-to-date, contains valuable mental health	

Department Information DSR1	
Department	Health And Human Services--All
information, and lists our services (including program evaluations), and much more. The Youth Services website can be found at www.needhamma.gov/youth .	
Council on Aging	
1) Expand community usage of the building after normal business hours 2) Pursue funding for the ongoing program and potential expansion of social service hours 3) Pursue ongoing funding for the Fitness Center 4) Continue the Reorganization of the division 5) Explore Transportation Service Expansion	
Performance Indicators:	
1) Community usage has been expanded to include limited Council on Aging evening program 2) Social service hours expanded to include limited evening availability 3) Funding for the Fitness Center secured for FY17 4) Increase Social Service availability during normal business hours and administrative assistant trained and in place. 5) Recommendations made to expand access to transportation service	
Youth Services	
We am well aware that we are evolving to a new method of performance measurement, but we did want to share goals and achievements over the six (6) years to give you a longer and broader sense of the department. After that, you will note the "new Performance Measures."	
Six 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 (as only two of these were facilitated) 2) Increase participation in "Make A Statement Day" by 15% <u>Achievement</u>: This was accomplished as participation increased by more than the target amount	
Five 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.	
Four Years Ago:	
1) Work with the High Rock/Pollard PTC on a new parenting program.	

Department Information DSR1	
Department	Health And Human Services--All
<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. Three 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. 3) Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition. <u>Achievement</u>: This is still ongoing. Two Year Ago: 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. One Year Ago: 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. <u>Achievement</u>: This was accomplished. 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. <u>Achievement</u>: This was accomplished. 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. <u>Achievement</u>: This was accomplished.	

Department Information DSR1			
Department		Health And Human Services--All	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,235,205	98,053	1,333,258
b) Expenses	256,060	5,000	266,060
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,491,265	103,053	1,594,318
V2017			

Department Expenditure Detail DSR2											
Department				Health and Human Services – ALL							
Object				Description				Amount			
DSR2A											
Permanent Personnel	Last Year			Current Year			Next Year				
	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)	FT Head Count	PT Head Count
	11	9	14	12	9	14.3	12	11	14.4		
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count		
						X		4	2		
1. Salary and Wage Permanent Positions.											
a.	PRD1 Salary and Wages Base								1,006,555		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)										
c.	PRD1 Education										
d.	PRD1 Extra Holiday										
e.	PRD1 Longevity								9,131		
f.	PRD1 Snow Program										
g.	PRD1 Uniform										
h.	PRD1 Other Compensation								4,500		
i.	PRD1 Budget Adjustments								7,848		
PRD1 Sub Total								1,028,034			
J	DSR3 Other Compensation										
Sub Total 1								1,028,034			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)											
a.											
b.											
c.											
d.											
e.	DSR3 Total								195,209		
Sub Total 2								195,209			
3. Salary and Wage Overtime (Itemized Below)											
a.	Scheduled Overtime (contractually obligated)								2,000		
b.	Training and Development										
c.											
d.											
e.	DSR3 Total										
Sub Total 3								2,000			
4. Other Salary and Wage Expenses – (Itemized Below)											
a.	Incentive Programs										
b.	Pay In Lieu of Accrued Leave								7,463		
c.	Program Stipend								2,500		

d.	Tuition Reimbursement		
e.	Working Out of Grade		
f.	DSR3 Other Compensation		
Sub Total 4		9,963	
5. Total Salary and Wages (1+2+3+4)		1,235,205	
DSR2B			
	Object	Description	Amount
	Energy (521x)		
	Repairs & Maintenance Services (524x – 525x)	COA—Annual Maintenance My Senior Center \$1,200 Public Health Maintenance @ \$500 Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections	1,700
	Rental & Leases (527X)		
	Other Property Related Services (529x)	Veterans' Events	1,400
	Professional & Technical Services (530x – 531x)	COA Employee Training, Seminars and Conferences \$230 Public Health Seminars & Trainings @ \$3,000 Licensed & Professional Services @ \$81,350 Advertising @ \$2,500 Youth Services Purchase programmatic and clinical consultation services \$1,500	88,580
	Communications (534x)	COA--Postage \$700 Public Health Graphic Design @ \$1,000 to support the design of community education materials and public health awareness campaigns Postage @ \$1,000 for mailing Wireless Communications Systems @ \$2,500 covering costs of smart phones for Director, Public Health Nurse, and Environmental Health Agent Mailing, Printing, and Photocopying @ \$3,000 for both internal (photocopier)	12,500

Fiscal Year 2017 Proposed Budget

	and external printing (includes printing of inspection forms)	
	Legal Notices @ \$2,000 for mandated posting of Board of Health regulations	
	Veterans' Services –Postage \$100	
	Youth Services	
	Stamps/Postage, Cell Phone \$2,200	
Recreational & Cultural Services (535x)	Events for Veterans	500
Other Purchased Services (538x)		
Office Supplies (542x)	COA	7,900
	Office Supplies, Paper, pens, folders, etc. \$2,500	
	Public Health	
	Office Supplies @ \$4,500	
	Office supplies and equipment for 5 full time and 6 part-time/per diem employees, as well as for three committees – Local Emergency Planning Committee, Domestic Violence Action Committee, Coalition for Suicide Prevention, and Coalition for Youth Substance Abuse Prevention.	
	Veterans' Services \$100	
	Youth Services	
	Office Supplies, Paper, pens, folders, etc. \$800	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	COA--Gasoline	4,000
Food and Service Supplies (549x)	Purchase food and beverages for programs—COA \$300 and Youth Services \$100	400
Medical Supplies (550x)	COA	1,350
	Medical Supplies—First Aid Kits \$100	
	Public Health	
	Medical Supplies @ \$1,250	
	Medical supplies and health materials,	

	largely for public health nursing purposes	
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Public Health Other Supplies & Equipment @ \$2,175 This funding is used for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and the purchase of water bottles as gift to sports coaches that attended a concussion training offered by the Public Health Division Veterans' Services—flags and holders \$4,000 Youth Services Variety of expenses including program materials, off-site printing, etc. To purchase books, manuals and literature regard youth/family issues and treatment. \$240	6,415
Governmental Charges (569x)	Public Health Governmental Charges @ \$75 Annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure Veterans' Services—West Suburban Veterans' District Assessment \$74,425	74,500
Travel & Mileage (571x – 572x)	Reimbursement for work related travel COA \$100, Public Health \$10,000, Veterans' Services \$50 and Youth Services \$825	10,975
Dues & Subscriptions (573X)	Dues for Professional Associations COA \$340, Public Health \$1,915, Veterans' Services \$60 and Youth	2,340

Fiscal Year 2017 Proposed Budget

	Services \$25		
Other Expenses (574 X – 579x)	Veterans' Benefits		43,500
6. Total Expenses			256,060
DSR2C			
Capital Equipment Replacement (587X)			0
7. Total Operating Budget Capital			0
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,491,265
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)			
	YES	☒	NO ☐
Does the Department depend on any Federal or State grants to provide services?			
	YES	☒	NO ☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?			
	YES	☐	NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?			
	YES	☐	NO ☒
V2017			

Department Personnel Supplement DSR3								
Department		Health and Human Services--ALL						
	Description	Amount	Amount Reflected DSR2A Section					
			1	2	3	4		
1	Board of Selectmen							
2	Building Monitors							
3	Veterans' Services---Care of Graves and Coordinator of Ceremonies	2,500		x				
4	Veterans' Services---Seasonal Assistance	500		x				
5	Election Workers – Wardens and Clerks							
6	Election Workers - Inspectors							
7	Playground Maintenance Specialist							
8	Emergency Management Program							
9	Parking Clerk							
10	Public Health Nurse – Part-Time	33,995		x				
	Public Health Nurses – Per Diem							
11	Covering flu clinics and wellness clinics at Needham Town Hall since both Full-Time and Part-Time nurses are unable to work in Town Hall due to health considerations.	13,392		x				
12	Program Support Assistant III – Staff member support analysis, data gathering, program assessment, as well as communications	31,426		x				
13	Traffic Supervisors							
14	COA Van Drivers	33,278		x				
15	COA Building Monitor	11,314		x				
16	COA Recording Secretary	826		x				
17	COA Outreach	13,870		x				
18	Health Recording Secretary	2,862		x				
19	Health Traveling Meals	9,520		x				
20	Health Temporary Coverage including nursing staff in CATH	6,564		x				
21	Health Emergency and Evening Coverage	13,634		x				
22	Youth—Temporary Salaries	21,528		x				
23								
24								
25								
I	Total	195,209						
Sections								
	Amount Reported Under DSR2A Section 1							
	Amount Reported Under DSR2A Section 2							
	Amount Reported Under DSR2A Section 3							
	Amount Reported Under DSR2A Section 4							
II	Total	195,209						

V2017

Performance Improvement Funding Request DSR4				
Department	Health and Human Services -COA			
Title	Social Worker	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount(B)	
1. Salary and Wage	.33	23,114		23,114
2. Expense				
3. Operating Capital				
4. OtherCosts				
5. Total (1+2+3+4)				23,114
Budgetary Considerations				Yes No
1. Does this request address a goal of the Board of Selectmen or other Board or Committee				x 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				
For at least 8 years the Council on Aging had a full time social worker, an 18 hour outreach position partially funded by the Town (10 hrs.) and partially funded by the Formula Grant (8 hrs.) along with a 20 hr. benefited Formula grant funded position. To better serve all of our residents we have felt that converting these part time positions into 1 FTE would benefit the department and enhance service delivery. A move in this direction was hampered by the insufficient office space available in our previous location. Having two full time employees who would often be called upon to handle confidential information and meetings within one space would be impossible to manage especially as there was no other regular meeting space in the Stephen Palmer Center. During the last several years, Council on Aging staff members have begun to handle more complex social service issues, in addition to interventions for more clients and families under the age of 60 when needed. Having expanded hours of access and increased screening tools will be an asset to service delivery and reduce this barrier to service. The growing number of seniors has generated more requests for resources and support, and has generated more complex mental behavioral health service issues for that 60-plus population that the division is called upon to handle. Many of the requests for support and assistance that are managed by the Council on Aging and the Public Health Department involve overlapping risk factors that accompany aging, including the depression and substance abuse triggers brought on through social isolation or the grief from loss. Issues of abuse on a parent by an adult child (whether physical, verbal, emotional, or even fiscal) have become far more prevalent in				

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Department	Health and Human Services -COA		
Title	Social Worker	Priority	1
recent years, as have instances of intergenerational family conflict when struggling families move back to Needham and into their parents' homes. The increasing complexity of mental health and substance use disorder involved cases requires on-going connection and support post referral. These cases also nearly always have family members—sometimes three generations in one home—who have been affected by chronic mental health illness or substance use disorder. Some of the other categories of service provided routinely by social service include: information and referral to home health care, medical and mental health resources; individualized case management; limited family and individual counseling; protective service and elder at risk situations; and emergency intervention to include working with police, fire and health on housing and safety issues. The increased demand for programs and support services should come as no surprise, given that Needham has one of the highest populations of adults age 60 and over in the MetroWest region. According to demographic information maintained by the Needham Town Clerk, in 2015 fully 24.4% of the town's population (a total of 7,455 residents) are age 60 and above; and this age group represents a great and growing proportion of all Needhamites. The number of 60-plus Needham residents has increased by more than 700 over the past two years alone, and that age cohort is projected to grow by 14.9% in Needham over the next five years according to the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27.1% of the Town's residents, and a decade later will hit 31%. After two decades of growth that aligned with the Town's overall population trend, by 2010 Needham's senior population began growing both absolutely and in relation to the Town's overall growth rate. With our move to The Center at The Heights the division is provided with appropriate office and meeting space. This gives us the opportunity to move forward with our desire to reorganize our social work staffing pattern in the belief that this will better serve all of the residents and families that come to us for information and referral, case management and counseling. To accomplish this goal we are recommending that in FY 17 the Formula Grant fund the position at 25 hrs. per week and request that the Town fund the additional 12.5 hours necessary. This could be accomplished by utilizing the funds requested, and in prior years granted (10 hrs.) to partially fund a part time outreach position while adding some additional funds for an increase in funding from the Town of \$7,469 for the year.			
			V2016

Performance Improvement Funding Request DSR4						
Department	Health and Human Services					
Title	Public Health Environmental Health Agent	Priority	2			
DSR4						
Expenditure Classification	FTE	Frequency				Total Amount (A + B)
		Recurring Amount (A)		One Time Only Amount (B)		
1. Salary and Wage	1.0	74,939				74,939
2. Expense						
3. Operating Capital						
4. Other Costs		22,819				22,819
5. Total (1+2+3+4)		97,758				97,758
Budgetary Considerations						Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee						X
Has this request been submitted in the last three fiscal years and not funded?						X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?						X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
Does the request support activities which produce revenue for the Town?						X
If the request is not approved, will current Town revenues be negatively impacted?						X
Is there an increased exposure for the Town if the request is not approved?						X
Is specialized training or licensing required (beyond the initial purchase)?						X
Does this request address a documented health or safety issue?						X
All "YES" responses must be explained in the narrative						
Description and Explanation						
Overview The Needham Public Health Department Environmental Health Agent provides a broad range of public health services to the community while enforcing the State Sanitary Environmental Codes. These services include policy development, issuance of permits and licenses, ongoing inspection and surveillance, reporting of potential foodborne illnesses, as well as public education through trainings and articles. Implementation and enforcement of state and federal rules and requirements, as well as applicable local laws, assures compliance with standards of environmental quality. The demands on the Environmental Health Agent's time have increased markedly over the past five years; more inspections (Food Service, Pools) and more permits (demolitions, Wells) occur every year thanks to the Town's continued economic development. And in addition to the increased numbers, the complexity of cases is also increasing. A restaurant like Not Your Average Joe's is fairly simple to inspect and permit, but organizations like Olin College, North Hill, and Trip Advisor (with a main restaurant size kitchen, a pair of bars, five floor-specific kitchens, and 10 kitchenettes) take nearly an order of magnitude more time. As the demands of increasingly frequent and increasingly complex inspections, permits, and plan reviews mount, the Environmental Health Agent has does not have the time to enforce new Board of Health regulations adopted at the behest of the Board of Selectmen/Town Manager, nor						

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

does she have the ability to research best practices and to make sure that the Public Health Department's processes reflect an evidence-based/data-driven approach to public health.

The Public Health Department respectfully requests funding to support the employment of a second full-time environmental health agent.

Licensing

The Environmental Health Agent protects the public's health by monitoring and regulating a variety of establishments in the town. The following establishments are licensed and inspected by the Environmental Health Agent.

- Retail and food service establishments (including mobile food vendors, home kitchens, caterers, etc.) at least every 6 months
- Temporary food events, including Needham Farmers Market, Needham Business Association Street Fair and Harvest Fairs, as well as the Souper Bowl Contest and the PanMass Challenge at Olin College.
- Retail Tobacco establishment inspections (every six months) & unannounced quarterly compliance checks.
- Public/ semi-public pools and special purpose pools.
- Domestic Animals
- Establishments that use medical sharps (needles/syringes) within the community
- A bottling company
- Septage /Grease / Medical Waste Haulers
- Trash Haulers
- Wells, both geothermal and irrigation

Plan Reviews

The Environmental Health Agent actively reviews proposed plans and conducts inspections of the following:

- New or renovated food establishment design plans, additions or renovations to homes on septic system, well permit applications (Irrigation and Geothermal).
- New or upgraded Title Five septic system installations or repairs and septic abandonment/connection to municipal sewer forms.
- Subdivision lots prior to the release of off-street drainage bonds.
- Chapter II Sanitary Housing inspections.
- Special Permit and Zoning Board of Appeals proposed plans.

