

Section 3
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.			
On the Horizon			
The Retirement Board did not conduct an actuarial analysis in calendar 2016 and is scheduled to conduct another evaluation as of January 1, 2017.			
Budget Statement			
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. Factors that impacted the unfunded liability (and therefore the funding schedule for fiscal year 2018) included 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.			
Accomplishments and Activities			
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.			
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	18,042		18,042

Department Information DSR1			
Department		Contributory & Non-Contributory Retirement	
Retirement			
e) Other Contributor Retirement Assessment	7,314,235		7,314,235
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	7,332,277		7,332,277
V2018			

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.					
On the Horizon					
The Town has engaged a consultant and is in the process of reviewing the group health insurance program to determine whether there are alternatives to the current program offered by the West Suburban Health Group. The WSHG has voted to eliminate the so-called "Rate Saver" plans effective July 1, 2018. The Town will be meeting with the Employee Insurance Advisory Committee to review all options.					
Budget Statement					
Health Insurance					
This budget assumes a 7.0% increase in most health insurance premiums for fiscal year 2018, 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 830 active subscribers. The November 1, 2016 enrollment reveals a reduction of 8 subscribers or a .7% decrease on the Town side and an increase of 14 subscribers or 2.6% over the original FY2017 projections. The chart below includes the number of active health insurance subscribers for the past five years.					
Fiscal Year	Town	% Change From Prior Year	School	% Change From Prior Year	Total
FY2013	284	-1.39%	542	2.26%	826
FY2014	284	0.00%	509	-6.09%	793
FY2015	286	0.70%	531	4.32%	817
FY2016	294	2.80%	530	-0.19%	824
FY2017	286	-2.72%	544	2.64%	830
Total Change FY13-FY17	0.70%		0.37%		0.48%
Total Change FY16-FY17	-2.72%		2.64%		0.73%

While insurance rates are expected to increase by 7.0%, the health insurance portion of this budget is expected to increase by 3.7% due primarily to plan migration among subscribers. The health insurance line is estimated at this time, as actual health insurance rates will not be available until early 2017.

**Department Information
DSR1**

Department**Employee Benefits**Medicare & Social Security Tax

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 and Social Security is based upon a ten year trend analysis of actual expenditures. The Medicare appropriation is estimated to be 1.3% higher than FY2017, and the Social Security appropriation is budgeted to decrease by just under 4%.

Unemployment

The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. In FY2013, the benefit period was reduced from 99 to 30 weeks, and claims have abated over the past three 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 FY2018.

Workers Compensation and Public Safety Injury on Duty

This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees, and Injury on Duty benefits for public safety employees. The Town of Needham is self-insured for these programs. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The workers compensation line item has been increased by 3.5%. The September 30, 2016 balance in the Workers Compensation Reserve was \$805,513.

Accomplishments and Activities

Employee Benefits Program Appropriations

	FY2016	FY2017	FY2018	FY2018 - 2017 Change
Group Health Insurance (includes Medicare & Social Security)	11,770,207	13,220,510	13,579,029	3.50%
Unemployment	100,000	100,000	100,000	0%
Workers Compensation	609,702	634,090	656,283	3.50%
Total	12,479,909	13,954,600	14,335,312	2.70%

Department Information DSR1			
Department		Employee Benefits	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Group Insurance	13,579,029		13,579,029
e) Other Unemployment	100,000		100,000
f) Other Workers Compensation	656,283		656,283
g) Total DSR2 & DSR4 Request (a through f)	14,335,312		14,335,312
V2018			

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. 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. 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. 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.	
On the Horizon	
The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial analysis dated June 30, 2015. Preparations for the June 30, 2017 evaluation are underway.	
Budget Statement	
As of June 30, 2015 the Town’s Unfunded Actuarial Accrued Liability was \$62,383,623, with assets of \$18,424,006 and a funded ratio of 22.8%. As of November 1, 2016 there were 583 retirees electing health insurance coverage for 847 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans), and 53 surviving spouses. While survivors pay 100% of the insurance premium, their participation impacts both the rates calculated for subscribers and the OPEB liability. The June 30, 2015 actuarial analysis was performed by Segal Consulting. New actuarial methodology and changes in assumptions about the rate of return, future medical costs, participation methodology, and demographics contributed to changes in the unfunded liability.	
Accomplishments and Activities	
Beginning in FY2018, the assumed rate of return (discount rate) has been reduced to 7.5% from 7.75%. In an effort to further reduce its unfunded liability, the Town has transferred more than \$2 million in available funds to the OPEB trust since 2012.	

Department Information DSR1			
Department		Retiree Insurance & Insurance Liability Fund	
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	6,072,283		6,072,283
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	6,072,283		6,072,283
V2018			

Department Information DSR1	
Department	Town Wide Expenses General Insurance
Department Mission	
The General Insurance budget provides for auto liability, general liability, property and casualty, law enforcement, public officials and school board liability, self-insurance, and deductible expenses for the Town of Needham including the Needham Public Schools. The general insurance program is overseen and managed by the Finance Department. The program is designed to reduce risk in order to protect the Town and its assets from the negative effects of unpredictable and significant claims and losses.	
On the Horizon	
The Town has approved funding and will be constructing a new elementary school along Central Avenue. The capital plan includes requests to remodel, expand, or newly construct new facilities at Rosemary Lake, Memorial Park, Public Safety Complex, Fire Station #2, School Administration, and improvements at the Needham High School all which may impact the insurance coverage and the annual premium. In order to keep employees and the Town focused on loss prevention and reduced liability exposure, the Town Manager approved the formation of a new Risk Management committee in FY2016. The goal of the Committee is to increase awareness of potential health and safety hazards and to promote opportunities for education and training that support the Town's risk management framework. The Committee's main emphases are reviewing incidents to make recommendations in preventive measures, assist Town departments in accomplishing risk awareness objectives, and overseeing and tracking participation in the MIIA Rewards program, with the aim to increase participation. In the coming year, the Committee looks to facilitate loss prevention-related training and activities.	
Budget Statement	
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 2018 are not yet known, this information is usually received in the late spring (June). The table (next page) 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 (2013 - 2017). 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	

**Department Information
DSR1**

Department **Town Wide Expenses General Insurance**

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), salt shed, the Chestnut Street property and a garage. 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.

Year	Premium*	Change	Expenditure**	Change
FY17	\$540,785	6.6%		
FY16	\$507,447	-1.8%	\$554,327	3.4%
FY15	\$516,687	3.0%	\$536,000	5.7%
FY14	\$501,618	6.0%	\$507,278	-1.8%
FY13	\$473,040	0.6%	\$516,500	13.5%
FY12	\$470,128	6.3%	\$455,170	

*Annual billed before adjustments, amendments, and credits.