Complaints

The Environmental Health Agent follows-up on a variety of complaints including food, nuisance (odor, dust, trash, noise), and housing, and workplace tobacco complaints. In FY 2015, this included 43 complaints and 47 follow-ups, which is a 6.8% increase from FY 2014.

Education

Another primary focus of the Environmental Health Agent is to improve community awareness of

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Department	Health and Human Services		
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public health issues and to help reduce the incidence of seasonal public health concerns by providing health education and information to Needham residents and also to business owners. This is accomplished through newspaper articles, cable news segments, on-site trainings, and by providing in-house brochures and state/federal website links which contain up to date public health information. <u>Collaborative Effort</u> The Environmental Health Agent actively works with other town departments to provide environmental risk assessment and control, and she collaborates extensively with the Public Health Nurse, Substance Abuse Prevention Education Coordinator, and the Assistant Director/Social Worker at the Council on Aging on social support issues in the community including cases of hoarding and residential or institutional pest infestations (bed bugs at Charles River ARC, for example). Activities: Time Commitment, Volume Trends, and Collaboration <u>Food Service & Retail Establishments</u> Approximately half of the Environmental Health Agent's workload is dedicated to monitoring and regulating food service and retail establishments. This includes activities such as plan reviews for new/renovated food establishments, licensing, inspections, and investigating complaints. The time dedicated to retail and food service establishments is growing as more restaurants open in the Town of Needham. Figure 1 shows how the number of Food Service/Retail Permits has increased dramatically since 2010. For a new Food Establishment inspection, especially a large food establishment such as Trip Advisor, the Environmental Health Agent works on Plan Reviews for these establishments for many months. She initially received the first set of Trip Advisor plans back on April 25, 2014, and held the initial Food Permit Plan Review in early May; comments were submitted back to Trip Advisor on May 28, 2014. The initial plan review comments were received back from Trip Advisor on October 31, 2014, and the Environmental Health Agent continued this plan review process up until March 2015. Trip Advisor's Food permit application was officially received on March 11, 2015. The Environmental Health Agent conducted four on-site meetings on this Plan Review Process that were more than an hour each. Six pre-operation inspections were conducted before issuing Town food permit in June 2015. At Not Your Average Joe's, which is an existing food establishment, routine inspections are conducted twice per year, and inspection time averages one hour per inspection. The Public Health Department may need to conduct a follow-up inspection to verify that items have been addressed, which may take 30 minutes to conduct, and may also need to conduct additional inspections and report reviews when evidence of pests are observed on site, or when the Department receive a food or nuisance (trash) complaint, which can average another 30 minutes per inspection. For new Food Establishments, six or more hours is spent on conducting plan reviews on new restaurant kitchen designs. The Environmental Health Agent also reviews new food service equipment spec sheets and other paperwork (i.e. ServSafe Food Training certificates, Food			

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Allergy Training certificates, Menus, etc.). Once a new establishment is ready to open, multiple pre-operation food inspections are conducted to ensure proper Federal, State and local Food Code requirements are met. The Environmental Health Agent's time on these Plan Reviews varies, but she usually ends up reviewing these plans and submitting her review comments, which can take four to six hours, depending on the size of the establishment, and the amount of plan review items that need to be reviewed. The Environmental Health Agent usually issues additional plan review requests, once the initial requests get returned, so that adds more plan review time. Then the pre-operation inspections take anywhere from one hour (initial inspections) down to 30 minutes, when the establishment is getting ready to open.

An example of a complex and time consuming plan review for a new establishment is the re-opening of New Garden. The Public Health Department issued its Food Permit Plan Review Packet to the owner back on January 29, 2014. The Environmental Health Agent consulted with the owner on October 30, 2014, and again on January 12, 2015, since the owner of New Garden had not submitted his completed plan for the Environmental Health Agent's review. The Environmental Health Agent received a copy of the proposed plans, along with equipment spec sheets, on March 6, 2015. Initial plan review comments were submitted back to the owner on March 10, 2015 along with a request for additional information and clarifications. Additional follow-up correspondence was sent over the summer of 2015, and a supplemental plan review was conducted in late September. In total, six pre-operation inspections were conducted at New Garden.

Table 1. Food Permit Plan Review Steps

Date	Activity
01/29/14	Food Permit Plan Review Packet issued to Owner
10/20/14	Checked in with Owner
01/12/15	Checked in with Owner
03/6/15	Received copy of proposed plans and equipment spec sheets
03/10/15	Initial plan review comments submitted to Owner
07/24/15	Follow-up email sent to Owner
09/21/15	Follow-up email sent to Owner

Environmental Health Agent, Tara Gurge:

"We just completed a Food Permit Plan Review and issued a new Food Permit to open for an on-going Food Establishment renovation that has taken over three years. I worked closely with the food establishment owner throughout the years, and walked them through the process. We conducted multiple plan reviews and I had meetings with the owner to help them ensure that all Federal, State and local Food Code requirements were met. Numerous food permit pre-operation inspections were conducted to ensure they were in compliance with the Food Code requirements. They are also looking to receive a Tobacco permit. They are currently first in line on our Tobacco Permit waiting list. We will continue to work with them on that permitting process."

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The Environmental Health Agent collaborates with the Building Department to ensure that all Federal, State and local Food Code requirements are met prior to the issuance of their Certificate of Occupancy. The Environmental Health Agent also works closely with the Massachusetts Department of Public Health Food Protection Program to ensure that all Food Code items are met.

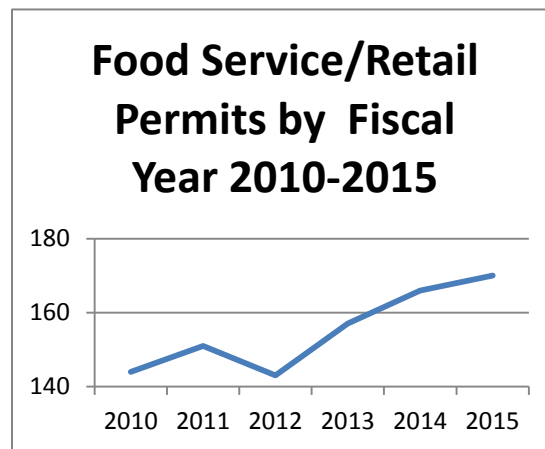
Additionally, there are many temporary food events in the Town, including the Needham Farmer's Market which was established in 2012. The number of vendors at the Market has increased in recent years, as seen in Figure 2, and will likely continue to grow in the future.

Oversight of temporary food event entails communicating with the food event coordinator to ensure that they are aware of the Temporary Food Event requirements. A memo, which states the requirements, along with a copy of the Temporary Food Event Permit Application, is sent to the coordinator which they can forward to each proposed vendor. All applications that are submitted are reviewed to ensure that all supplemental information is included (i.e. Completed application and fee, copies of permits from other towns, copies of state permits, copies of ServSafe and Food Allergy certificates if applicable, copy of proposed menu item list, etc.). Follow-up with each vendor is usually required to secure the documentation and to talk about food sampling requirements and the BOH regulation requirements banning Trans Fat.

If the vendor is planning to have the event in Powers Hall, additional information is needed from the vendor and the Town Selectman need the Public Health Department to sign off on the Hall Rental Form. Once all materials are reviewed, a permit is issued. Inspections need to be conducted the day of the event to verify that proper food safety protocols are followed.

Figure 1. Food Service/Retail Permits by Fiscal Year 2010-2015

Fiscal Year	2010	2011	2012	2013	2014	2015
Permits	144	151	143	157	166	170
% Change	--	4.9%	-5.3%	9.8%	5.7%	2.4%

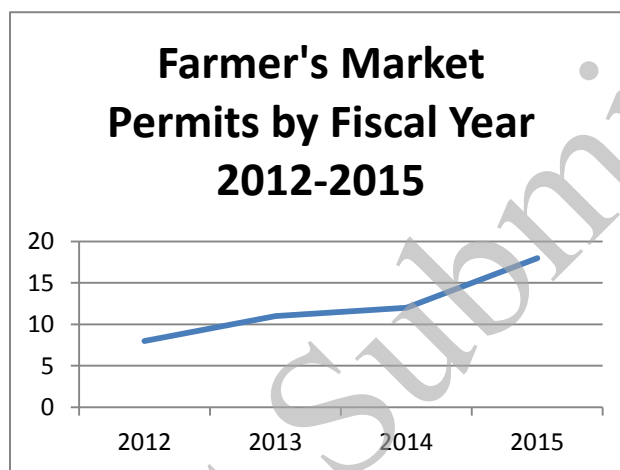


**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

Figure 2. Farmer's Market Permits by Fiscal Year 2012-2015

Fiscal Year	2012	2013	2014	2015
Permits	8	11	12	18
% Change	--	37.5%	9.1%	50.0%



Demolitions

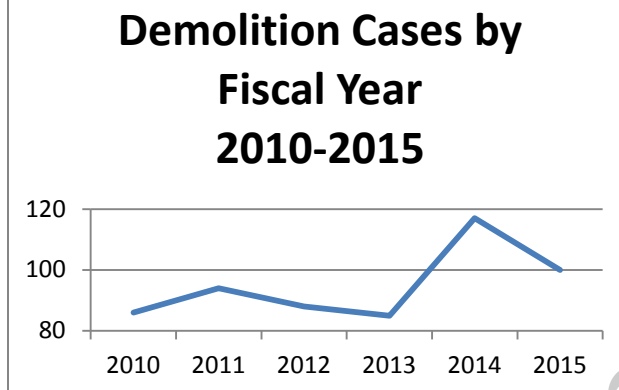
The Environmental Health Agent worked on approximately 100 demolition cases in 2015. For each demolition, the Environmental Health Agent performs a plan review, which includes a review of the application, the pest control report, the abutter letters, and asbestos control reports (i.e., the initial report submitted by the asbestos inspector, the abatement report, the final air testing report and the Mass DEP Asbestos Notification Form). The Environmental Health Agent collaborates with Building and Fire Departments to ensure proper public health and safety protocols are followed. The Fire Department needs to ensure that the Demolition Contractor hires a Town of Needham Fire Department Water Truck, which needs to be present during the demolition, so that dust debris can be controlled and prevented from migrating onto neighboring properties. In general, the number of demolitions in the Town since 2010 has been increasing, as shown in Figure 3.

Figure 3. Demolition Cases by Fiscal Year 2010-2015

Fiscal Year	2010	2011	2012	2013	2014	2015
Cases	86	94	88	85	117	100
% Change	--	9.3%	-6.3%	-3.4%	37.6%	-14.5%

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Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2



Septic Systems

The number of septic system cases that the Environmental Health Agent works on each year is variable. A single septic system case requires a plan review, and multiple septic installation inspections. This area of environmental health may be growing in future years as existing septic tanks may require updating. The Environmental Health Agents collaborates with the Town Engineering Department to determine feasibility of municipal sewer connections and also with the Conservation Commission to ensure that all setbacks are met for those septic systems that are close to wetlands.

Environmental Health Agent, Tara Gurge:

"One septic system upgrade that was recently completed took over a year to process and complete. Approximately 50 hours of time was spent on this particular septic issue. This was due to the correspondence back-and-forth with the septic engineer and homeowner, as well with the Mass Dept. of Environmental Protection, regarding whether this property was feasible to connect to the municipal sewer system. Once the property was found not to be feasible to connect to municipal sewer, we then dealt with the brutal winter weather. Septic installations cannot proceed when the ground is frozen, for obvious reasons. That frustrated the septic engineer and the homeowner, but we had to ensure that they understand the local and state regulations. We maintained open communication with the septic installer and the homeowner, to ensure that everyone was kept in the loop on the progress of this septic system installation."

Table 2. A Complex Septic System Inspection Process

Participants	Step	Activity	Time Estimate
Health Agent Owner Engineer Soil Evaluator Licensed Septic Installer	Soil Test Application Review	Owner fills out application which requests that they work with an Engineer and Soil Evaluator in conducting a Soil Test and Percolation Test. They must work with a licensed septic installer off permit list.	2 hours
Health Agent System Designer	Septic Installer License Review	Needed to have new installer fill out and return back his Septic System Installer permit application for our review and approval. We needed to call references to	5 hours

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	Exam/Review	verify experience. This new installer also had to come into the office to sit for the required exam.		
Health Agent Town Engineer Mass DEP Homeowner	Verify with Town Engineer about feasibility of connecting to the municipal sewer system	After initial request is reviewed, the Health Agent checks with the Town Engineer to verify whether it's feasible to connect to the municipal sewer system. If not feasible, we proceed to the next step. Also worked closely with the state on guidance on this feasibility determination. (In this case we had multiple meetings and phone calls with the MassDEP, Town Engineer, System Designer and the homeowner re: this feasibility determination.)	20 hours	
Health Agent Installer Engineer Soil Evaluator	Soil Test/Percolation Test	Arrange testing date and meet at the site.	2 hours	
Health Agent Engineer	Proposed Septic Upgrade Plan	Give a copy of the Septic Design Checklist, and review plan. A copy is mailed to Brian as well. After review, comments are mailed to Design Engineer.	2-4 weeks time frame to return comments. Total hours = 5 hrs.	
Health Agent System Designer Homeowner	Updates on status of scheduling septic system installation	On-going calls to discuss capability to conduct system installation (which was held up due to weather)	5 hours	
Health Agent	Installation Inspections	6 inspections conducted	6 hours	
Health Agent	Submit Deed Restrictions	May need to (not always) submit deed restrictions to the Norfolk County Registration of Deeds	1 hour	
Health Agent	Final Septic As-Built Plan Review	Once upgraded system is complete, we conduct a final septic as-built plan review.	2 hours (since revised plan needed to be submitted.)	