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

We anticipate that the premium to increase by 3.0% for FY2018. The budget request for FY2018 is approximately 4.1% more than the current budget of \$582,400. The increase is reflective of a higher amount for deductibles. The total increase over FY2017 is \$23,800

Accomplishments and Activities

The Town has been participating in a loss prevention program promoted by MIIA called Rewards, which is designed to encourage practices that can help to reduce risk and lower losses. The Town earns credits through training and risk management prevention activities. MIIA issues credits annually based on the Town's level of involvement with training and success in achieving various goals laid out by the program for the year. The credit helps to mitigate the cost of insurance. In FY2016, as a result of the efforts by many departments and employees, the Town earned the highest reward amount to date, a significant increase from previous years.

Earned Rewards			
FY13	FY14	FY15	FY16
\$ 9,353	\$20,160	\$16,140	\$30,821

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Insurance	\$606,200		\$606,200
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$606,200		\$606,200

V2018

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 uses modern financial tools to fund facility and infrastructure in a sustainable manner. The Debt Service budget provides the appropriation for the Town's annual principal and interest expenses associated with various capital construction projects. The projects are funded by the issuance of tax-exempt notes and bonds. The Recycling and Transfer Station, Sewer, and Water Enterprises pay for their related debt service from user fees and charges.	
On the Horizon	
Needham voters approved a debt exclusion override at the November 8, 2016 Presidential Election for the purchase of land and the construction of a new elementary school along Central Avenue. This approval will increase the annual excluded debt service expense in the coming years as several bonds are expected to be issued as the project moves forward. Several other significant projects are contemplated, which if approved, may be presented to the voters to be funded by debt exclusion. The Rosemary Complex project, for which design funds were appropriated, is anticipated to be presented for construction funding in 2017 which would be funded by both General Fund debt and Community Preservation Act (CPA) debt.	
Budget Statement	
The debt service budget submission of \$12,573,958 is a 12.7% increase over the current year. The FY2018 budget is the first in four years to be increasing overall. The increase is primarily driven by the approval of the debt exclusion question for the new elementary school. The budget includes amounts required to pay current outstanding long term general fund debt, and new long term general fund debt issues for which authorizations were previously approved by Town Meeting. This budget also pays down certain principal amounts that come due when a bond anticipation note matures when possible, which lowers interest expense and helps to manage the Town's overall debt burden. Interest expense and other related temporary borrowing costs are also included. This budget accounts for both general fund debt service within the levy, and excluded debt, as well as debt supported by CPA funds. The General Fund debt service within the levy limit is \$4,358,722 and the excluded debt service is \$7,766,073. The CPA supported debt totals \$449,163. This request does not contain any funding for debt that may be authorized at the 2017 Annual Town Meeting or May 2017 Special Town Meeting. Debt service related to the Recycling and Transfer Station (\$150,000), Sewer (\$1,500,000), and Water (\$1,550,000) enterprise funds are contained in those budgets and are therefore not included in this budget. The General Fund debt service which is paid within the levy limit is appropriately 7.4% more than the current year which represents approximately 3% of recurring General Fund revenue and is keeping with the Town's policy and financing plan. The General Fund excluded debt service portion of the budget (\$7,766,073) is 16.9% more than budgeted for FY2017, which is based on the estimated debt service to be paid during FY2018 for the new elementary school plus the recapture of interest expenses incurred in FY2017. The combined total of debt within the levy limit and excluded from the levy limit is \$1,419,269 (13.3%) more than FY2017 combined amount for those two categories of debt. The CPA supported debt service for FY2018 is \$449,163, which is \$7,150 less than the amount for FY2017, a decrease of appropriately 1.6%. The Town incurred its first CPA supported debt service expense in fiscal year 2012 which was for the Town Hall project. The CPA financing plan for Town Hall anticipated a debt service obligation in fiscal year 2018 of \$710,600; the actual will be \$449,163.	

Department Information DSR1			
Department	Townwide Expense - Debt Service		
Accomplishments and Activities			
Maintained the Town’s AAA credit rating from Standard and Poor’s after the rating interview in May 2016. Issued a \$6.6 million advance refunding bond which resulted in an all-in true interest cost of 1.57%. This refinancing will save the Town over \$788,000.			
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	12,573,958		12,573,958
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	12,573,958		12,573,958
V2018			

Department Information DSR1			
Department		Classification, Performance, Settlements (CPS)	
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.			
On the Horizon			
The CPS budget fluctuates annually depending on the number of collective bargaining agreements that have been settled for a given year. The DPW/NIPEA contract is the only collective bargaining agreement not already settled for FY2018 – that contract expires June 30, 2017.			
Budget Statement			
FY2017 was the first year for which all management pay raises are be based on individual performance. General wage increases for managers will no longer be provided in the departmental budgets, and will be accounted for in the CPS budget. The FY2018 CPS budget also includes an allowance for the DPW/NIPEA settlement, and a reserve for merit raises and bonus payments, and potential reclassification actions.			
Accomplishments and Activities			
The fiscal year 2017 appropriation for this line was \$600,000. Of this amount, \$150,552 was transferred for the Public Facilities/BCTIA (trades and custodians) contract. An additional \$315,005 was transferred for the Fire Union contract settlement, and for the FY2017 management salary adjustments.			
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	260,000		260,000
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	260,000		260,000
V2018			

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. Transfers may be made only by a vote of the town's finance committee in towns with such committee. 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. The Reserve Fund line in the current FY 2017 budget, approved at the May 2016 Annual Town Meeting, was \$1,584,124. The October 2016 Special Town Meeting warrant re-appropriated \$87,499 from the Reserve Fund to account for additional costs of solar electricity production and for the salary of an additional position in the Health and Humans Services budget which had been deferred pending the conclusion of a department reorganization. After the October 2016 Special Town Meeting, the FY 2017 Reserve Fund balance was \$1,454,376. To date, no transfers have been requested from the FY 2017 Reserve Fund. Looking at examples of transfers completed from the Reserve Fund to other budget lines during prior years helps illustrate the function of the Reserve Fund. (See table below for a three-year history of transfers.) The 2015 Annual Town Meeting appropriated \$1,384,767 to the Reserve Fund as part of the FY 2016 Town operating budget. A transfer from the Reserve Fund was needed that year to cover an unexpected draw from the Municipal Light budget for unanticipated costs relating to the solar electricity project. During the project, there was a change in the payment structure from expenses being charged as an offset to revenues to handling revenues and expenses in separate transactions. As a result, once the solar electricity project began production, there was an unanticipated need for the Municipal Light budget line to cover the production expenses. There was another transfer from the 2016 Reserve Fund at the end of the year to cover the costs of snow and ice removal that were in excess of the budget. In May 2014, Town Meeting appropriated \$1,464,490 to the FY15 Reserve Fund. The FY 2015 Reserve Fund 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 weather-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. The Reserve Fund transfers were also needed to provide sufficient funding to cover unforeseen legal and unemployment costs. The request for the FY2018 Reserve Fund is \$1,710,965. This amount was determined in	

**Department Information
DSR1**

Department**Reserve Fund**

accordance with the method used for projecting the Reserve Fund level for a number of years. The FY 2018 Reserve Fund request is 1.4% of the projected FY 2018 operating budget after being adjusted to remove areas 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 2017 operating budget and applies an annual growth rate of 2.5%. This level of funding is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.