Pools

Currently the Town of Needham has four indoor pools and four outdoor pools that the Environmental Health Agent permits and inspects. For the indoor pools, the Environmental Health Agent spends approximately one week in the spring and one week in the fall completing initial and follow-up inspections. The outdoor pools require inspections in the summer before opening for the season. The Environmental Health Agent collaborates with the Building Department to ensure that that all Pool Code requirements are met prior to the issuance of the

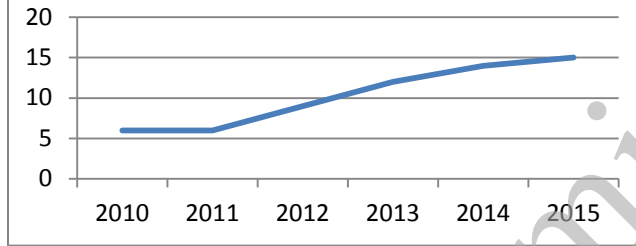
**Performance Improvement Funding Request
DSR4**

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Title	Public Health Environmental Health Agent	Priority	2			
Certificate of Occupancy. The Environmental Health Agent also works closely with the Massachusetts Department of Public Health Community Sanitation Department to ensure that Pool Code items are met. The plan to rebuild the Rosemary Pool will increase this workload in the future. Pool permit plan reviews for new pools or updated pools also come up throughout the year, where the Health Department needs to conduct a pool plan review, and additional inspections may be required.						
Environmental Health Agent, Tara Gurge: "We recently had a new indoor pool open in town. This new Pool Plan review took over a year to complete. This is due to the fact that the Pool Designer was out of state, and was not familiar with the MA Pool Code requirements. Multiple pool plans were reviewed and changes had to be made in order to meet the MA Pool Code requirements. Many hours of time was spent to review revised plans. Meetings were also conducted with the new pool owner to review the MA state requirements. Also with a new pool, many pre-operation inspections are typically conducted to ensure that all Pool Code requirements are met."						
<u>Domestic Animal Permits</u> In 2015, there were 15 animal permits distributed in the Town of Needham, which is an increase from past years as shown in Figure 4. An Animal Permit plan review needs to be conducted for all new Animal Permit Applications; animal permits are required for any resident who wishes to maintain animals such as chickens, horses, sheep, goats, and other animals that might be considered "livestock". Certain cases that require a variance from the Needham Board of Health are more time consuming for the Environmental Health Agent, as they often must be approved at a Board of Health hearing. The Environmental Health Agent and Animal Control Officer work together on these cases to ensure that animals have enough living space to assure a clean and sanitary property in accordance with Article 4, the Needham Board of Health Keeping of Domestic Animals Regulation. The Environmental Health Agent works with the Building Department to determine if the proposed structure to keep the animals in requires a Building Permit. The Conservation Commission is consulted with cases that may be close to wetlands. Also, the Environmental Health Agent works with the Planning Board for new application reviews/comments.						
Figure 4. Domestic Animal Permits by Year 2010-2015						
Year	2010	2011	2012	2013	2014	2015
Permits	6	6	9	12	14	15
% Change	--	0.0%	50.0%	33.3%	16.7%	7.1%

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

**Domestic Animal
Permits by Fiscal Year
2010-2015**



Wells

The Environmental Health Agent reviews plans for wells (Irrigation and Geothermal) in the Town. In 2015 there were 14 new wells, which is a significant increase from the previous year when there were only five new wells. This may indicate that the number of wells in future years will continue to grow, which will require more time for the Environmental Health Agent to conduct plan reviews for Ground Source Heat Pump (Geothermal) Wells. The Environmental Health Agent collaborates with the following departments on well permit application reviews and approvals: Town Engineering, Department of Public Works Water and Sewer, Conservation Commission, and Building Department (for Geothermal wells). She also collaborates with the Massachusetts Department of Environmental Protection to receive Underground Injection Control (UIC) registration numbers for all proposed Ground Source Heat Pump (Geothermal) Wells. She works with the Water and Sewer Department in coordinating the final well inspection, prior to the issuance of the well permit, which allows the well to open for use.

Table 3. Well Application Review Process

Participants	Step	Activities	Time Estimate
Health Agent Well Driller Six other Town Departments	Well Application submitted by Well Driller	Application reviewed and Town Departments submit comments. May need to ask for additional information regarding setback distances, requirement of a stamped plan, etc.	2 hours
Health Agent Well Driller Six other Town Department	Revised Plan submitted and approved	(Note: if Geothermal Well, we also confirm with MassDEP that a UIC Registration number has been issued for the well.)	2 hours
Well Driller Health Agent	Approval to Drill Issued to Driller		1 hour
Health Agent Town Water Dept.	Receive Final Well Inspection report from Town Water Department	Once well is drilled, we receive final well inspection report back from Town Water Department which states that the well is all	2 hours

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		set.		
Health Agent Well Driller	Receive Final Well Completion Report from Driller & Issue permit	Once we receive Final Well Completion Report from Driller, we issue the permit for the well to open for use.	1 hour	

Sharps Disposal

The number of establishments in the Town that require sharps disposal has remained steady at six to seven in recent years. The Environmental Health Agent spends approximately one week per year completing inspections for these establishments in the fall. The Environmental Health Agent collaborates with the Fire Department to ensure proper Hazardous Waste materials are held properly on site and are properly disposed of off-site.

Trash, Septage, Medical Waste and Grease Haulers

Since April of 2014, the Environmental Health Agent has been responsible for inspecting trash haulers in the Town. The truck inspections take approximately two weeks per year; there are currently 29 trash haulers in the Town, which is an increase from 24 in 2014. This may indicate the number of trash haulers will continue to increase in future years, requiring more time to complete these inspections.

The Environmental Health Agent also conducts a permit renewal process for septage, grease and medical waste haulers. The number of septage, grease and medical waste haulers in the town has been consistent in recent years at approximately 25. The Environmental Health Agent collaborates with the Town Treasurer's Office for the annual Trash Hauler permit renewals, since the Treasurer Department issues these trash haulers stickers in order to use the Town Recycling and Transfer Station to dispose of their waste. The Environmental Health Agents updates them on when trash truck inspections have been conducted throughout the renewal time period, so they can then issue their stickers. The Public Health Department aligned the Trash Hauler permit renewal time frame based on the Treasurer's Office sticker renewal mailing period to simplify the process for the RTS staff. The Environmental Health Agent also collaborates with the Director of the Recycling and Transfer Station, to update them on currently permitted trash haulers.

Tobacco

There are 12 tobacco sales permits in the Town of Needham. The Environmental Health Agent and Needham Police Department collaborate to perform compliance checks on retail tobacco stores in the Town to ensure that retailers are not selling tobacco products to those under the age of 21 in compliance with Article 1, Needham Board of Health Tobacco Regulation. Previously, these compliance checks took place two to three times per year; however the frequency is being increased to four times per year. Tobacco compliance is a high priority for the Board of Health, and Needham's combination of policy change (raising the purchase age to 21) combined with regular inspections and enforcement through unannounced compliance checks have made Needham a national success story for how to reduce youth smoking rates; the Town's success in this area was the subject of a major published paper in the Journal Tobacco Control in June 2015, and it was covered in both the *Boston Globe*³ and the *New York Times*.⁴

3 Rocheleau, M. (2015, June 17). Smoking among Needham high schoolers plunged after legal age rose to 21. *Boston Globe*. Available at: <https://www.bostonglobe.com/2015/06/17/smoking-among-needham-high-schoolers-plunged-after-legal-age-rose/k0KDLz110EWI7W7TxCTOXJ/story.html>

4 Bakalar, N. (2015, June 17). To Cut Teen Smoking, Raise Tobacco Sales Age. *New York Times*. Available at: http://well.blogs.nytimes.com/2015/06/17/to-cut-teen-smoking-raise-tobacco-sales-age/?_r=0

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

Prior to each compliance check, the Environmental Health Agent spends approximately one day preparing. However, the scheduling of the student who assists in conducting these checks can take additional time. The Public Health Department works with the local colleges in town to find a student and then once there is a student that is interested, the Environmental Health Agent coordinates the proposed compliance check dates with the Police Department's schedule. In the case that there are illegal sales made during the compliance checks, more time is spent on this area of environmental health as the retailer must attend a Needham Board of Health Hearing, and additional site visits need to be conducted for all retail stores that sold tobacco or tobacco products to underage patrons.

An amendment to the Tobacco Regulation will take effect January 1, 2016. These new aspects to the Tobacco Regulation include a flavored tobacco ban for all tobacco vendors with the exception of specialty retail tobacco stores (e.g. cigar shops), as well as packaging and labeling requirements. As a result, the Environmental Health Agent will spend increased time working with tobacco vendors to ensure that stores comply with the new regulation. Other towns including Newton and Arlington have reported that enforcement of the flavored tobacco ban has been difficult, since many flavored tobacco products are not labeled as such. Researching various tobacco products to determine which are flavored will be time consuming.

The Health Agent also follows up on nuisance smoking complaints, to verify that smokers maintain a 20 foot distance to an entrance to a workplace, or respond to apartment units where smoke is reported in a common area (that may have migrated out of a neighboring unit).

Housing Complaints

The Environmental Health Agent investigates housing and nuisance complaints that are reported to the Needham Health Department. These calls come in from residents, tenants, or the Fire and Police Departments.

In reference to housing, the Public Health Department may receive a call from a tenant about their unit not meeting the Massachusetts Housing Code requirements. If requested by the tenant, the Environmental Health Agent conducts an inspection to verify the reported items. If found to be in non-compliance, the Public Health Department issues an Order Letter to the landlord, and sets strict time frames for the violations to be addressed. This can be very time consuming as multiple follow-up inspections are typically required.

The Public Health Department may also receive a Housing Complaint regarding excessive clutter or hoarding in a home. These cases tend to be more time consuming as there may be sanitation issues, Fire/egress concerns, and pest issues. The Public Health Department typically receives these calls from neighbors, the Police Department or Fire Department. In recent years, these housing cases have become more complex and time consuming as more residents involved need additional mental health or other social services.⁵ Each complaint requires a varied amount of follow-up, including site visits, inspections, and phone calls, depending on the situation. The Environmental Health Agent works closely with co-workers on these cases, such as the Public Health Director and the Public Health Nurses. The Public Health Department also collaborates with the Social Worker at the Council on Aging and the Building Commissioner on these cases.

⁵ Please see also memo from Jamie Gutner and Timothy McDonald to Christopher Coleman in mid-October entitled "Request for Redirection of Salary for Social Work Services" along with the three accompanying case vignettes.

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

Environmental Health Agent, Tara Gurge:

"I recently worked with the Director and the Nurses on an incident that was reported by the Fire Department. We spent many hours working with the landlord and multiple state agencies to ensure resources were available to this landlord for the tenant and their family. The unit that was in question had to be cleaned out, with the permission of the family member. The Building Commissioner joined us on an inspection, where additional housing code items were noted. We are continuing to work with the landlord on setting up a time frame to have the items addressed. "

Nuisance Complaints

The Environmental Health Agent follows-up with a variety of nuisance public health complaints as they relate to noise, odors, dust, and trash. A report can be issued in person by a resident, or called in, or submitted electronically. The Health Agent works closely with the complainant to ensure that the issue is addressed and that all Nuisance Regulation requirements are being followed. Typically, follow-up site visits, phone calls, and letters are required for these cases. In 2015, there were 43 nuisance complaints submitted to the Needham Public Health Department. The Environmental Health Agent collaborates with many Town Departments on nuisance complaints, including Town Selectmen and Town Manager's office, Planning Department, Building Department, and the Police and Fire Departments.

Special Permits & Subdivisions

In 2015 there were 12 special permits. Subdivisions have been consistent at approximately seven per year in recent years. The Environmental Health Agent collaborates with the Planning Board and the Zoning Board of Appeals on these cases. For Subdivisions, the Environmental Health Agent assures compliance with off-street drainage requirements, including the following:

- 1) Lots should be graded to the limits of construction as to have no standing water or otherwise create a public health nuisance;
- 2) Grading shall not improperly shed or illegally increase drainage onto adjacent properties;
- 3) All subsequent developers or builders should be notified of the off street drainage requirements;
- 4) If there are difficult or unusual conditions as determined in the field from the approved grading plan, or other circumstances or objections received from abutters, the Board of Health may require an as-built plan;
- 5) Following the Board of Health off-street drainage guidelines, a drainage surety of \$3,500 should be set for each lot.

New Regulations

Bodyworks Regulation

At the request of the Board of Selectmen and Police Chief Phil Droney, the Needham Board of Health adopted Article 18, Bodywork Regulation in September of 2015. The regulations will require that both bodyworks establishments and practitioners apply for licensure from the Public Health Department and will subject them both to announced inspections and unannounced compliance checks. Both the inspections and the compliance checks will be conducted cooperatively by the Environmental Health Agent, and a member of the Needham Police Department. The Massachusetts Division of Professional Licensure will also be involved with

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services		
Title	Public Health Environmental Health Agent	Priority	2

conducting these coordinated inspections. This regulation will take effect on January 1, 2016, giving all practitioners time to apply for formal licensure. The Public Health Department began an outreach campaign to more than 20 establishments and practitioners to inform them about the regulation and its effects through a mailing

The Public Health Department will need to coordinate these inspections with the Police and the Massachusetts Division of Professional Licensure. These inspections will be very comprehensive and time consuming. The Environmental Health Agent will ensure that all Bodywork Regulation requirements are met by verifying that the therapists that are present on site are licensed, and that all establishment requirements are met. Inspections could be more time consuming initially to ensure that the Bodywork Establishment owners are well-versed in the regulation requirements. Multiple site visits may be necessary initially to ensure compliance.

The Public Health Department will be required to conduct a pre-operation inspection of the establishment prior to the issuance of the permit. The Health Agent may need to do a follow-up pre-operation inspection as well, to ensure that all regulation requirements are met, prior to the issuance of the permit. Then the Health Agent will conduct one announced inspection, and one unannounced inspection. These inspections may take up to an hour or so. Depending on the results of those inspections, a follow-up inspection may be necessary to verify compliance.

Medical Marijuana

Four medical marijuana establishments have expressed interest in opening a Registered Marijuana Dispensary (RMD) in Needham during the first months of FY 2016. Given that there is potential for a RMD to open in Needham in the near future, the Board of Selectmen and the Town Manager have requested that the Board of Health consider adopting regulations to govern the operation of any RMDs in Needham.

The Public Health Department has begun drafting a Medical Marijuana Regulation which would ensure the safe operation of these establishments. This would add another area of responsibility to the Environmental Health to the Health Agent's workload. The draft regulation would require that the RMD apply for a Board of Health permit, and be subject to periodic unannounced inspections. The regulation would also require a plan review of marijuana-infused products, as well as reviews of plans for trash collection and waste disposal.

Revenue

The Environmental Health Agent is responsible for generating the majority of the revenue produced by the Public Health Department. Virtually all of the revenues from permits, plan reviews, fee, and fines are generated by the Environmental Health Agent. As the demands of increasingly frequent and increasingly complex inspections, permits, and plan reviews mount, the Environmental Health Agent has does not have the time to enforce new Board of Health regulations, which will begin to affect the revenue generated by the Public Health Department (and may have broader health effects over time).

Table 4. FY 2015 Public Health Revenue

Category	FY 2015 Revenue
Food	\$44,317.50
Camps	\$1,325.00
Hotels	\$330.00

**Performance Improvement Funding Request
DSR4**

Department		Health and Human Services		
Title		Public Health Environmental Health Agent	Priority	2
		Biotech		\$860.00
		Animals		\$1,250.00
		Pools		\$2,665.00
		Wells		\$2,450.00
		Bottling		\$500.00
		Demos		\$3,680.00
		Septic		\$8,510.00
		Waste Haulers		\$3,965.00
		Tobacco		\$8,400.00
		Med. Waste Haulers		\$765.00
		Electronic Burial *		\$2,300.00
		Total		\$81,317.50

Conclusion

The Needham Environmental Health Agent is responsible for a wide variety of public health services in the Town. Many of the areas the Health Agent works on are rapidly expanding in either the total number of cases⁶, complexity of cases⁷, or both. These include food and retail establishments, the Needham Farmer's Market, demolition cases, domestic animal permits, pools, wells and trash haulers. With the growth of these areas, the Health Agent will spend more time on plan reviews and inspections.

Furthermore, areas of environmental health such as housing, nuisance complaints, tobacco, and septic cases are becoming more complex and time consuming, requiring more follow-up from the Health Agent. Finally, new regulations including the recently adopted Bodywork Regulation and the possibility of a Medical Marijuana Regulation will introduce new areas of Environmental Health that the Health Agent will be responsible for monitoring. Environmental Health services are essential to the Town of Needham, and require the dedication of sufficient resources to match the expanding workload.

V2017

⁶ The areas in which total inspections or reviews have increased include Domestic Animals, Pools, Septic, Trash Hauler, Wells, Food Service Inspections and Re-Inspections, Food Service Annual Permits and Temporary Permits, and Plan Reviews.