Three-year history of transfers from the Reserve Fund:

	<u>Budget Line</u>	<u>Purpose</u>	<u>Amount Transferred</u>
FY2016			
06/22/16	Snow and Ice	Winter storms	\$371,062
06/22/16	Municipal Lighting	Electricity expenses	\$151,200
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
FY 2014			
08/13/13	Board of Selectmen/Town Mgr	Deposit on real property	\$75,000
01/13/14	Police Department	Replace damaged equipment	\$6,451
06/11/14	Snow and Ice	Budget overage	\$706,635
06/11/14	Public Facilities	Energy expenses	\$70,000

On the Horizon

The level of the Reserve Fund will need to increase proportionally with the budget since it serves as a protective device. This budget line should be sufficient to provide funds for unexpected budgetary needs without tying up funds unnecessarily.

Budget Statement

The FY 2018 request for the Reserve Fund line is \$126,841 higher than the FY2017 budget approved at the 2016 Annual Town Meeting. This amount is needed to meet the stated purpose of the Reserve Fund.

Accomplishments and Activities

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	1,710,965		1,710,965
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,710,965		1,710,965
V2018			

Department Information DSR1	
Department	Townwide Expense - Needham Electric Light and Gas Program Budget
Department Mission	
The Needham Electric Light and Gas Program budget is administered by the Finance Department but the day-to-day activities are managed by the Department of Public Works and Department of Public Facilities to monitor energy usage in Town and School buildings and along the public ways, public parking lots, and outdoor facility lighting. This budget pays for the cost of electric and natural gas supply furnished by private utility companies, and the monthly fixed, transmission and distribution charges from Eversource public utility. This budget also provides funds for the maintenance and repair of street lights. The program also pays the costs associated with the production of electricity from solar energy that is supplied to the grid.	
On the Horizon	
The Town continues to review and measure electric and natural gas use in the public buildings to see how best to limit discretionary usage, and to make improvements that minimize energy use in a cost efficient manner. The solar array which was constructed on the Town's former landfill will be in its first full year of operation during FY2017. SolarCity manages and produces the electric power that is then added to the electric grid for which the Town receives payment from Eversource for that power. The Town pays SolarCity for the production of power. The Town continues to familiarize itself with the green energy industry and managing the complexities of the required reporting to the Commonwealth as well as monitoring the production and billing of the energy producers to ensure the Town receives full value for power that is generated as prescribe in the energy agreement. The Town will also examine its current street lighting scheme to see if whether number of lights should change and the types of illumination. Public concerns about "light pollution" have been raised which may factor into decisions on street lights in the coming years.	
Budget Statement	
The FY2018 submission of \$3,558,040 is \$95,845 (2.8%) higher than the current budget of \$3,462,195. The primary expense in this budget is electricity and natural gas utilities for all public buildings and facilities, excluding those that come under an enterprise fund budget. The budget also pays expenses related to the repair and upkeep of municipal street lights and parking lot lights. The budget also pays the charge the Town pays for the production of solar electricity which is then sold to Eversource. Energy (\$3,454,990) line is \$72,862 or 2.2% more than the current budget. This line pays the supply charges for electric and natural gas, the regulated charges for transmission and distribution, and the payment for the production of electric power from solar. The portion of this expense line that is allocated for solar production is two percent higher (\$8,637) than FY2017. This is a best estimate at this point in the budget process. The FY2017 budget was amended upward by \$47,905 to \$431,829 in October because solar power generation was greater than assumed when preparing the FY2017 budget. The solar array became operational in late March 2016, and generated revenue beginning in April 2016. We are estimating revenue of \$815,000 compared to estimated cost of \$465,466. This results in an estimated net profit of 42.8%. The electric portion of the budget is essentially three parts, public facilities (see table below), municipal lights, and other facilities. The other facilities include park and school grounds, traffic signals and highway devices, municipal parking lots, and park and recreation facilities. In calculating a budget for FY2018, we used the four year average (some have not been in place for four years so a shorter period of time was used) billed consumption for the various public facilities multiplied by an average rate of \$0.22 KWH, plus basic service fees on average \$276 per year, and a three percent congestion (regulatory) charge on the usage estimate. Total billed	

Department Information						
DSR1						
Department	Townwide Expense - Needham Electric Light and Gas Program Budget					
consumption for the Town and School buildings in FY2016 (8,548,853 KWH) was the lowest of the four years (FY2013, FY2014, FY2015, and FY2016). The total is comparable to FY2013 in total usage (8,573,832 KWH), but there were fewer facilities in FY2013 than in FY2016. Some major systems (e.g., high school chiller) were offline in FY2016 so total consumption was lower than would have otherwise occurred.						
Location	Year	KWH	Use Charge	Congestion Charge	Average Base Charge	Total
**66 Chestnut Street Average		1,725	\$379.50	11.385	\$276.00	\$666.89
**Hillside Average		375	\$82.50	2.475	\$276.00	\$360.98
187 Brookline Street Average		65,428	\$14,394.05	431.8215	\$276.00	\$15,101.87
66 Chestnut Street Average		466	\$102.59	3.0778	\$276.00	\$381.67
68 Chestnut Street Average		1,818	\$399.96	11.9988	\$276.00	\$687.96
70 Chestnut Street Average		1,201	\$264.15	7.9244	\$276.00	\$548.07
Broadmeadow Average		775,450	\$170,599.00	5117.97	\$276.00	\$175,992.97
Daley Average		18,101	\$3,982.28	119.46825	\$276.00	\$4,377.74
DPW Average		112,900	\$24,838.00	745.14	\$276.00	\$25,859.14
Eliot Average		490,250	\$107,855.00	3235.65	\$276.00	\$111,366.65
Emery Grover Average		109,720	\$24,138.40	724.152	\$276.00	\$25,138.55
Fire Sation #2 Average		60,896	\$13,397.12	401.9136	\$276.00	\$14,075.03
Fire Station #1 Average		112,640	\$24,780.80	743.424	\$276.00	\$25,800.22
Greensfield Park Average		2,375	\$522.47	15.6740265	\$276.00	\$814.14
High Rock Average		529,890	\$116,575.80	3497.274	\$276.00	\$120,349.07
High Rock Outdoor Average		1,968	\$432.96	12.9888	\$276.00	\$721.95
High Rock Solar Average		45	\$9.79	0.2937	\$276.00	\$286.08
High School Average		2,588,010	\$569,362.20	17080.866	\$276.00	\$586,719.07
High School Outdoor Average		3,936	\$865.92	25.9776	\$276.00	\$1,167.90
Hillcrest- Police Average		3,188	\$701.31	21.03915	\$276.00	\$998.34
Hillside Average		387,480	\$85,245.60	2557.368	\$276.00	\$88,078.97
Hillside Outdoor Average		7,872	\$1,731.84	51.9552	\$276.00	\$2,059.80
Library Average		580,284	\$127,662.48	3829.8744	\$276.00	\$131,768.35
Mitchell Average		190,616	\$41,935.41	1258.0623	\$276.00	\$43,469.47
Newman Average		871,815	\$191,799.25	5753.97735	\$276.00	\$197,829.22
Police Building Average		201,896	\$44,417.01	1332.5103	\$276.00	\$46,025.52
Police Building Outdoor Average		1,236	\$271.92	8.1576	\$276.00	\$556.08
Pollard Average		783,015	\$172,263.30	5167.899	\$276.00	\$177,707.20
Pollard Modulares Average		53,192	\$11,702.24	351.0672	\$276.00	\$12,329.31
Pollard Outdoor Average		7,872	\$1,731.84	51.9552	\$276.00	\$2,059.80
PSAB Average		245,720	\$54,058.40	1621.752	\$276.00	\$55,956.15
Ridge Hill Barn Average		3,618	\$795.91	23.87715	\$276.00	\$1,095.78
Ridge Hill Main House Average		2,638	\$580.42	17.41245	\$276.00	\$873.83
Senior Center Average		942	\$207.21	6.216441	\$276.00	\$489.43
Senior Center (CATH) Average		185,120	\$40,726.40	1221.792	\$276.00	\$42,224.19
Town Commons Outdoor Average		1,381	\$303.77	9.11295	\$276.00	\$588.88
Town Hall Heights Outdoor Average		309	\$67.98	2.0394	\$276.00	\$346.02
Town Hall Main Average		390,360	\$85,879.20	2576.376	\$276.00	\$88,731.58
West St @ Highland Ave Average		1,071	\$235.69	7.0708	\$276.00	\$518.76
Totals			\$1,935,299.65	\$58,058.99	\$10,764.00	\$2,004,122.63
						\$0.00
FY2013 Billed Usage		8,573,832				
FY2014 Billed Usage		8,822,157				
FY2015 Billed Usage		8,910,571				
FY2016 Billed Usage		8,548,853				

Department Information
DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
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The budget estimate for municipal lighting was in a similar manner as was done for the municipal and school buildings which were based on the four year average billed use (FY2013 through FY2016). There is no congestion cost assumption for street lights. The combination of billed usage and basic service fees for municipal lights is \$198,963. This is 15.8% more than the FY2017 budget allocation of \$171,875.

ELECTRIC	4 Year Average Consumption (2013 - 2016)	Usage	Base	Total
Street Lights 2013	883,684			
Street Lights 2014	907,598			
Street Lights 2015	898,040			
Street Lights 2016	886,954	894,069	\$196,695	\$2,268
				\$198,963

We are now tracking the electric usage at other facilities (park and school grounds, traffic signals and highway devices, municipal parking lots, and park and recreation facilities), but we have insufficient data to calculate a budget based on a usage factor, so we have level funded those budgeted expenses for FY2018 at \$49,326, the most significant portion of this expense is road and traffic control devices \$34,977.

The winter of 2015/2016 was milder than usual and billed usage for FY2016 was down considerably, but it is unlikely the drop is related just to efficiency. The Town continues to convert its facilities from oil heat to natural gas heat when the funding and opportunity arises, which has proven to be less expensive than oil, but total natural gas usage has increase. So we have used the same three year average that was used to calculate the FY2017 submission (FY2013 – FY2015). The average rate is \$1.60 per therm, and the average annual basic service charge is \$432 per account. The estimated cost for public buildings is \$748,761 (see table on next page). The budget for natural gas supply is essentially level funded for FY2018.

The other non-building natural gas accounts are level funded for FY2018 at \$13,351.

Energy Expense Recap	FY2018 Submission	FY2017 Budget
Electricity	2,252,412 (2.9%)	2,188,691
Natural Gas	762,112 (0.1%)	761,608
Solar Generation	<u>440,466</u> (2.0%)	<u>431,829</u>
Total	\$3,454,990 (2.2%)	\$3,382,128

Repairs and Maintenance (\$78,050) line is level funded for FY2018. This allowance pays for the annual maintenance and repairs costs for the Town's street and parking lot lights. The services are provided by a private contractor (currently Siemens Industry Inc.) secured through a competitive bid process. The company also moves street lights when the public utility replaces an existing pole. The company is also the emergency response team to repair or replace (depending on the amount damage) a street light damaged in a pole knock down.

Repairs & Maintenance Services Recap	
Street light maintenance contract	41,296
Town buildings outdoor lighting maintenance Contract	3,304
Street light pole transfers	6,750
Other repairs and emergency calls	<u>26,700</u>
Total	\$78,050

Department Information DSR1				
Department		Townwide Expense - Needham Electric Light and Gas Program Budget		
Accomplishments and Activities				
The Town established the consolidated the electric and natural gas supply expenses for General Fund departments under one budget effective July 1, 2016. Expenses previously budgeted by the Department of Public Works, Department of Public Facilities, Park and Recreation and Municipal Lighting program are now combined in the Needham ELG Program budget.				
The Solar array that was constructed on the Town’s former landfill went live in March 2016 and with full operation in place in April 2016. The Town received \$236,813 during FY2016 from Eversource for electric power produced and put to the grid.				
Spending Request Recap				
Description		Base Request	Additional Request	Total
a) Salary and Wages				
b) Expenses				
c) Capital				
d) Other Electric Light and Natural Gas Program		3,558,040		3,558,040
e) Other				
f) Other				
g) Total DSR2 & DSR4 Request (a through f)		3,558,040		3,558,040
V2018				