⁷ In particular, nuisance and housing complaints have become increasingly complex, as have food inspections at establishments like Olin College, North Hill, and Trip Advisor.

Performance Improvement Funding Request DSR4					
Department	Health and Human Services—Public Health				
Title	National Public Health Accreditation	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
6. Salary and Wage					
7. Expense		5,000		5,000	
8. Operating Capital					
9. Other Costs					
10. Total (1+2+3+4)		5,000		5,000	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This is a five year process to obtain National Accreditation from the Public Health Accreditation Board at an estimated cost of \$5,000 per year. National Accreditation will be necessary in the next few years to be eligible for federal and State Health Grants. Please note that this is the estimated cost to assemble all the materials and develop all the documents (targeted health improvement plan, strategic plan, etc.) that are required components of an accreditation application. The actual cost to apply for an accreditation application review is \$12,720 for a community of Needham's size; this covers accreditation for a five-year period, following which re-application is required.					
V2017					

Department Information DSR1	
Department	Needham Commission on Disabilities
Department Mission	
The Town's allocated budget for the NCOD is augmented by the funds received from the handicapped parking fines. These fines are generally used to fund grants for Needham organizations, schools, and special projects to promote disability awareness and assist with special programs and needs for the disabled in the Town of Needham. Last fiscal years highlights included: Reviewing and assessing sites in Needham for ADA code violations, noting and remediating all of them. Advising the Superintendent of the Highway Department, the Town Engineer and the Needham Police about the necessity of providing and maintaining audible traffic signals at pertinent crosswalks in Needham. Initiated a public relations campaign regarding the new handicapped icon for parking signs which portrays a more active and empowered person with disabilities. Sponsoring a Needham resident who has been trained to assist the Needham Police by taking photographs of violators of handicapped parking regulations. And continued to offer award grants to individuals and organizations for materials and programs relating to persons with disabilities. (Funds made available from fines accrued from handicapped parking violations.)	
Operational Considerations	
Going forward into FY2017, the NCOD aims to: • Work with Needham Public Housing, its residents and Needham businesses to provide a safe environment and accessibility compliance including ramps, railings, entrances and lighting. • Continue to inform non-compliant business property owners of regulations regarding proper handicapped parking signage and offer properly worded handicapped parking signs to public and private organizations and businesses at a reduced cost. • Continue to participate in the Downtown Streetscape Committee to promote awareness of disability issues.	

Department Information DSR1			
Department		Needham Commission on Disabilities	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,500		1,500
b) Expenses	550		550
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	2,050		2,050
V2017R			

Department Expenditure Detail DSR2									
Department				Needham Commission on Disabilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
		1			1			1	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
								PRD1 Sub Total	
J.	DSR3 Other Compensation								
								Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
								Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
								Sub Total 3	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								\$1,500
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
								Sub Total 4	
5. Total Salary and Wages (1+2+3+4)								\$1,500	

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Trainings and professional development		\$200	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Paper and printing		\$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)	More Handicap signs		\$150	
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Mileage to trainings		\$100	
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses			\$550	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			\$2,050	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	☐	NO	☒	
Does the Department depend on any Federal or State grants to provide services?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2017				

Department Information DSR1	
Department	Historical Commission
Department Mission	
The Historical Commission was created to ensure the preservation, protection, and development of the historical assets that are the visible evidence of the Town of Needham's history. The Commission seeks to identify places of historic or archeological value, and to coordinate with other town boards bodies to preserve the town's historical heritage. The functions of the Historical Commission include assisting residents in obtaining historical information about the Town, reviewing proposed demolition projects in accordance with the Demolition Delay By-law (2.11.5), and working with the Town in the evaluation of the future use of historic buildings. There are seven members on the Historical Commission. Members of the Commission are appointed by the Board of Selectmen for three year, staggered terms.	
Operational Considerations	
Over the course of the year the Historical Commission met with the owners of 28 Mercer Road, 3 Rosemary Street (Kingsbury house) 1087 Webster Street (Charles Morton House), 1321 Great Plain Avenue (McIntosh Greaves House) for renovation, repairs for their historical houses. Members of the Historical Commission represented the Commission as members of the town's Downtown Streetscapes Committee, Town common planning, Large House Study Committee and as a designated member of the Community Preservation Committee. CPC Grant In 2012 the Community Preservation Committee approved a grant for the Historical Commission to conduct a new round of historic house research for the town historical Inventory. A contract was awarded to Community Opportunities Group (COG). COG submitted draft "Form B's" for 52 properties in the town. The Commission will be meeting with owners of these 52 properties to seek permission to have these properties placed on the town's historical property inventory. Historical Properties listed in town wide GIS and State MACRIS Database. The Commission worked to digitize the original 1978 Historical Property Inventory containing 61 buildings and is working to have the information more widely available to town residents for review and information. The information is included in the town IT department a map overlay of all historical properties or locations are available and viewable on the town GIS (Geographical Information System) website: http://www.needhamma.gov/index.aspx?nid=1905 We hope to have the newly digitized original 1978 Historical Property Inventory digitized included in the Massachusetts Historical Commission's MACRIS (Massachusetts Cultural Resource Information System) database and will be able to view descriptions, photo's, background and history of selected places: http://mhc-macris.net/	
Solar Panel Guidelines	
The Commission working with the town building department promulgated a guide for installing solar panels on historical buildings. House Stories, a national award winning informative and innovative program cable TV program series continues to be produced by The Historical Commission and the Needham Channel. The program series epitomizes an important aspect of local programming, which is to reflect and	

Department Information DSR1			
Department		Historical Commission	
preserve the community heritage. The "House Stories" series is believed to be unique in concept. The award brings the concept of using local public cable television by Historical Commissions to the attention of national historical preservation organizations. The House Stories series is broadcast on The Needham Channel cable TV and are also available as DVDs.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	1,050		1,050
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,050		1,050
V2017			

Department Expenditure Detail DSR2									
Department				Historical Commission					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	0	0	0	0	0	0	0	0
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)									0

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)	Postage and printing			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)	Signs and House Plaques			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	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
				V2017

Department Information DSR1	
Department	Library
Department Mission	
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 - Fostering an environment that stimulates imagination and learning	
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 FY15 the library circulated a total of 513,484 items to its borrowers (an average of just under 1500 items a day), provided answers to more than 30,000 reference inquiries, obtained 60,595 items from other libraries to fill Needham requests, added 9,781 books and 3,128 audiovisual items to the materials collections, registered 1,480 new borrowers, held 368 children's programs, and had 489 uses of its Community Room. An intense weeding program resulted in a 2.3% reduction of the items in the materials collections. In FY15 the library retained its net lender status in the Minuteman Library Network, although at the lower rate of 2%, compared to the FY14 rate of 3.6%. There is a DSR4 request for a 19-hour-a-week library page to pack and unpack the 18 – 25 bins of materials that the library sends out and receives each Monday to Friday. There is also a DSR4 request for 18 additional part-time hours at the Circulation Desk to cover the hours that the two full-time library assistants are now using to oversee the workings of the Network Transfer/Inter-Library Loan operations. This task was previously done by the eliminated full-time (now part-time) administrative specialist (program support assistant II). Another DSR4 request deals with the need to keep the library open on Sundays in June, to cover the need for student use, as school is in session for most of June. 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. While the overall materials collection decreased by 2.3%, the audiovisual collections increased by 2.8%, reflecting the continuing popularity of this collection. Use of electronic services continues to increase. Downloadable book use increased by 44.5% over the previous fiscal year, and downloadable music use increased by 204%. Library customers downloaded 2,697 magazines in the first year this service was available. Programming continues to be an important focus in the Children's Room. The following chart illustrates the numbers:	

**Department Information
DSR1**

Department		Library	
Fiscal Year	Children's Programs	Total Attendance	Average Attendance
FY10	209	9,537	45.8
FY11	271	13,456	49.7
FY12	304	14,273	47
FY13	294	12,276	42
FY14	337	13,029	38.7
FY15	368	12,078	32.8

The library is submitting three additional DSR4 requests:

- 1) Comcast Wireless Services: The intense use of the library's wireless system requires a bandwidth that will accommodate all the users. Comcast High-Speed Internet costs \$122.90 per month. This charge is currently being funded by State Aid.
- 2) OverDrive Basic Subscription: This is the library's downloading book service that keeps increasing in popularity. The \$15,000 charge is currently being paid by State Aid.
- 3) OCLC WorldCat: A database that is used by both the Reference and Technical Services (cataloging) Departments.

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 organizations have generously provided the library with programs (adult and children's), museum passes, and funds for the purchase of books, 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 \$1,572,185. This is sufficient funding to assure certification by the Massachusetts State Board of Library Commissioners. To retain certification and be eligible for a State Grant (\$30,000 expected in FY16), 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 FY17 that figure is \$1,520,053.
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 Comcast Wireless service, program expenses and movie license renewal, museum pass reservation software, WorldCat subscription expenses, and equipment not covered by the Town-appropriated budget

Base budget request increases include:

Account	Amount of Increase	Explanation
5303 P&T Seminars & Training	\$500	There has never been an appropriation on this line, yet every year there are expenses. The amount allows library staff to attend local and regional training.

Department Information DSR1			
Department		Library	
5345 Printing and Mailing	\$250	The entire \$750 appropriation was used up by one printing job early this fiscal year. The account covers printing of library card registration forms, labels for books and AV products, surveys, etc.	
5380 Other Purchase of Services	\$200	This is the library's Bindery account. As heavily used books fall apart, they are sent out for re-binding. They come back stronger than when new. This past fiscal year, some books were held back, as the account was depleted.	
.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[1,243,167]	[30,556]	[1,273,723]
b) Expenses	[329,018]	[18,975]	[347,993]
c) Capital	[]	[]	[]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[1,572,185]	[49,531]	[1,621,716]
V2017R			

Department Expenditure Detail DSR2									
Department				Library					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	38	24.1	13	38	24.1
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							820,848	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							25,361	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							6,506	
PRD1 Sub Total							852,351		
J.	DSR3 Other Compensation								
Sub Total 1							852,351		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage, Part-time, Mon - Sat							356,834	
b.	Sunday Part-time hours (time and a half)							33,982	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							390,816		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								1,243,167	
DSR2B									

Fiscal Year 2017 Proposed Budget

Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Equipment repairs and copy machine maintenance: 1,489 Computer hardware maintenance: 607	2,096
Rental & Leases (527X)	Postage meter rental: 550 Iron Mountain and NEDCC 390	940
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	P&T Seminars and Training 500 Minuteman Library Network 58,000 Computer software licenses 6,030	64,530
Communications (534x)	Postage 2,169 Printing: 1,000	3,169
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: 5,000	5,000
Office Supplies (542x)	Paper (copier and other), pens pencils, Calendars, file folders, etc.: 7,800	7,800
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: 6,800 Library Materials Budget: Newspapers, periodicals: 22,100 Books: 131,043 Audiovisual: 43,000 Databases: 25,000 Total Materials: 221,143 Computer Supplies and Equipment: 16,250	244,193
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conference In-State: 150 Mileage: 675	825
Dues & Subscriptions (573X)	American Library Association Membership: 315 Digital Commonwealth Membership: 150	465
Other Expenses (574 X – 579x)		
6. Total Expenses		329,018
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,572,185

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO	☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2017

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Circulation Desk Hours	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.48	15,912		15,912
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)	.48	15,912		15,912
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses 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 17.00 per hour = \$15,912 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 (Program Support Assistant II), 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 will totally deplete the fund in a few years. See enclosed "State Aid FY16 Budget" statement.				
V2017				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Network Transfer Pack/Unpack page	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	.51	10,868		10,868
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)	.51	10,868		10,868
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses 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 11.00 per hour = \$10,868 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. For the first time in nine years, both the "sent to" and "received from" numbers decreased. The "sent to" decreased by 6.8% to 63,120 and the "received from" decreased by 3.8% to 60,595. 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 will totally deplete the fund in a few years. See enclosed "State Aid FY16 Budget statement."				
V2017				

Performance Improvement Funding Request DSR4				
Department	Library			
Title	June, Sunday Openings	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	.07	3,776		3,776
2. Expense				
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)	.07	3,776		3,776
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses must be explained in the narrative				
Description and Explanation				
This request is for funding for Sunday library hours (1 – 5:30 p.m.) in June. Additional Sunday hours is a goal of the Library Trustees. This is the second year that this request has been made. The current base budget funds Sunday hours for September to May. One of the reasons for keeping the library open on Sundays through June is that school is still in session and Students may need to use the library's resources. In a recent survey, that was part of library long-range planning, many customers noted that they would like to see the library open more hours on Sundays. Reference Department: 2 people, 4 hours each = 8 hours per Sunday x 4 Sundays = 32 hours X 33.66 per hour (time and a half) = 1,077.12 Children's Department: 1 person, 4 hours = 4 hours per Sunday x 4 Sundays = 16 hours X 33.66 per hour (time and a half) = 538.56 Circulation Desk: 4 people, 4 hours each = 16 hours per Sunday x 4 Sundays = 64 hours X 25.50 per hour (time and a half) = 1,632.00 Library Pages:				

Performance Improvement Funding Request DSR4			
Department	Library		
Title	June, Sunday Openings	Priority	3
2 people, 4 hours each = 8 hours per Sunday x 4 Sundays = 32 hours X 16.50 per hour (time and a half)			528.00
Total:			3,775.68

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Comcast Wireless Services	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		1,475		1,475	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		1,475		1,475	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
The Friends of the Needham Public Library and the Library Foundation of Needham recently provided the funding for a library wireless upgrade that replaced the original and barely functioning (more than ten years old) library wireless system. Patrons are most pleased with the new system. Originally the library received free wireless service from Comcast. Eventually the free line did not provide enough bandwidth for the library's increasing needs, so the library switched to Comcast High-Speed Internet at \$122.90 per month. This charge is a basic part of doing business and should be funded by the Town.					
V2017					

Performance Improvement Funding Request DSR4				
Department	Library			
Title	OverDrive Basic Subscription	Priority	5	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		15,000		15,000
3. Operating Capital				
4. Other Costs				
5. Total (1+2+3+4)		15,000		15,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X
Has this request been submitted in the last three fiscal years and not funded?				X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses must be explained in the narrative				
Description and Explanation				
The library trustees are committed to providing the services that its patrons demand. Use of the OverDrive downloading book and DVD service increases every month. FY15 usage (18,873) was a 44.5% increase over FY14. The increases continue—July 2015 over July 2014—76.9% increase; August 2015 over August 2014—21.8%. There are two components to OverDrive: (1) The basic charge for use of a basic library that contains a variety of books and films (classics, how-to, biographies, history, self-help, etc. and is currently being paid by State Aid) and (2) an additional charge for purchasing multiple copies of current best sellers. This request is for the basic charge; the library's trust funds currently support the additional service that is called OverDrive Advantage. In FY15 the library spent a total of \$23,433.06 for the two services. That computes to a charge of \$1.24 for each download. The basic program comes through a charge from the Minuteman Library Network (economies of scale) and is open to all Minuteman Network cardholders. The Advantage program is only available to Needham Residents, as some towns choose not to participate. As the use of technology increases, the library strives to adapt to new ways of providing services.				