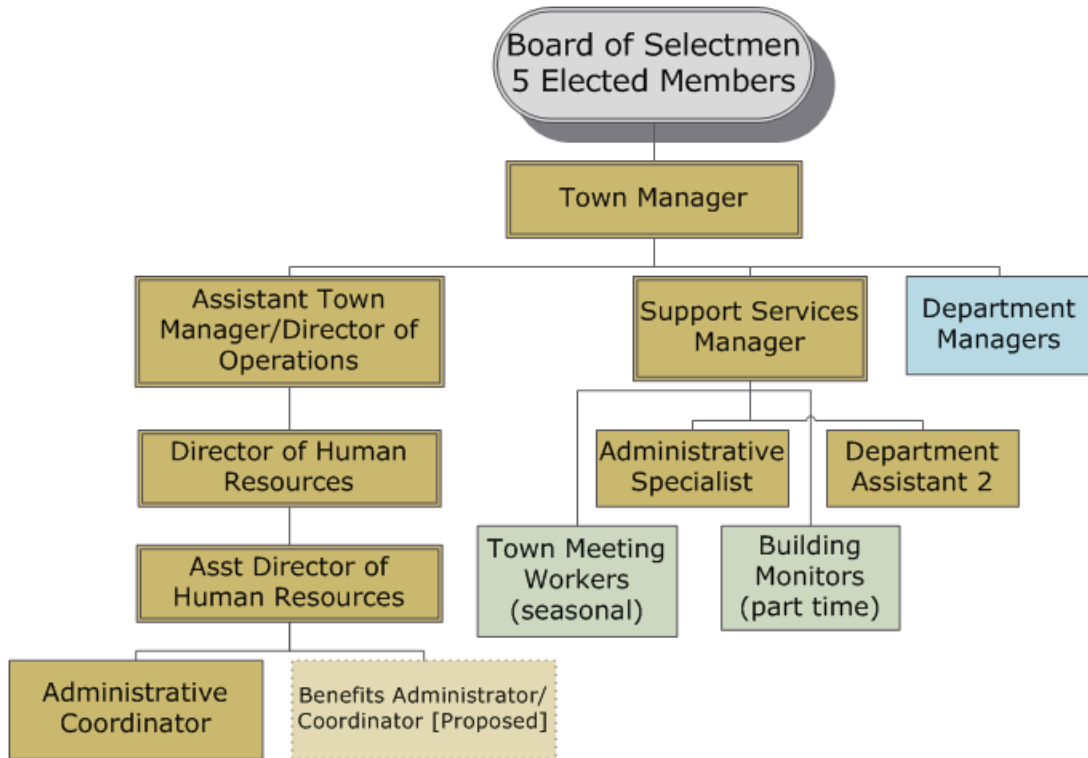
Department Budget Request and Expense History

Townwide Expense Budgets	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Casualty, Liability, Property and Self Insurance Program	606,200		606,200	4.1%	582,400	554,326.96	536,000.00	507,277.94
Debt Service - General Fund	12,573,958		12,573,958	12.7%	11,161,839	11,468,246.59	11,580,940.03	12,129,005.86
Employee Benefits and Employer Assessments	13,679,029	843,267	14,522,296	9.8%	13,220,510	11,302,098.05	10,167,090.71	9,576,846.67
Retirement Assessments	7,332,277		7,332,277	9.0%	6,724,500	6,062,917.05	5,558,930.32	5,358,572.32
Retiree Insurance Program & Insurance Liability Fund	6,072,283		6,072,283	9.0%	5,568,923	5,336,302.00	5,140,198.00	5,535,139.00
Needham Electric, Light, & Gas Program	3,558,040		3,558,040	2.8%	3,462,195			
Workers Compensation	656,283		656,283	3.5%	634,090	609,702.00	586,252.00	467,550.00
Classification, Performance and Settlements	260,000		260,000	93.4%	134,443			
Reserve Fund	1,710,965		1,710,965	17.6%	1,454,376			
Grand Total	46,449,035	843,267	47,292,302	10.1%	42,943,276	35,333,592.65	33,569,411.06	33,574,391.79

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Department Organizational Chart

Board of Selectmen and Office of the Town Manager



Color Code

Brown – Permanent Positions
Tan – Proposed Position
Green – Part Time, Seasonal, Temporary Positions
Silver – Elected Position/Citizen Committee
Purple – Division Program Section
Blue – Other Positions not part of the Department

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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. 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, classification of all town positions	

Department Information DSR1	
Department	OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN
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. 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.	
On the Horizon	
Goals and Objectives The Board of Selectmen and Town Manager developed the following goals for fiscal year 2017-2018 – 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. <u>Continuing Strategies</u> ▪ Participate in the decision making process leading to the resolution of the Minuteman School question. • Evaluate targeted options for property acquisition. • Work with School Committee, Finance Committee, and PPBC to develop options for High School space needs, to include a financing plan. • Work with the School Committee and Finance Committee to evaluate the implementation of full-day kindergarten • Work with the School Committee to determine the best methodology for projecting enrollment trends. • Evaluate the concept of creating a community campus at Ridge Hill/Nike. • Conduct a DPW Feasibility Study. • Work with the Park & Recreation Commission to facilitate approval of the Rosemary Recreation Complex. • Work with the School Committee and PPBC in the design and construction of the Hillside School.	

Department Information DSR1	
Department	OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN
<u>New Initiatives</u> ▪ Develop a financing plan for the first projects in the Eight Building Plan. ▪ Conduct a Memorial Park Building & Grounds Feasibility Study. ▪ Conduct a Fire Station #2 and Police/Fire Station Study. 2. Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure <u>Continuing Strategies</u> ▪ Improve the Needham Center streetscape and infrastructure. ▪ Complete the preferred renovation of Highland Avenue from Webster Street to the Charles River (State highway). ▪ Monitor implications of the add-a-lane project and assure that Needham's interests are addressed in the final design. ▪ Develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor. • Ensure appropriate coordination of all the major road projects affecting the Town. <u>New Initiatives</u> • Develop a plan for NPDES Compliance. • Update Water and Sewer Regulations. • Evaluate the benefits of participating in MassDOT Complete Streets Program. • Review Street Opening Permit driveway fees. • Evaluate parking restrictions near driveways. • Review public access to private ways. • Work with the Planning Board to consider a street naming policy. 3. Maintain and improve the vitality and economic success of the Town. <u>Continuing Strategies</u> ▪ Consider a plan for snow removal in the business districts. ▪ Ensure support for redevelopment opportunities in Needham Crossing, including retail and restaurant uses. ▪ Work with local businesses affected by road work, bridge closures, and the like to mitigate negative impact. <u>New Initiatives</u> ▪ Re-evaluate the Food Truck Policy. ▪ Review the need for changes to the Industrial District Zoning. ▪ Review options for streamlining the permitting process.	

Department Information DSR1	
Department	OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN
▪ Work with Newton to implement the economic development plan for the N² corridor. 4. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. <u>New Initiatives</u> ▪ Explore the option of limiting the use of plastic bags at certain retail establishments. ▪ Evaluate options for expanding recycling programs (e.g. organics/food waste). 5. 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. ▪ Create a housing priority plan ▪ 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. ▪ Coordinate and monitor the development of permitted housing units. ▪ Evaluate the possibility of implementing a Quiet Zone in Needham. <u>New Initiatives</u> ▪ Develop a pilot program to address trash concerns Town-wide. ▪ Determine next steps for the Rail Trail project. ▪ Revisit the Noise By-law relative to weekend and Sunday work. ▪ Explore opportunities to install community art. ▪ Review and develop a plan for addressing barriers to healthy aging. ▪ Review policies, regulations and resources to address the challenge of underage drinking. ▪ Evaluate regulations relating to private trash pick-up on public ways. ▪ Recommend changes to the zoning by-law relative to the number of basements. ▪ Participate in the development of the Open Space plan. ▪ Help to ensure greater access to and awareness of the Town's trail network.	

Department Information DSR1	
Department	OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN
6. Maintain and enhance the Town's Financial Sustainability <u>Continuing Strategies</u> - Evaluate alternatives to the Town's Group Health Insurance program. <u>New Initiatives</u> - Conduct a Capital Facility Summit. 7. Evaluate Town Operations and Administration. <u>Continuing Strategies</u> - Update and post Board of Selectmen and Personnel policies. - Develop a policy to promote the rotation of appointed board chairs. - Update the Town's Emergency Management Plan. - Evaluate the staffing needs of the Police and Fire Departments in the context of the current and planned growth in Needham Crossing. <u>New Initiatives</u> - Explore opportunities for departmental consolidation and efficiency improvement. - Discuss executive session timing. - Evaluate the need for the mailing of the Annual Town Election postcard. - Reconsider the order of Town Meeting Warrant Articles. - Conduct an IT audit and begin to develop a technology strategic plan. - Ensure compliance with new Public Records Law. - Develop and implement a policy guiding the use of banners on poles in the business districts. - Consider a lawn sign policy for public purposes.	
Budget Statement	
FY2018 Budget Summary The FY2018 budget submission is 3% higher than the FY2017 appropriation, or \$27,863. This increase is largely contained in the salary request (\$27,126), while expenses have been increased by \$737. Included with this request are two DSR4 Performance Improvement Funding Requests: one is for a 1.0 FTE Benefits Administrator/Coordinator for the Human Resources Department (\$63,000 salary, plus \$27,147 benefits) and the other is for Employee Engagement Consulting (\$20,000) for the Human Resources Department. The Professional & Technical line has been decreased by \$3,275, which is a result of the elimination of the background checks (decrease of \$2,500) and a reorganization of the Town Meeting and Town Report account lines (decrease of \$1,000). An increase of \$225 has been added to cover the cost of annual software maintenance used for the archiving of Selectmen and Town Meeting records. The reorganization of the Town Meeting and Town Report lines properly aligns the budget and actual expenditure categories for these accounts.	

**Department Information
DSR1**

Department	OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN
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The Communications line has been **increased by \$3,500**, which is due to the reorganization of the Town Meeting and Town Report lines and increases to the Town Meeting printing and Human Resource Advertising account lines. The increase in the Town Meeting printing line (\$1,000) represents the cost to produce adequate quantities of the materials used by or created as a result of Town Meeting, and the increase to Human Resource Advertising (\$1,500) reflects the change in advertising methods employed by Human Resources which will allow the Town to advertise in specialized publications to attract the most qualified candidates.

The Dues and Subscriptions line has been **increased by \$512** to reflect the actual cost of dues for the Board of Selectmen (\$262) and Human Resources (\$250).

Changes OTM - Office of Town Manager; HR - Human Resources; TR - Town Report; TM - Town Meeting	Amount Increased	Amount Decreased
Prof & Tech Svcs - Software - OTM	\$ 225	
Prof & Tech Svcs - HR		\$ (2,500)
Prof & Tech Svcs - TR		\$ (1,000)
Communications - HR	\$ 1,500	
Communications - Printing - TM	\$ 1,000	
Communications - Printing - TM	\$ 3,000	
Dues & Subscriptions - BOS	\$ 262	
Dues & Subscriptions - HR	\$ 250	
Communications - TM		\$ (2,000)
Total	\$ 6,237	\$ (5,500)
Net Change	\$ 737	

**Department Information
DSR1**

Department**OFFICE OF THE TOWN MANAGER/BOARD OF
SELECTMEN****Accomplishments and Activities**

FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	
130	140	139	138	151	169	156	155	Number of Licenses Issued
14	14	15	15	16	15	16	16	All Alcohol
3	3	3	3	3	3	3	3	Club
6	5	5	6	3	3	2	2	Wine & Malt
N/A	N/A	N/A	N/A	5	5	5	5	Package Stores
1	1	1	1	1	1	1	1	Carry in Special Permit
2	2	2	2	2	2	2	2	Class I
6	5	5	5	5	5	5	5	Class II
46	48	54	54	52	56	56	55	Common Victuallers
1	1	1	1	2	2	2	2	Innkeeper
2	2	2	2	2	2	2	2	Lodging
1	4	2	2	5	5	3	5	Sunday Entertainment
5	4	4	4	6	4	5	7	Weekday Entertainment
1	1	1	1	1	1	1	1	Bowling Alley
1	1	1	1	3	2	2	2	Livery
1	1	1	1	1	1	1	1	Pool Table
9	9	9	9	10	10	8	9	Sale of Second Hand Goods
1	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	2	Mobile Food Trucks
30	38	32	30	33	51	39	34	One-Day Special Liquor Permit Issued

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	783,088	63,000	846,088
b) Expenses	118,079	20,000	138,079
c) Capital	0		
d) Other Benefits	0		
e) Other	0		
f) Other	0		
g) Total DSR2 & DSR4 Request (a through f)	901,167	83,000	984,167

V2018

Department Expenditure Detail DSR2									
Department				OFFICE OF THE TOWN MANAGER/BOARD OF SELECTMEN					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	8		8	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							740,983	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							2,897	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							8,000	
i.	PRD1 Budget Adjustments							5,784	
							PRD1 Sub Total		757,664
J	DSR3 Other Compensation								
							Sub Total 1		757,664
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary - BOS							5,600	
b.	Recording Secretary – Other							431	
c.	Town Meeting Workers							5,600	
d.									
e.	DSR3 Total								
							Sub Total 2		11,631
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Scheduled Overtime / OTM							382	
d.	Scheduled Overtime / HR							382	
e.	DSR3 Total							382	
							Sub Total 3		1,146
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							2,847	
c.	Program Stipend								
d.	Tuition Reimbursement							2,000	
e.	Working Out of Grade								
f.	DSR3 Other Compensation							7,800	
							Sub Total 4		12,647
5. Total Salary and Wages (1+2+3+4)									
								783,088	