V2017

Performance Improvement Funding Request DSR4					
Department	Library				
Title	OCLC WorldCat	Priority	6		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		2,500		2,500	
3. Operating Capital					
4. Other Costs					
5. Total (1+2+3+4)		2,500		2,500	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee				X	
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except future year operating costs) that are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses must be explained in the narrative					
Description and Explanation					
OCLC (Online Computer Library Center) is a "collective collection of the world's libraries, built through the contributions of librarians, expanded and enhanced through individual, regional, and national programs." It contains more than 2 billion records. Needham's Reference Department uses this database to find items that are not available locally that have been requested by patrons. The Needham Technical Services Department (better known as the Catalog Department), uses the database when cataloging items that are not found in the Minuteman Library Network. In order to add a record to the Minuteman database, local libraries are required to search through the OCLC database, find the item (99.9% success rate) and provide the item number, so that Minuteman may add the correct electronic record to its catalog. OCLC WorldCat is of particular use when cataloging world language books. Needham has been adding World language books to its collection and plans to continue doing so. As OCLC WorldCat is an integral part of library operations, it should be added to the library's Town-appropriated budget, rather than continuing to depend on State Aid and Trust Funds for payment.					
V2017					

Department Information DSR1					
Department		Park and Recreation			
Department Mission					
The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; 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. There are four full-time members of the staff: Director, Assistant Director, Recreation Supervisor, and Administrative Specialist. In FY'15, a part-time playground maintenance specialist position was created. The department has about 50 seasonal staff supported through the operating budget, and more than 50 supported through the department's revolving or special program funds. The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies for use of all athletic fields. With the Director, the Commission provides long-range planning for recreation facilities and services.					
Operational Considerations					
Changes: Two of the four full-time positions are included in the Independent Town Workers' Association. There was staff turn-over in FY'15, with much of the year only having 2-3 full-time staff members. The department saw two of its full-time employees leave during the summer of 2015, and one of the replacement staff was hired back to his original employer after six months. As this is written, that replacement has been hired so by mid-November, the department will be back at full staff.					
	FY'15 Expended	FY' 16 Budget	FY'17 Request	Change	Reason for Change
REQUESTED SALARY BUDGET	\$428,256	\$493,953	\$495,097	\$1,144	Step rates for full-time employees; adjustments made to meet requirements for minimum wage
Under expenses, the same dollar level is requested. Minor changes were made within categories.					
	FY' 15 Expended	FY' 16 Budget	FY'17 Request	Change	Reason for Change
REQUESTED EXPENSE BUDGET	102,810	114,000	114,000	0	No increase requested
Repairs and Maintenance	8,351	8,300	9,000	700	Anticipating Spring 2017 pre-season pool preparation without draining
Other Property Related Services	12,974	18,000	17,300	(700)	Shifted to Repairs and Maintenance
Professional and	265	0	450	450	Shifted lines

Department Information DSR1					
Department		Park and Recreation			
Technical					
P&T Seminars and Training	2,194	1,100	2,000	900	Additional training for new office staff
P&T Licensed Professionals	0	450	0	(450)	Shifted lines
Communication Landlines	1,103	1,000	1,200	\$200	Increased expenses
Communication Wireless	1,184	2,000	1,800	(200)	Shifting to reimbursements for use of personal wireless
Recreation	0	1,500	1,000	(500)	Working on providing free special events when possible
Office Supplies	1,700	1,500	2,000	500	Adjusted for costs; additional use of company for program supplies
Building & Equipment Supplies	28,182	35,500	29,100	(6,400)	Anticipating no pool paint in Spring 2017
Custodial Supplies	1,263	1,000	1,500	500	Higher costs for supplies
Groundskeeping Supplies	8,493	11,000	16,000	5,000	Increasing funds for playground surfacing and replacement parts
Mileage	2,329	1,900	2,000	100	Increased costs
Out-of-State Conferences	0	400	300	(100)	Shifted to mileage

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 additional off-leash dog areas vs. eliminate unleashed dogs and their feces from public parks. **F.** Increased public demand for replacement or addition of fences.

The Eastman Trail project is just about complete, updating an existing trail and providing ADA accessibility. With the Conservation Department, Park and Recreation is working on a design to

Department Information DSR1	
Department	Park and Recreation
rehabilitate the trail around the Reservoir into an all-persons trail. The rail trail will be a 1.7 mile addition to the Town's 25 miles of trails. A member of the Commission chairs the newly created Rail Trail Advisory Committee, and the Director is a member-at-large. The department is working with other Town staff to initiate a new trail along the Sudbury Aqueduct, which includes collaborating with Olin College and Babson College for access on their properties where they were authorized to build on top of the aqueduct. The department continues to collaborate with Needham Community Farm on educational programs. The Board of Selectmen, Town Manager's Office and Public Works worked with an active volunteer committee to create the Town's first off-leash dog park at the Nike Site. Funds are available to design improvements to the boat launch area to the Charles River, at the property on South Street, adjacent to Dedham Avenue. The Trail Steward program is overseen by the Assistant Director in collaboration with a working group representing Conservation, Park and Recreation and DPW. There are 17 stewards who visit designated trail sections at least once a month, providing written reports, and are asked to 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 250 members, an increase of 20%, and efforts will continue to increase the members on that list 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, but due to the staff shortage, it has been challenging to do our best with trails projects. Despite that, 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. With the anticipated addition of two new trails to the system in the upcoming year: the rail trail and a pedestrian path along sections of the Sudbury Aqueduct, the Town will have about 30 miles of trails, not including those found at Cutler Park, Hemlock Gorge or the Charles River Peninsula. It is possible that in the future, to fully provide oversight on the trails that a request could be made for a part-time trails coordinator, an original concept from the Trails Master Plan. This would allow the Assistant Director to focus on other services. Major athletic field projects have been completed at Newman and Mills, with a project scheduled to be done on the Pollard fields in Summer 2016. The Mills project has also improved the parking capacity at the park. Increased education continues with athletic field user groups on the impact on how they use fields for practices can improve the quality of the field conditions. Over the winter of 2015, additional educational materials were provided to the sports organizations which they found helpful to understand the need to wait for all snow to be gone prior to use. These changes are a necessary component of the current maintenance program. The Park and Recreation Department applauds the work of the DPW Parks and Forestry Division, which results in having safer fields. There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. The Surgeon General has set forth a Call to Action to get people walking, as part of a healthier lifestyle. The department is part of the National Recreation and Park Association's initiative to get people outside, particularly children. For the past three years, data has been compiled to indicate how many children participate in the department's outdoor activities and programs, and has been compiled with 700 departments across the nation to exceed the goal of 1 Million Children Outdoors. The department was an active participant in <i>Eat Well, Be Fit, Needham</i> over the years (and earlier committees with similar missions) and	

Department Information DSR1	
Department	Park and Recreation
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 Assistant Director and Recreation Supervisor choose 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 done in collaboration with the Conservation Commission and staff, as well as other Town boards. 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 2016. Park and Recreation worked with the PPBC and Weston & Sampson on a feasibility study, and is currently underway on the design with PPBC and BH+A. The Commission looked at options that could lead towards a possible future enclosure for an indoor pool, but has determined that the site doesn't have the capacity for an appropriate sized indoor pool. If funding is approved, it is anticipated that a new pool would be built by Summer 2018. The lake/pool can be drained in Spring 2016 to prepare for the Summer 2016 season. It is highly unlikely that the draining will be allowed in Spring 2017, so Park and Recreation is in discussions with the Health Department and Board of Health on a protocol for cleaning the pool for one season, only, without draining and painting. The budget has been adjusted to prepare for a change in process for preparing the pool in the pre-season. 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. Some programs are held at Center at the Heights, but space is not available for all the department's senior programs, so the Library continues to provide use of the Community Room for two programs. St. Sebastian's, North Hill and the Housing Authority have provided some limited programming space. Park and Recreation has continued to submit a capital request for renovation of the Cricket building, and through the Facilities Study has discussed indoor programming options, including possible space at the renovated Rosemary Pool building. The programming space at the pool building is incorporated	

Department Information DSR1	
Department	Park and Recreation
into the current design scope. 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 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. A part-time playground maintenance specialist has been hired so that a proactive maintenance schedule can be provided. It is anticipated that the Hillside, Mitchell, and Rosemary Pool playgrounds will be replaced during their renovation projects, and the department anticipates that it will be able to continue to maintain the structures at safe levels until those renovations. 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'15 was \$267,403, higher than FY'13, but about \$20,000 less than FY'14. The primary difference can be seen in collections for summer programs, based on timing of registrations. Summer Programs continue to collect revenue exceeding the cost of running the programs. In the Summer of 2015, revenue collected from May-August exceeded \$142,000, yet expenses during that period were approximately \$96,000. In FY'15, just over \$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. Pool revenue was down about \$1,500 from FY'14, but remained about \$5,000 higher than FY'13. FY'15 covers July-August 2014 and June 2015. Park and Recreation continues to provide fee assistance to Needham families in need. During the Summer of 2015, the value of \$16,000 was provided in free passes to Rosemary Pool and swim lessons, about \$2,000 less than the prior summer. In Summer 2015, \$6,500 was provided in free programs, about \$2,000 less than the prior summer. As there is no scholarship fund, this is a loss of revenue of almost \$23,000, 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 under \$10,000 a year. The support for the playgrounds now exceeds \$40,000. 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>	

Department Information
DSR1

Department**Park and Recreation**

Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee. Revenue averages used to be about \$220,000 per year, but in FY'14 totaled \$290,000, in part due to an increase in the Field Maintenance Fee. In FY'15, in part due to the timing of revenue collection, the yearly total for Revolving Fund was just over \$280,000. 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, \$9,000-10,000 is deposited into the General Fund from Revolving Fund programs. Some programs have been reduced or eliminated due to the problem of consistent programming space. With the transition in office staff, new programs are now being developed that will operate through the Revolving Fund.

Youth Center: In the 1970's, Park and Recreation developed a teen center at the former Highland School for high school students. During budget reduction years in the 1980's, the program was disbanded. A volunteer group later created a youth center program for middle school students. Eventually, that program came under the Town's supervision, and in recent years was overseen by the Health Department. In FY'16, Park and Recreation has taken on the program, now called TGIF. The special account for the Youth Center was transferred to Park and Recreation, with a balance of \$19,000. A fee is charged for each event, and all direct costs related to the program are paid from this account. The Assistant Director currently oversees the program, but will also receive assistance from the Recreation Supervisor. The full-time staff costs are not reflected in the costs of the program.

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, and approved the initial project for purchase of signs that mark trail entrances.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[495,097]	[]	[495,097]
b) Expenses	[114,000]	[]	[114,000]
c) Capital	[]	[]	[]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[609,097]	[]	[609,097]

V2017R

Department Expenditure Detail DSR2									
Department				Park and Recreation					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	0	4	4	0	4	4	0	4
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			75
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							265,420	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							4,964	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							3,000	
i.	PRD1 Budget Adjustments							2,103	
PRD1 Sub Total							275,487		
J	DSR3 Other Compensation								
Sub Total 1							275,487		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Playground Maintenance Specialist							11,024	
b.	Rosemary Pool: ten week season; training; pre-season Rec Spec 5: (1); Rec Spec 4 (2); Rec Spec 3 (4); Rec Spec 2 (15)							113,711	
c.	Summer Programs: eight week season; training; pre-season Rec Spec 5: (1); Rec Spec 2 (5); Rec Spec 1 (20)							91,755	
d.									
e.	DSR3 Total								
Sub Total 2							216,490		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Overtime: Recreation Supervisor, Administrative Specialist, DPW							3,120	
d.									
e.	DSR3 Total								
Sub Total 3							3,120		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							0		
5. Total Salary and Wages (1+2+3+4)							495,097		

DSR2B		
Object	Description	Amount
Energy (521x)	Eversource Electric: (6,200) Transcanada: (2,800) Eversource Gas: (500)	9,500
Repairs & Maintenance Services (524x – 525x)	Plumbing/Welding: (2,000) Pump Specialist: (4,000) Playground Repairs: (7,000) Pool Cleaning: (1,500) Repairs: (500)	15,000
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning: (9,300) Playground Surfacing Installation (8,000)	17,300
Professional & Technical Services (530x – 531x)	Water Testing: (450) Training – CPR/First Aid, Lifeguard, Staff (2,000)	2,450
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: (1,000)	1,000
Other Purchased Services (538x)	Bus Rentals: (2,500) Miscellaneous – pest control, equipment repairs, permits, pond treatment: (1,000)	3,500
Office Supplies (542x)	Supplies: office and programs (2,000)	2,000
Building & Equipment Supplies (543x)	Chlorine: (13,600) DE: (14,000) Pool Supplies: (1,200) Miscellaneous Repair Supplies: (300)	29,100
Custodial Supplies (545x)	Pool Custodial Supplies: (1,500)	1,500
Grounds Keeping Supplies (546x)	Playground Surfacing: (12,000) Playground Replacement Supplies: (4,000)	16,000
Vehicular Supplies (548x)		0
Food and Service Supplies (549x)	Snacks, Program Supplies: (2,100)	2,100
Medical Supplies (550x)	First Aid Supplies: (200)	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) Training Materials: (100) * State Requirement for Pool + Staff Reimbursement	5,400
Governmental Charges (569x)		0
Travel & Mileage (571x – 572x)	Mileage Reimbursement: (2,000) Conferences: (900)	2,900
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700
Other Expenses (574 X – 579x)		0

6. Total Expenses		114,000	
DSR2C			
Capital Equipment Replacement (587X)		0	
7. Total Operating Budget Capital		0	
8. Total Base Request (Line 5 + Line 6 + Line 7)		609,097	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO ☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO ☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO ☒
V2017			

Department Information DSR1	
Department	Trustees of Memorial Park
Department Mission	
In 1920, shortly after the end of World War I, Needham's Town Meeting voted unanimously to appropriate \$17,500 to purchase ten acres of land from Nellie Richwagen, to be used as a Memorial Park, commemorating Needham's men and women who served their country in the Great War. Today, Memorial Park is the cultural center for many community activities, bringing residents from across Needham together, as it did in 1921 when residents from Needham and Needham Heights came together to build the park. The Trustees of Memorial Park are elected to oversee the park, which includes the memorial garden, site of annual ceremonies on Memorial Day and Veterans' Day, with an adjacent gazebo providing shade to those visiting the memorials, but also a location for musical performances. The park also includes a 90' baseball diamond, a synthetic multi-purpose field, a synthetic 60' diamond, with a pedestrian path circling the park. The Trustees schedule the meeting space in the building, as well as the two community sign-boards.	
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. Public Facilities has been working on small projects to upgrade the building. 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 any final purchases for the upgraded concession room, including a stove, event-size coffee maker, and vents. In recent years, the Trustees of Memorial Park have voted to use their budget for the purchase of American and POW flags for the poles at the park. A committee oversaw the design and fundraising for a new memorial, and with DPW Parks and Forestry, the memorial area was rebuilt and plantings were done. The new memorial lists the names of Needham residents who have died during wars, from the time of the Revolutionary War. The names are also memorialized at the High School. The large corner garden has been maintained by volunteers, but DPW Parks and Forestry has received funding to renovate the garden. The Trustees recently replaced their flagpoles through donations. 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	

Department Information DSR1			
Department		Trustees of Memorial Park	
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. Additional drainage work is in the capital improvement plan and is currently under design. 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. Trash left on the park remains a constant issue. The Trustees continue to seek resolutions to the issue. As Needham High School uses the park for physical education and athletics, discussions are underway with school administration to develop plans to decrease the amount of trash left outside of barrels at the park.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	750		750
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	750		750
V2017R			

Department Expenditure Detail DSR2									
Department				Trustees of Memorial Park					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
								PRD1 Sub Total	
J.	DSR3 Other Compensation								
								Sub Total 1	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
								Sub Total 2	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
								Sub Total 3	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
								Sub Total 4	
5. Total Salary and Wages (1+2+3+4)									0

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	American Flags, POW Flags			750
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)				\$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	☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
				V2017

Department Information
DSR1

Department	Recycling & Transfer Station Enterprise Fund
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Department Mission

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

The Recycling and Transfer Station (RTS) is one of the most utilized facilities within the Town in which approximately 75% of the Needham residents directly utilize the facility. The majority of the remaining 25% of Needham residents utilize the RTS through subscription hauler services. The RTS also provides disposal and recycling services for many Town Departments along with the Materials Processing Area and Snow Dump services for the Department of Public Works. The RTS also provides a variety of other specialty recycling options for the Town such as books, clothing and many other reusable items for residents to utilize as needed.