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/OTM (\$14,000) Consulting/OTM (\$3,000) AV Powers Hall/Comm (\$6,300) Professional Development OTM (\$4,400) Software License/OTM (\$350) Recruitment/Assessment Center – Public Safety/HR (\$18,000) Professional Development/HR (\$2,200) Staff Training/HR (\$6,100) Conference Registration/BOS (\$1,100)	55,450
Communications (534x)	Advertising (\$500), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) OTM Advertising (\$6,000), Printing (\$350), Postage (\$1,360)/HR Town Meeting Postage/TM (\$4,000) Printing for Election & Town Meeting/TM (\$4,000) Printing for Town Report & Town Clerk Records (\$4,000)/TR	25,960
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies/OTM (\$2,000) Office Supplies/HR (\$1,000)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Official Functions/OTM	700
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Expenses/OTM (\$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
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,700) MMA, MMLC/BOS (\$8,700) HR (\$500)	12,900

Other Expenses (574 X – 579x)				
6. Total Expenses				118,079
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				901,167
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	x
Does the Department depend on any Federal or State grants to provide services?	YES		NO	x
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	x
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	x
V2018				

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	Scheduled Overtime - Powers Hall	382			X		
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	8,182					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	382					
	Amount Reported Under DSR2A Section 4	7,800					
II	Total	8,182					

V2018

Performance Improvement Funding Request DSR4					
Department	Human Resources, part of Office of the Town Manager / Board of Selectmen				
Title	Benefits Administrator/Coordinator		Priority	1	
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.0	63,000		63,000	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		63,000		63,000	
5. Other Costs		27,147		27,147	
6. Grand Total (4+5)		90,147		90,147	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				☐	☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐	☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐	☒
Does the request support activities which produce revenue for the Town?				☐	☒
If the request is not approved, will current Town revenues be negatively impacted?				☐	☒
Is there an increased exposure for the Town if the request is not approved?				☐	☒
Is specialized training or licensing required (beyond the initial purchase)?				☐	☒
Does this request address a documented health or safety issue?				☐	☒
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Human Resources Department is responsible for a multitude of employee related functions for employees who provide services to citizens of Needham. This department oversees the full cycle recruitment process, compensation and classification, performance evaluations, training and development, internal investigations and benefits administration. A portion of the benefits administration process requires significant financial oversight of the health insurance budget. This includes ensuring accurate payment for coverage of all subscribers to the West Suburban Health Group on a monthly basis; monitoring enrollment activity and ensuring the accuracy of receivables and payables. The process involves: • Payment of the monthly West Suburban Health Group invoice for health insurance coverage (approx. \$1.5million per month) for Town subscribers ○ Breaking down the monthly invoice in order to pay from separate liability accounts based on payroll type					

Performance Improvement Funding Request DSR4			
Department	Human Resources, part of Office of the Town Manager / Board of Selectmen		
Title	Benefits Administrator/Coordinator	Priority	1
- Ensuring the accurate and timely collection of subscriber premiums from payroll for: active town and school employees (approx. 830), retirees of the Needham Contributory Retirement System, Mass Teachers Retirement System (approx. 900) - Calculating and performing journal entries to allocate the Town's portion of premiums to the appropriate accounts, on a monthly basis for each subscriber group - Calculating and setting up direct billing for employees on unpaid leaves as they arise throughout the year. - Collaborating with the School Department HR and Payroll to keep track of on-going unpaid leaves - Invoicing, collecting and depositing payments from employees directly billed and retirees with insufficient allowances to cover the cost of coverage. - Performing regular reconciliations and audits of the health insurance roster to ensure accurate coverage is being provided to subscribers, and to ensure the Town is not over-paying or under-paying for coverage. - Monitoring cost trends on a monthly or semi-annual basis to assist in future budget projections. - Enrollment aspects - Coordinating open enrollment activities for two different plan years (Fiscal Year and Calendar Year Plans); which includes setting up health fairs, contacting health plan representatives, developing marketing materials, ensuring effective communication to subscribers, collection and submission of materials, entering changes in payroll. - Throughout the year, working with employees and retirees to collect enrollment materials, ensure eligibility, and submit materials to insurance companies for enrollment. - Interpreting and educating subscribers on qualifying events, basic plan features, and plan costs. - Calculating cost of coverage owed and entering deductions into payroll systems (town, NCRS, MTRS) - Updating ACA records based on enrollment changes The benefits administration function was carried out by a designated HR Administrator who has since retired. As a result of retirement, the benefits administration function was assigned to the Assistant Director of Human Resources. Benefits administration for the Town consumes 50% of the Assistant Director's time each month which severely restricts the Assistant Director's ability to be involved in other critical responsibilities. An additional FTE serving as Benefits Administrator will allow the Town to maintain compliance, and the HR department to provide timely service deliverables.			
			V2018

Performance Improvement Funding Request DSR4					
Department	Human Resources, part of Office of the Town Manager / Board of Selectmen				
Title	Employee Engagement Consulting			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		20,000			20,000
3. Operating Capital					
4. Department Total (1+2+3)		20,000			20,000
5. Other Costs					
6. Grand Total (4+5)		20,000			20,000
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
The Town of Needham conducted an Employee Engagement Survey in 2015. Survey results revealed that Town employees were remarkably disengaged. Following the survey, the Town solicited volunteers for the purpose of gathering input from a wide cross-section of employees to come up with specific recommendations to address themes identified by the survey. As a result, three actions teams have been created with the following themes: • Training & Professional Development • Communication, Teamwork & Interaction • Orientation & Onboarding Simultaneously, the Town contracted with Novel Communications, owned and operated by Jon Wortmann, to facilitate the engagement initiative. Mr. Wortmann provides management coaching sessions and training and development in the areas of communication, leadership, and stress reduction. Along with the Town of Needham, Mr. Wortmann has worked with the Towns of Arlington, and Southborough and many other government officials. Mr. Wortmann's services have been extremely instrumental in facilitating the three action teams also known as engagement groups. All three groups, made up of employee volunteers have presented their					