Operational Considerations

Salaries & Wages Increased by \$26,823, 3.67%
 Expenses & Services Increased by \$59,222, 5.13%
 Operating Capital Increased by \$500, 0.58%
 Total Budget Submission Increase by \$86,545, 4.37%

Salaries

There are presently contracts for all represented employees. All ITWA and NIPEA employees will receive a 2.5% cost of living increase in FY 2017. Additionally, many employees are subject to step or merit increases. The overall increase in the Salary & Wage Permanent Positions is 2.69%.

The Salary and Wage Overtime line item service hours are the same as the FY 16 request with two exemptions. (1) The hours worked by additional Saturday staff has been reduced from 9 hours to 8 hours to reflect the same work schedule as RTS new hires (reduction of 104 hours). (2) Increasing the Monday Equipment Maintenance by four hours per week to provide two staff for the full day, providing additional safety having two staff on site (increase of 208 hours). There is an increase of 8.32% in the Overtime line item. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 16 request, and is based on the current class C schedule for temporary hires, has increase by 0.16%. The Other Salary and Wage Expenses is the same as the prior year.

Expenses & Services

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Submission
Electricity	108,972	\$0.22*	\$569	\$24,543	\$4,017

*increase from last year's budgetary figure of \$0.21 (4.76% difference)

**Department Information
DSR1**

Department	Recycling & Transfer Station Enterprise Fund
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MSW Disposal & Hauling

3 Year Average Tons	Additional Tons From New Customers	FY 17 Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
8,156	1,000	\$66.00*	\$604,296	\$19,088

*increase from prior year's tipping fee of \$64.00

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$344*	367	\$126,248	\$4,338

*increase from prior year's cost of \$334.00 per load

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	17,794	\$3.29*	\$58,542	-1,448
Gasoline	573	\$2.85**	\$1,633	\$81

*decrease from last year's budgetary figure of \$3.56 (-8.21% difference)

**decrease from last year's budgetary figure of \$3.01 (-5.61% difference)

Vehicular Supplies and Vehicle and Equipment Repairs & Maintenance

The line items associated with vehicle and equipment repairs and supplies have been evaluated against actual expenses. This has resulted in an increase in Trommel Repair (\$2,000), Tire Repair (\$2,000), Loader Repair (\$1,000), Packer Repair (\$1,000), and Other Equipment Repair (\$2,000), Loader Tires (\$5,000) and Trommel Parts, as a result of retaining the older Trommel (\$2,000). These increases are being offset by small reductions in a variety of areas.

Total Increase: \$15,000

Wood Grinding

The wood grinder at the RTS is being put up for auction as it is no longer functional. While the division performs an analysis to determine if it is appropriate to replace this piece of equipment, and with what, the amount of wood grinding that must be outsourced is being temporarily increased.

Total Decrease \$5,000

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$4,017		Based on 3 Year Average	\$4,017

Department Information DSR1					
Department		Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Repairs & Maint Services	Trommel Repair	\$2,000		Maintaining an additional trommel	\$8,000
	Woodgrinder Repair	(\$5,000)	\$5,000	Removing from fleet, evaluating outsource vs. replacement; Offset by Log & Brush Grinding	
	Other Equipment Repair	\$2,000		Appropriately account for enterprise equipment	
	Tire Repair	\$2,000		Based on FY 15 Expenditures	
	Loader Repair	\$1,000		Based on FY 15 Expenditures	
	Packer Repair	\$1,000		Based on FY 15 Expenditures	
Rental & Leases	Misc. Equipment Rentals	\$8,000		Rental of excavator annually for material moving; Loaders; Other Equipment	\$8,000
Other Property Related Services	Landfill Mowing	(\$1,500)	\$1,500	Decrease due to solar installation; Offset by Landfill Mowing	\$21,926
	MSW Hauling	\$4,338		Increase in FY 17 contract price 2.99% for estimated 9,156 tons of waste	
	MSW Disposal	\$19,088	(\$1,500)	Increase in FY 17 tipping fee 3.13% for estimated 9,156 tons of waste: Offset by MSW Disposal	
Professional & Technical Services	SWANA	\$1,700		Includes annual conference	\$3,300
	NERC	(\$200)	\$200	Offset by Other	
	Other	\$200	(\$200)	Offset by NERC	
	Soil & Compost Testing	\$400		Increased testing to improve quality of compost and increase revenue	
	Landfill Groundwater Monitoring & Testing	\$1,200		Based on estimate from current engineering firm	

Department Information DSR1					
Department		Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Communications	Phone & Fax Line	\$2,150		New lines for credit card machine	\$2,190
	Print Brochure	(\$2,500)	\$2,500	Utilize grant funding for additional printing	
	Business Cards	\$40		Increase to allow for printing of 2 sets of business cards annually	
Other Purchased Services	Refrigerant Disposal	\$1,500	(\$1,500)	Based on FY 15 Expenditures; Offset by E-Waste	\$3,900
	E-Waste	(\$5,500)	\$4,000	Based on anticipated expenditures for FY 16; Offset by Refrigerant Disposal	
	Styrofoam	(\$1,000)	\$1,000	No longer recycling Styrofoam; Offset by Universal Waste	
	Septic Tank Pumping	\$2,500	(\$2,500)	Based on frequency of pumping in FY 15; Offset by E-Waste	
	Universal Waste Disposal	\$1,000	(\$1,000)	Increased usage from removal of residential sticker fee; Offset by Styrofoam	
	Log & Brush Grinding	\$10,400	(\$5,000)	Increased grinding every 3 months due to removal of wood grinder from service; Offset by Wood Grinding Repairs	
Building & Equipment Supplies	Gates & Signs	\$2,500	(\$2,500)	Increase in upgrading signage at RTS site; Offset by Print Brochure	\$0
Vehicular Supplies	Parts for Equipment. & Tires	\$7,000	(\$1,448)	Loader Tires (5,000), Parts for Trommel(2,000); Offset by Diesel Fuel	\$5,633
	Diesel Fuel	(\$1,448)	\$1,448	Based on 3 Year Average; Offset by Trommel Parts	
	Gasoline	\$81		Based on 3 Year Average	

Department Information DSR1					
Department		Recycling & Transfer Station Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Food Service & Supplies	Water	\$400		Reflects purchase of water for staff; was originally in rentals for rental of dispenser	\$400
Public Works Supplies	Gaylord Boxes for Paint	(\$200)	\$200	Decreased based on decreased demand for oil paint disposal; Offset by Dumpster & Lids	\$800
	Replacement Dumpsters & Lids	\$1,500	(\$700)	Combine dumpster & dumpster lid; creating replacement schedule; Offset by Bags for Deposits & Gaylord Boxes for Paint	
	Bags for Deposit Bottle & Can Program	(\$500)	\$500	Required for glass disposal, disposing glass bottles with deposit as regular recycling; Offset by Replacement Dumpster & Lids	
Other Supplies & Equipment	Employee PPE Gear & Clothing	\$1,000	(\$160)	Based on FY 15 Expenditures; Offset by Fuel License	\$840
Governmental Charges	Fuel License	(\$160)	\$160	Offset by PPE Gear & Clothing	\$0
Dues & Subscriptions	APWA	\$101		Based on FY 16 membership costs	\$216
	Massrecycle	\$115		Increase in membership cost and 2 memberships	

Operating Capital

Open Top Trailer
Replacement of an existing open-top trailer, on a seven year replacement schedule. These trailers are used to haul trash around the RTS site and to the recycling plant or incinerator for processing.

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

Department Information DSR1			
Department		Recycling & Transfer Station Enterprise Fund	
Grants			
<u>MassDEP Composting Grant</u> The Town received a grant in the form of technical expertise through MassDEP and managed by the Center for EcoTechnology The guidance the Town has received under this grant will assist the Town in creating an improved compost product.			
<u>MassDEP Sustainable Materials Recovery Program Grant</u> The Town received a grant in the amount of \$11,900 in the summer of 2015. This grant is eligible to be used in future years. This grant will be used to make improvements at the RTS in the future, after the Master Plan that is being requested in a Special Warrant Article is complete.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	766,816		766,816
b) Expenses	1,212,873		1,212,873
c) Capital	86,500		86,500
d) Other Debt	150,000		150,000
e) Other Reserve Fund	25,000		25,000
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	2,241,189		2,241,189
V2017R			

Department Expenditure Detail DSR2									
Department				Recycling & Transfer Station Enterprise Fund					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							571,358	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday							16,282	
e.	PRD1 Longevity							5,549	
f.	PRD1 Snow Program							12,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							9,045	
i.	PRD1 Budget Adjustments							4,725	
PRD1 Sub Total							618,959		
J	DSR3 Other Compensation								
Sub Total 1							618,959		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help (1 person for 12 weeks)							6,394	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2							6,394		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							47,337	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							90,926	
Sub Total 3							138,263		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick Leave Incentive - NIPEA							3,200	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							3,200		
5. Total Salary and Wages (1+2+3+4)								766,816	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (24,543)	24,543
Repairs & Maintenance Services (524x – 525x)	Facility Services (9,500) Building Repairs (8,000) Equipment & Scale Repairs (19,700) Vehicle Repairs (16,000)	53,200
Rental & Leases (527X)	Misc. Equipment Rentals (18,000) Water Cooler Rental (400) Oxygen & Acetylene Tank Rental (250)	18,650
Other Property Related Services (529x)	Landfill Mowing (2,000) MSW Hauling (126,248) MSW Disposal (604,296)	732,544
Professional & Technical Services (530x – 531x)	Conferences & Training (3,200) Software Maint. & Support (825) Landfill Groundwater Monitoring and Testing (36,200) Soil & Compost Testing (600)	40,825
Communications (534x)	Postage (150) Fax Line (2,500) Cell Phones (2,520) Printing & Mailings (2,565) Disposal Stickers (1,000) Legal Notices (600)	9,335
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tire Disposal (1,800) Refrigerant Disposal (3,000) E-Waste (7,500) Mattresses/Carpeting/Furniture (5,000) Styrofoam (0) Welding Services (4,000) Pest Control Services (1,820) Septic Tank Pumping (3,500) Paint Disposal (5,000) Universal Waste Disposal (5,000) Log & Brush Grinding (36,800) Rock Crushing/Material Processing (25,000) Medical Waste Disposal (2,700) HH Hazardous Waste (10,000)	111,120
Office Supplies (542x)	Standard Office Supplies (2,000) Computer Paper (800)	2,800
Building & Equipment Supplies (543x)	Misc. Supplies (5,000) Gates & Signs (8,500)	13,500
Custodial Supplies (545x)	Cleaners (500) Brooms, Mops, etc. (300) Paper Products, Soap, etc. (700)	1,500
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Diesel (58,542) Gasoline (1,633) Additives & Fluids (4,950) Parts for Equip. & Tires (25,000)	90,125

Fiscal Year 2017 Proposed Budget

Food and Service Supplies (549x)	Water		400
Medical Supplies (550x)	First Aid Kits		500
Public Works Supplies (553x)	Paint (500) Carpentry Supplies (2,000) Calcium Chloride, speedy dry, etc. (1,000) Traps & Bungee Cords (5,750) Public Space Recycling Containers (3,000) Gaylord Boxes for Paint (1,800) Replacement Dumpsters & Lids (3,000) Bags for Deposit Bottle & Can Program (0) Replacement Flares and Flare Parts (9,200) Pay-Per-Throw Supplies (80,000)		106,250
Other Supplies & Equipment (558x)	Employee PPE Gear & Clothing		3,300
Governmental Charges (569x)	Fuel License (0) Hoisting & CDL Licensing (340)		340
Travel & Mileage (571x – 572x)	Conf. Out of State		2,500
Dues & Subscriptions (573X)	APWA, SWANA, US Composting Council & Mass Recycle (1001) Yellow Page Subscription (440)		1,441
Other Expenses (574 X – 579x)			
6. Total Expenses			1,212,873
DSR2C			
Capital Equipment Replacement (587X)	Replacement Open Top Trailer (70,000) Replacement Roll-Off Container (16,500)		86,500
7. Total Operating Budget Capital			86,500
8. Total Base Request (Line 5 + Line 6 + Line 7)			2,066,189
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☒	NO ☐
Does the Department depend on any Federal or State grants to provide services?	YES	☒	NO ☐
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO ☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO ☒
V2017			

Department Personnel Supplement DSR3									
Department		Recycling & Transfer Station Enterprise Fund							
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Additional Staff Support on Saturdays	31,558			X				
2	Additional Staff for Paint Collection Days	4,761			X				
3	Staffing for Household Hazardous Waste Day	680			X				
4	Absence Staff Support – Saturdays Only	13,300			X				
5	Leaf Collection - Sundays	4,836			X				
6	Monday Equipment Maintenance	31,558			X				
7	Landfill Flare Inspections & Maintenance	1,814			X				
8	Unscheduled Overtime	2,419			X				
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	90,926							
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	90,926							
	Amount Reported Under DSR2A Section 4								
II	Total	90,926							

X

V2017

Department Information DSR1																																												
Department		Sewer Enterprise Fund																																										
Department Mission																																												
The Sewer Division of the Department of Public Works is responsible for maintaining the Sanitary Sewer System (Sewer) and the Storm Sewer System (Drains) and all related programs and infrastructure.																																												
Operational Considerations																																												
Salaries & Wages Increased by \$32,752, 3.32% Expenses & Services Increased by \$18,312, 4.56% Operating Capital Increased by \$0, 0% Total Budget Submission Increase by \$51,020, 3.81% Salaries There are presently contracts for all represented employees. All ITWA and NIPEA employees will receive a 2.5% cost of living increase in FY 2017. Additionally, many employees are subject to step or merit increases. The overall increase in the Salary & Wage Permanent Positions is 2.88%. The Salary and Wage Overtime line item service hours are the same as the FY 16 request. There is an overall increase of 5.86%. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 16 request, and is based on the current class C schedule for temporary hires, has increase by 0.15%. The Other Salary and Wage Expenses now reflects a \$480 transfer from Water to Sewer for an employee who is paid jointly out of both accounts, which is an increase of 10.91%. Expenses & Services <u>Energy</u> <table border="1"> <thead> <tr> <th>Fuel Type</th> <th>3 Year Average Consumption</th> <th>Cost per Unit</th> <th>Fixed Costs inflated at 6.6%</th> <th>Budgeted Amount</th> <th>Difference from Prior Year Submission</th> </tr> </thead> <tbody> <tr> <td>Electricity</td> <td>492,506</td> <td>\$0.19*</td> <td>\$1,398</td> <td>\$94,974</td> <td>\$12,076</td> </tr> <tr> <td>Natural Gas</td> <td>4,241</td> <td>\$1.60**</td> <td>\$576</td> <td>\$7,361</td> <td>\$2,091</td> </tr> </tbody> </table> *increase from last year's budgetary figure of \$0.18 (6% difference) **same as last year's budgetary figure The Electricity increase is due to both an increase in the rate and consumption at Sewer facilities. The Natural Gas increase is due to an increase in consumption. The new Reservoir B is one reason for this increase in consumption. <u>Vehicular Supplies</u> <table border="1"> <thead> <tr> <th>Type</th> <th>3 Year Average Consumption</th> <th>Cost Per Unit</th> <th>Budgeted Amount</th> <th>Difference from Prior Year's Approved Budget</th> </tr> </thead> <tbody> <tr> <td>Diesel (Sewer)</td> <td>4,673</td> <td>\$3.29*</td> <td>\$15,374</td> <td>\$1,652</td> </tr> <tr> <td>Gasoline (Sewer)</td> <td>2,188</td> <td>\$2.85**</td> <td>\$6,236</td> <td>\$996</td> </tr> <tr> <td>Diesel (Drains)</td> <td>1,577</td> <td>\$3.29*</td> <td>\$5,188</td> <td>-\$2,053</td> </tr> </tbody> </table> *decrease from last year's budgetary figure of \$3.56 (-8.21% difference) **decrease from last year's budgetary figure of \$3.01 (-5.61% difference)							Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Year Submission	Electricity	492,506	\$0.19*	\$1,398	\$94,974	\$12,076	Natural Gas	4,241	\$1.60**	\$576	\$7,361	\$2,091	Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget	Diesel (Sewer)	4,673	\$3.29*	\$15,374	\$1,652	Gasoline (Sewer)	2,188	\$2.85**	\$6,236	\$996	Diesel (Drains)	1,577	\$3.29*	\$5,188	-\$2,053
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**Department Information
DSR1**

Department**Sewer Enterprise Fund**

FY 15 had a spike in the consumption of diesel fuel, likely due to the extreme winter weather and the high usage of our snow removal equipment and vehicles.

Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$12,076		Based on 3 Year Average	\$14,167
	Natural Gas	\$2,091		Based on 3 Year Average	
Repairs & Maint. Services	Sewer: Vehicle Repairs	\$2,500	(\$5,000)	Increase to include all enterprise fund vehicles; Offset by Motor Repairs	\$3,000
	Motor Repairs	(\$5,000)	\$5,000	Included in Mechanical Repairs; Offset by Vehicle Repairs	
	Trench Restoration	\$3,000		Increase due to moratorium road requirement	
	Drains: Vehicle Repairs	\$2,500		Increase to include all enterprise fund vehicles	
Other Property Related Services	Debris Disposal - Catch Basin	\$1,736		6% contract increase from CY 15 to CY 17	\$3,350
	Debris Disposal - Sweeping	\$1,614		7% contract increase from CY 15 to CY 17	
Professional & Technical Services	MWRA/Mandated Sulfide Testing	(\$6,000)		Based on FY 15 expenditures	(\$6,000)
Other Purchased Services	Street Sweeping	\$375		1.5% contract increase from CY 15 to CY 16	\$375
Vehicular Supplies	Sewer: CCTV Truck Supplies	\$4,000	(\$2,500)	Truck now older and requires maintenance, Offset by Public Works Supplies	\$3,595
	Drains: CCTV Truck Supplies	\$4,000	(\$2,500)	Truck now older and requires maintenance, Offset by Public Works Supplies	
	Sewer: Diesel	\$1,652		Based on 3 Year Average	
	Drains: Diesel	\$996		Based on 3 Year Average	
	Sewer: Unleaded Gasoline	(\$2,053)		Based on 3 Year Average	

Department Information DSR1					
Department		Sewer Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Public Works Supplies	Sewer: CCTV Truck Supplies	(\$2,500)	\$2,500	Moved to Vehicular Supplies	\$0
	Drains: CCTV Truck Supplies	(\$2,500)	\$2,500	Moved to Vehicular Supplies	
Other Supplies & Equipment	Clothing	(\$1,000)		Based On FY 15 Actual Spending	(\$1,000)
Dues & Subscriptions	APWA/NEWEA/WEF	\$825		Based on FY 15 expenditures	\$825
Spending Request Recap					
Description		Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)	
a) Salary and Wages		1,019,922		1,019,922	
b) Expenses		420,323		420,323	
c) Capital		50,000		50,000	
d) Total DSR2 & DSR4 Request (a+b+c)		1,490,245		1,490,245	
e) Other [MWRA]		5,462,757		5,462,757	
f) Other [Debt Service]		1,500,000		1,500,000	
g) Other [Reserve Fund]		35,000		35,000	
h) Total DSR2 & DSR4 Request (a through f)		8,488,002		8,488,002	
V2017R					

Department Expenditure Detail DSR2									
Department				Sewer Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							686,527	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							17,473	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							16,500	
i.	PRD1 Budget Adjustments							6,441	
PRD1 Sub Total							726,897		
J	DSR3 Other Compensation							116,839	
Sub Total 1							843,780		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help – (2 people for 15 weeks)							15,984	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2							15,984		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							22,488	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							132,790	
Sub Total 3							155,278		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Sick Incentive - NIPEA							4,400	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation							480	
Sub Total 4							4,880		
5. Total Salary and Wages (1+2+3+4)								1,019,922	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (94,974) Natural Gas (7,361)	102,335
Repairs & Maintenance Services (524x – 525x)	Sewer - Vehicle Repairs (2,500) - Electrical On-Call Services (20,000) - Mechanical On-Call Services (10,000) - Motor Repairs (0) - Wet Well Cleaning (10,000) Drains - Trench Restoration (10,000) - Contracting Special Services (15,000) - Vehicle Repairs (2,500)	70,000
Rental & Leases (527X)	Pump Rentals - Sewer (3,000) - Drains (3,000)	6,000
Other Property Related Services (529x)	Drains - Debris Disposal – Catch Basin (30,676) - Debris Disposal – Sweeping (24,674)	55,350
Professional & Technical Services (530x – 531x)	Sewer - Seminars (750) - Training (750) - MWRA/Mandated Sulfide Testing (3,000) Drains - Seminars (750) - Training (750)	6,000
Communications (534x)	Sewer - Postage (500) - Cell Phones (7,200) - Printing (200) - Legal Notices (215) - Telemetry Emergency Dialers (550)	8,665
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer - Construction Services (2,000) - Sewer Flow Meter Annual Maintenance (25,000) Drains - Street Sweeping (25,375)	52,375

Fiscal Year 2017 Proposed Budget

Office Supplies (542x)	Sewer - Paper Products (400) - Office Supplies (300)	700
Building & Equipment Supplies (543x)	Sewer - Pump Station Supplies (2,500) - Paint Supplies (250) - Window Repairs & Vandalism (100)	2,850
Custodial Supplies (545x)	Sewer Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer Grass Seed and Fertilizer	150
Vehicular Supplies (548x)	Sewer - Vactor Truck Parts (5,000) - CCTV Truck Supplies (4,000) - Diesel (15,374) - Unleaded Gasoline (6,236) Drains - Vactor Truck Parts (5,000) - CCTV Truck Supplies (4,000) - Diesel (5,188)	44,798
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer First Aid Kits	150
Public Works Supplies (553x)	Sewer - Large Tools (1,500) - Hand Tools (3,000) - Testing Equipment (1,000) - Mainline Sewer Pipe (2,000) - Pipe for Services – PVC (1,000) - Special Flushing & Roding Tools (2,500) - Manhole Frames & Covers (3,000) - Crushed Stone (2,000) - Asphalt (12,000) - Pump Replacement Parts (8,000) - Hardware Supplies (3,000) Drains - Special Flushing & Roding Tools (2,500) - Manhole Frames & Covers (6,000) - Precast Manholes (10,000) - Crushed Stone (2,000) - Sand & Bagged Cement (500)	62,000

Fiscal Year 2017 Proposed Budget

	Concrete Blocks (2,000)	
Other Supplies & Equipment (558x)	Sewer - Safety Clothing (2,500) - Health/Safety Equipment (1,300) - Clothing (2,000) Drains - Misc. Items (750)	6,550
Governmental Charges (569x)	Sewer Certifications & Licenses	200
Travel & Mileage (571x – 572x)	Sewer Conferences	200
Dues & Subscriptions (573X)	Sewer APWA/NEWEA/WEF	1,000
Other Expenses (574 X – 579x)		
6. Total Expenses		420,323
DSR2C		
Capital Equipment Replacement (587X)	Pump Replacement Program (25,000) Grinder Replacement Program (25,000)	50,000
7. Total Operating Budget Capital		50,000
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,490,245
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES ☐ NO ☒	
Does the Department depend on any Federal or State grants to provide services?	YES ☐ NO ☒	
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES ☐ NO ☒	
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES ☐ NO ☒	
V2017		

Department Personnel Supplement DSR3								
Department		Sewer Enterprise Fund						
	Description	Amount	Amount Reflected DSR2A Section					
			1	2	3	4		
1	Portion of Water Enterprise Salaries that support Drains Operations	90,964	X					
2	Portion of Sewer Salaries that Support the Drains Operations	219,049	X					
3	Sewer Salaries Assigned to Drains Operations	-219,049	X					
4	Transfer Salaries from Water to Sewer	25,875	X					
5	Portion of Water Enterprise Salaries that support Drains Operations	480						X
6	Portion of Sewer Salaries that Support the Drains Operations	1,480						X
7	Sewer Salaries Assigned to Drains Operations	-1,480						X
8	Sewer: Unscheduled/Investigations of Blockages & Equip. Failures	3,619			X			
9	Sewer: Night Sewer Cleaning/TV Camera Inspection	25,848			X			
10	Drains: Unscheduled/Investigations of Blockages & Equip. Failures	2,068			X			
11	Drains: NPDES Night Investigations	55,142			X			
12	Sewer: Pumping Stations (Weekends& Holidays)	46,113			X			
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
I	Total	250,109	X					
Sections								
	Amount Reported Under DSR2A Section 1	116,839						
	Amount Reported Under DSR2A Section 2							
	Amount Reported Under DSR2A Section 3	132,790						
	Amount Reported Under DSR2A Section 4	480						
II	Total	250,109						

V2017

Department Information DSR1					
Department		Water Enterprise Fund			
Department Mission					
The Water Division of the Department of Public Works is responsible for maintaining the infrastructure associated with the water delivery system and the development and production of the water supply in the Charles River Well Field and supplemental water from the Massachusetts Resources Authority (MWRA).					
Operational Considerations					
Salaries & Wages Increased by \$29,006, 2.62% Expenses & Services Increased by \$50,452, 4.88% Operating Capital Decreased by \$26,500, -65.92% Total Budget Submission Increase by \$52,958, 2.41%					
Salaries There are presently contracts for all represented employees. All ITWA and NIPEA employees will receive a 2.5% cost of living increase in FY 2017. Additionally, many employees are subject to step or merit increases. The overall increase in the Salary & Wage Permanent Positions is 3.31%. The Salary and Wage Overtime line item service hours are the same as the FY 16 request. There is an overall increase of 1.15%. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 16 request, and is based on the current class C schedule for temporary hires, has increase by 0.15%. The Other Salary and Wage Expenses now reflect a \$480 transfer from Water to Sewer for an employee who is paid jointly out of both accounts, which is an decrease of 31.43%.					
Expenses & Services					
<u>Energy</u>					
Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs inflated at 6.6%	Budgeted Amount	Difference from Prior Year Submission
Electricity	1,784,256	\$0.19*	\$2,367	\$341,375	\$25,668
Natural Gas	27,000**	\$1.60***	\$959	\$44,159	\$20,561
Oil				\$0	-\$12,969
*increase from last year's budgetary figure of \$0.18 (6% difference) **this is the FY 15 number rounded down, due to renovation of St Mary's Pump Station ***same as last year's budgetary figure					
<u>Vehicular Supplies</u>					
Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget	
Diesel	5,053	\$3.29*	\$16,624	\$2,524	
Gasoline	8,486	\$2.85**	\$24,185	-\$2,780	
*decrease from last year's budgetary figure of \$3.56 (-8.21% difference) **decrease from last year's budgetary figure of \$3.01 (-5.61% difference)					

Department Information DSR1					
Department		Water Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Energy	Electricity	\$25,668		Based on 3 Year Average	\$33,533
	Natural Gas	\$20,561	(\$12,969)	Based on 3 Year Average; Offset by Heating Oil	
	Heating Oil	(\$12,696)	\$12,696	No more building heated with oil; Offset Natural Gas	
Repairs & Maint Services	Maintenance of Altitude/Actuator Valves	\$3,000		Increased based on FY 16 quote submission	\$14,500
	Well Redevelopment	\$8,000		Increase for potential pump repair (will not see pump until redevelopment underway)	
	Vehicle Repairs	\$3,500		Increase to include all enterprise fund vehicles	
Professional & Technical Services	CRWTF Sewer Residuals - MWRA	\$1,200		Based on increase seen in FY 16	(\$14,525)
	MWRA Testing	\$1,200		Based on increase seen in FY 16	
	Seminars	(\$1,000)		Based on FY 15 expenditures	
	Tank Inspections at Dunster and Bird Hill	\$75		Based on increase seen in FY 16	
	Training	(\$6,000)		Based on FY 15 expenditures	
	Water Meter Testing Program	(\$10,000)		DRS4 from prior year - service required once every 5 years	
Communications	Postage - CCR & Misc	\$3,800		Based on FY 15 expenditures	\$8,600
	Telemetry/Emergency Dialers	\$4,800		Based on FY 15 expenditures	
Other Purchased Services	Police Details	\$3,500		Based on FY 15 expenditures and increase in police union contract	\$9,000
	Trench Restoration	\$7,500		Increase due to moratorium road requirement	
Building Equipment & Supplies	CPVC Pipe & Valves	\$700		Based on FY 15 expenditures	\$700

Department Information DSR1					
Department		Water Enterprise Fund			
Line Item	Description	Change	Offset by	Comments	Net Change
Custodial Supplies	Dedham Ave Pump Station	\$1,650		Based on FY 15 expenditures	\$1,650
Grounds Keeping Supplies	Grass Seed and Fertilizer	\$700		Based on FY 15 expenditures	\$700
Vehicular Supplies	Diesel	\$2,524	(\$2,524)	Based on 3 Year Average, Offset by Gasoline	\$1,244
	Gasoline	(\$2,780)	\$2,780	Based on 3 Year Average, Offset Diesel and Vehicle Supplies	
	Vehicle Supplies, Tires, Batteries Etc	\$1,500	(\$256)	Increase to include all enterprise fund vehicles, Offset by Gasoline	
Public Works Supplies	Treatment Process Chemicals: Hydroflousilicic Acid	(\$4,000)		Reduction 17% based on decrease in contract for FY 17	(\$1,400)
	Treatment Process Chemicals: Sodium Hydroxide	(\$9,000)		Reduction 7% based on decrease in contract for FY 17	
	Treatment Process Chemicals: Sodium Hypochlorite	\$600		Increase 5% based on increase in contract for FY 17	
	Gravel Fill	\$1,000		Based on FY 15 expenditures	
	Water Mains: Hydrant Parts/Boxes	\$10,000		All hydrant repairs are now out of the operating budget	
Other Supplies & Equipment	Health and Safety Equip. Prescrip. Safety Glasses	(\$550)		One person that receives glasses	(\$550)
Governmental Charges	MWRA/Water Treatment Plant Residuals	(\$5,000)		Sewerage of Treatment Byproducts	(\$5,000)

Department Information DSR1			
Department		Water Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,134,686		1,134,686
b) Expenses	1,084,978		1,084,978
c) Capital	4,000		4,000
d) Other MWRA	1,012,962		1,012,962
e) Other Debt Service	1,550,000		1,550,000
f) Other Reserve Fund	75,000		75,000
g) Total DSR2 & DSR4 Request (a through f)	4,861,626		4,861,626
V2017R			

Department Expenditure Detail DSR2									
Department				Water Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							954,238	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							13,681	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							28,875	
i.	PRD1 Budget Adjustments							6,769	
PRD1 Sub Total							1,003,607		
J.	DSR3 Other Compensation							-116,839	
Sub Total 1							886,724		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help – (2 people for 15 weeks)							15,984	
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2							15,984		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							40,544	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							187,114	
Sub Total 3							227,658		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs							4,800	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation							-480	
Sub Total 4							4,320		
5. Total Salary and Wages (1+2+3+4)								1,134,686	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (341,375) Natural Gas (44,159) Heating Oil (0)	385,534
Repairs & Maintenance Services (524x – 525x)	Fire/Security Monitoring, Generator Maintenance (3,820) General Inspection (2,500) Maintenance of Altitude/Actuator Valves (9,000) SCADA Maintenance & On-Call Services (10,000) Electrical, Mechanical On-Call Services (9,000) Well Redevelopment (40,000) Vehicle Repairs (3,500)	77,820
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	CRWTF Sewer Residuals – MWRA (4,500) Engineering Services (15,000) Filter Media Testing (1,000) Leak Detection (25,000) Mandated Wetlands Delineation (500) MWRA Testing (2,500) Seminars (3,000) Tank Inspections at Dunster and Bird Hill (1,575) Training (5,000) Water Meter Testing Program (0) Water Quality Sampling (8,000) Well/Pump Performance Testing (1,500)	67,575
Communications (534x)	Postage - CCR & Misc (11,600) Telemetry/Emergency Dialers (7,000) Telephone, Cellphones, Radios (9,740) Water Conservation Program (15,600) Legal Notices (300)	44,240
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Plumbing Services (1,000) Police Details (12,000) Trench Restoration (10,000)	23,000
Office Supplies (542x)	Office Supplies (500) Paper Products (500)	1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (1,500) CPVC Pipe & Valves (900) Process Analyzers (500)	2,900
Custodial Supplies (545x)	CRWTF (400) St Mary's Pump Station (150) Dedham Ave Pump Station (2,000)	2,550
Grounds Keeping Supplies (546x)	Grass Seed & Fertilizer	1,000
Vehicular Supplies (548x)	Diesel (16,624) Gasoline (24,185) Vehicle Supplies, Tires, Batteries Etc	42,309

Fiscal Year 2017 Proposed Budget

	(1,500)		
Food and Service Supplies (549x)			
Medical Supplies (550x)	First Aid Kits		300
Public Works Supplies (553x)	Asphalt (10,000) Gravel Fill (6,000) Hand Tools (3,000) Hardware Supplies (4,500) Laboratory Chemicals: Reagents (5,000) Laboratory Equipment (4,600) Meter Couplings (5,200) Meter Parts - Various Sizes (5,000) Treatment Process Chemicals: Hydroflousilcic Acid (20,000) Treatment Process Chemicals: Phosphate (15,500) Treatment Process Chemicals: Sodium Hydroxide (117,000) Treatment Process Chemicals: Sodium Hypochlorite (12,000) Water Mains: Gate Valves (5,000) Water Mains: Hydrant Parts/Boxes (13,000) Water Mains: Repair Sleeves (4,000) Water Meters- Various Sizes (122,500) Water Services: Brass Fittings - service connections (50,000) Water Services: Copper Tubing (3,000) Water Services: Repair Sleeves (300) Water Services: Service Valves/Boxes (3,000)		408,600
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Educational Supplies (200) Health and Safety Equip. Prescrip. Safety Glasses (450) Paint & Supplies (700) Safety Clothing/Vest, gloves and hard hats (300) Work Clothing (3,300)		5,450
Governmental Charges (569x)	Certification & Licenses (800) MWRA/Water Treatment Plant Residuals (5,000) Certification & Licenses (800) Other - DEP, SDWA (12,000)		18,600
Travel & Mileage (571x – 572x)	Seminars		1,100
Dues & Subscriptions (573X)	APWA/NEWEA/AWWA		3,000
Other Expenses (574 X – 579x)			
6. Total Expenses			1,084,978
DSR2C			
Capital Equipment Replacement (587X)	Replacement Mower for CRWTF		4,000
7. Total Operating Budget Capital			4,000
8. Total Base Request (Line 5 + Line 6 + Line 7)			2,223,664

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?	YES	☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
				V2017

Department Personnel Supplement DSR3							
Department		Water Enterprise Fund					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Portion of Water Enterprise Salaries that support Drains Operations	-90,964	X				
2	Transfer Salaries from Water to Sewer	-25,875	X				
3	Portion of Water Enterprise Salaries that support Drains Operations	-480					X
4	Uni-Directional Hydrant Flushing	59,650			X		
5	Hydrant Dry Testing Program	13,049			X		
6	Unscheduled/Main Breaks, Leaks, Equip. Failures, Shutoffs, Resident Complaints, etc.	38,835			X		
7	Water Conservation	9,320			X		
8	CRWTF & Wells (Weekends & Holidays)	66,260			X		
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	69,795	X				
Sections							
	Amount Reported Under DSR2A Section 1	-116,839					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	187,114					
	Amount Reported Under DSR2A Section 4	-480					
II	Total	69,796					

V2017

Department Information DSR1	
Department	Community Preservation Committee
Department Mission	
Massachusetts General Law (M.G.L.) Chapter 267 of the Acts of 2000, Section 2, defines community preservation 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.” Needham voted to accept the legislation in November 2004. The Community Preservation Committee is appointed to make recommendations for use of the Community Preservation Fund.	
Operational Considerations	
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. Though typically not using the full amount each year, the Community Preservation Committee puts aside approximately 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund. The Director of 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'14, the administration budget funded \$8,000 for preparation of conservation restrictions for the Carol/Brewster parcels and the Charles River parcel, all purchased with CPA funds. In FY'10, the administration budget paid a \$32,500 down payment for the purchase of property on Charles River Street. If Town Meeting had not authorized the purchase of property, the funds would have been returned to the Fund. It will be important for the Community Preservation Committee to continue to educate all residents about the opportunities of the Fund, and encourage individuals and organizations from throughout the community to bring forward projects that benefit the public. The Needham Community Preservation Committee is a member of the MA Community Preservation Coalition, and pays dues as a member. The Coalition staff has worked with the Committee in recent years to help educate the members on issues related to some of the project requests.	

Department Information DSR1			
Department		Community Preservation Committee	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	12,000		12,000
b) Expenses	70,000		70,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	82,000		82,000
V2017R			

Department Expenditure Detail DSR2									
Department				Community Preservation Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year			Current Year			Next Year		
	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	.10		2	.10		2	.10
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							12,000	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity								
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments								
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1							12,000		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								12,000	

DSR2B				
Object	Description		Amount	
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)			58,000	
Professional & Technical Services (530x – 531x)				
Communications (534x)	Postage, legal notices		2,500	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office supplies		2,500	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	signs		2,000	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	Community Preservation Coalition		5,000	
Other Expenses (574 X – 579x)				
6. Total Expenses			70,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			82,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES		☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?				
YES		☐	NO	☒
Did the Department submit any requests for FY2016 for the replacement or upgrade of technology or software to the Finance Department?				
YES		☐	NO	☒
Did the Department submit any requests for FY2016 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES		☐	NO	☒
V2017				

Department Information DSR1			
Department		Minuteman Assessment	
Department Mission			
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.			
Operational Considerations			
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. This budget estimate is based on budget growth assumptions and Needham's share of the total enrollment. The final Assessment will be available in early 2016. Full-time Student enrollments are shown below:			
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			
Full-time Student Enrollment for FY2016 Assessment: (2014/2015 school year): 22			
Full-time Student Enrollment for FY2017 Assessment: (2015/2016 school year): 24			
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.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Assessment	735,247		735,247
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	735,247		735,247
V2017R			



Needham Public Schools Office of the Superintendent

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

December 1, 2015

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools
Re: FY17 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2016/17 operating budget for the Needham Public Schools. The proposed plan totals \$64,938,879 and represents a \$3,458,192 (5.62%) increase over the current budget year.

This budget proposal outlines the resources the schools need to support an excellent educational program for our students, one that is consistent with the District's core values of Scholarship, Citizenship, Community, and Personal Growth.

The FY17 budget plan was developed to address contracted salary increases, growing special education costs, and expanded student enrollment. The proposed budget details an additional 5.62% funding increase, or \$3.46 million, over the current fiscal year, although most of this increase is to provide for a similar level of service. In fact, about 99% of the total request proposes the same level of service for next school year as we have now. Given that the Town will have limited new revenue and escalating costs (e.g., health insurance), I will recommend only a small increase, under \$44,000, for program development even though school leaders sought over \$700,000 in enhancements and improvements.

Several key budget "drivers" are impacting the proposed FY17 budget plan. Among them:

- **Contractual Salary Increases.** Negotiated contracts for all existing employees account for \$1.47 million, or about half of the total requested increase. In order to recruit, support, and retain a talented faculty and staff, we must provide reasonable yet competitive salaries for our staff, teachers, and school leaders.
- **Enrollment and Class Size.** While overall enrollment is projected to increase only slightly next year, there remains a need to ensure class sizes stay within acceptable School Committee policy guidelines. I will propose 6.93 Full Time Equivalent (FTE) teachers at the elementary and secondary levels to keep class sizes steady and make up

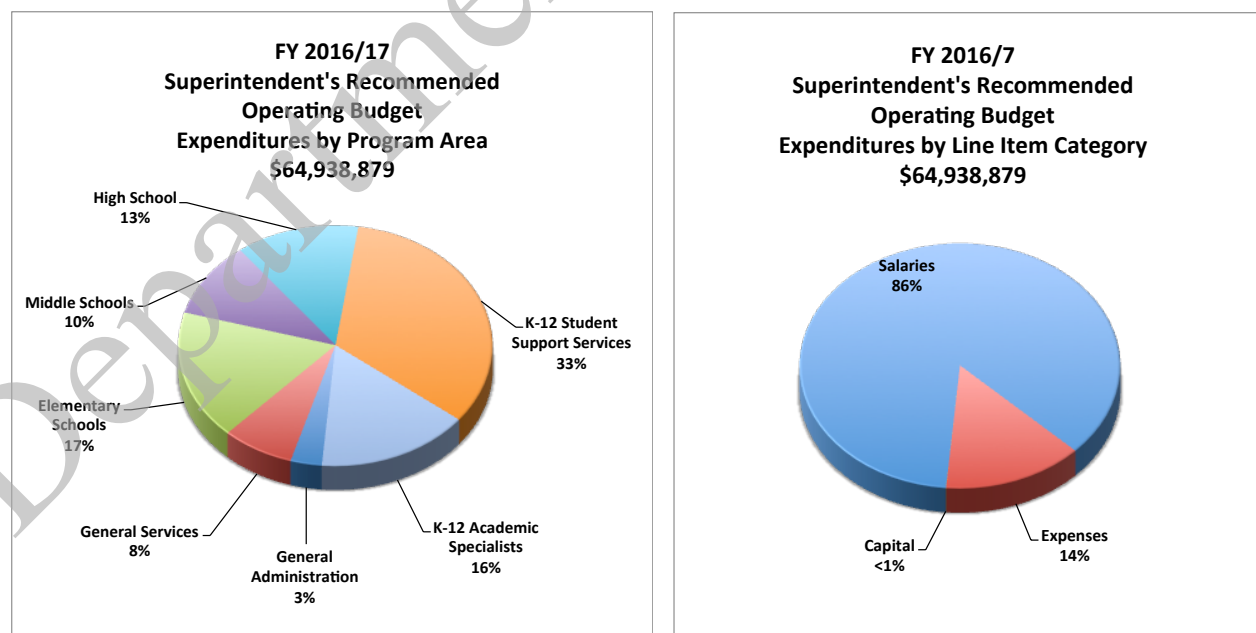
FY17 Superintendent's Preliminary Budget

for the loss of grant funds. Hillside, for example, will require 1.5 FTE classroom teachers to keep up with growing enrollment there. High school teachers are proposed to make up for the loss of grant funding and address class sizes in math. Additionally, nursing and guidance support is proposed to increase slightly to ensure a level amount of service is offered throughout the District.

- **Increased Special Education Costs.** Increases in the number of special education students being served, special education tuition, transportation for special education students, and other mandated costs total approximately \$1.1 million of the new funds requested.
- **Other Level Services.** Increases in funding to ensure continued K-12 curriculum leadership and programs (\$56,814), upgraded technology supplies and services (\$72,550), and literacy, math, art and science materials and resources (\$60,905) are included in the budget request. If funded, these requests will provide the same level of service next year to students and staff as the current school year.

I recognize we have developed a plan that seeks more funding than the Town's projections for new 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. But we also are obligated to share with the School Committee and the community what resources are minimally required to meet student needs. This preliminary budget plan has been carefully considered and reflects the School Committee and community's high expectations for its young people. Additional details about the budget plan follow.

FY17 Budget Summary



FY17 Superintendent's Preliminary Budget

FY17 Budget Development Process and Priorities

The FY17 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 the School Committee and Finance Committee budget liaisons to understand Town and School needs as they relate to the overall budget planning process.

Significant Components of the FY17 Budget

- The budget represents a proposed 5.62% increase of \$3,458,192 over the current fiscal year.
- Contractual salary costs account for \$1,472,719 (2.4%) of the overall expenditure increase.
- The budget assumes PreK-12 enrollment will only increase slightly in the 2016-17 school year. Class sizes are proposed to fit within established School Committee policy.
- Overall staffing is increased by a net of 14.01 FTE, including a net increase of 11.28 FTE teachers to support growing enrollments at Hillside, Newman, the High School and to address special education student needs.
- Special Education tuition, transportation, and program needs account for a significant portion of the increase: \$1,036,454.

FY17 Superintendent's Preliminary Budget

Capital Priorities for FY17

The FY17 capital budget request totals \$69,846,550 and includes \$749,550 in technology and equipment replacement requests, and \$69,097,000 in facilities requests. The facilities requests fund the construction of a Hillside School and the continued study of options for providing additional classroom space at Needham High School.

The technology and equipment replacement requests include:

- \$648,450 for school technology;
- \$45,000 for school furniture;
- \$39,330 for copier replacement; and
- \$16,770 for a Production Center postage machine.

Next Steps

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

- December 1st and subsequent meetings in January: School Committee reviews the Superintendent's budget request.
- December 2nd: 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 and discuss requests.
- January 5th: Town Manager consults with School Committee about budget plan.
- January 19th: School Committee holds public hearing on the budget plan.
- January 20th: The Finance Committee reviews the School budget proposal.
- January 26th: The School Committee votes budget plan and sends budget to Town Manager and Finance Committee.

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.