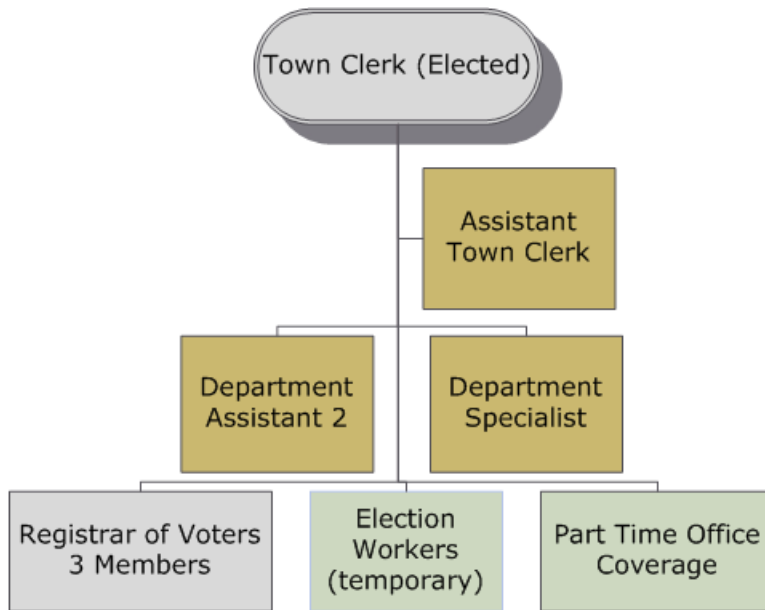
Performance Improvement Funding Request DSR4			
Department	Human Resources, part of Office of the Town Manager / Board of Selectmen		
Title	Employee Engagement Consulting	Priority	2
specific team projects to the Town Manger and Department Managers. Team projects consist of a Welcome Packet for all new hires, Innovative training opportunities for Town employees and an interactive organizational chart and employee recognition program. Management coaching sessions in departments such as RTS and PFD have been well received and additional departments have been identified to receive such coaching.			
			V2018

Department Budget Request and Expense History

Board of Selectmen/Town Manager	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	765,464	63,000	828,464		743,756	702,622.75	691,812.77	675,580.56
Salary & Wage Temporary	11,631		11,631		11,200	10,885.58	16,886.35	6,406.21
Salary & Wage Overtime	1,146		1,146		1,104	1,224.71	1.30	78.81
Salary & Wage Other	4,847		4,847		6,729	3,738.35	6,457.58	3,600.00
TOTAL S&W	783,088	63,000	846,088	10.9%	762,789	718,471.39	715,158.00	685,665.58
Energy								
Non Energy Utilities								
Repairs and Maintenance	12,389		12,389		12,389	7,526.96	9,180.31	1,140.35
Rental and Leases						146.25		5,934.86
Other Property Related								
Professional & Technical	61,450	20,000	81,450		63,225	61,853.78	34,620.00	39,604.30
Communications	19,960		19,960		17,960	16,624.56	17,114.92	22,299.82
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	3,000		3,000		3,000	2,382.48	2,597.69	2,034.73
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies	700		700		700	1,698.89	723.11	121.15
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	1,080		1,080		1,080	1,428.09	16,271.58	3,783.30
Governmental Charges								
Travel & Mileage	6,600		6,600		6,600	7,187.24	5,396.29	7,600.37
Dues & Subscriptions	12,900		12,900		12,388	12,153.73	12,055.34	12,354.34
Other								
TOTAL Expenses	118,079	20,000	138,079	17.7%	117,342	111,001.98	97,959.24	94,873.22
Capital								75,000.00
Total Capital								75,000.00
Grand Total	901,167	83,000	984,167	11.8%	880,131	829,473.37	813,117.24	855,538.80

Department Organizational Chart

Town Clerk and Board of Registrars



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Department Information DSR1	
Department	Town Clerk / Board of Registrars (Elections)
Department Mission	
The Town Clerk's Office fulfills the mandates of local, state and federal governments as well as the needs of the general public. The major functions of the Town Clerk's Office includes the conduct of state, local and federal elections, Vital statistics including the processing of approximately 5,000 certified copies of vital records annually, the Annual Census and Street List, voter registration, dog licenses, marriage licenses, Storage of Flammables registration, business certificates, Town Meetings, Planning and Board of Appeals decisions, Open Meeting Law, Conflict of Interest, and the Mandatory Online Ethics training. This is a busy, active, diverse office.	
On the Horizon	
<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 2018 budget in November 2016 The Town Clerk's Office and staff has just spent the last 3 months preparing for and conducting 3 elections plus a Special Town Meeting on October 5, 2016. The most difficult election was the November 8, 2016 State Election. The new Elections law now provides for online voter registration as well as early voting for the November 8, 2016 State Election. Early Voting was extremely popular with the voters. We processed 8334 Early ballots and 1692 Absentee ballots. 45% of the voters of the Town of Needham (22,140) voted before the actual Election Day. The two Poll Pads and accompanying printers were used for Early Voting only. It is our hope (and it is still too early for a cost determination) to purchase 2 additional Poll Pads and printers for each of our ten precincts. We are currently awaiting additional cost and quantity estimates on these items and improved regulations. Because we have not yet received State guidelines and regulations on the new Poll Pads, we have determined that the full purchase request should be postponed until the Fiscal Year 2019 budget.	
✚ We have just acquired a new Boards and Commission Database program with the assistance of our IT Director, Roger MacDonald. As soon as the dust settles from the	

Department Information DSR1	
Department	Town Clerk / Board of Registrars (Elections)
	State Election, work will begin on this program. The goal is to combine both the Town Clerk and The Board of Selectmen appointments with joint access in an effort to reduce duplication of work. Wish us luck! ✦ Ethics, Opening Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk's Office. With just the Open Meeting Law requirements, this office has posted almost 6800 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 three 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 will continue to update archival records on an annual basis as needed. ✦ 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. 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 over-the-counter. ✦ We have purchased and using a new and improved online dog registration program. This has reduced some of the problems we've had two years ago. We have selected a vendor whose program appears to solve many of our problems as well as provide a series of

Department Information
DSR1

Department**Town Clerk / Board of Registrars (Elections)**

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.

- ✚ FY2016 revenue totaled **\$287,901.90** compared with FY2015 of **\$257,102.85**. **This represents an increase of \$30,799.05** over FY15 and an increase of **\$62,144.00** over FY13. The increase over the FY14 revenue was minimum - \$364.80. While General Fees were up in FY16, overall totals are beginning to level out.

- ✚ On October 8, 2013 the Board of Selectmen approved an increase to the dog licensing 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 2012 – 2016:

Fiscal Year	2016	2015	2014	2013	2012
General Fees	114,973.90	89,964.85	104,885.10	100,086.90	82,911.30
Liquor Licenses	83,720.00	86,145.00	96,630.00	75,805.00	74,724.00
Other Licenses	21,470.00	23,249.00	24,387.00	20,498.00	19,823.00
Dog Licenses	67,738.00	57,744.00	61,635.00	29,368.00	30,731.00
Fish & Game	0	0	0	0	34.25
Sub Total	287,901.90	\$257,102.85	\$287,537.10	\$225,757.90	208,223.55
Fish & Game Pd. to State	0	0	0	0	605.25
TOTAL	\$287,901.90	\$257,102.85	\$287,537.10	\$225,757.90	208,828.80

- ✚ Preservation of old town records continues and we are hoping to complete one volume in the fall 2016. To date we have restored twenty-nine 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.

Department Information DSR1									
Department	Town Clerk / Board of Registrars (Elections)								
Budget Statement									
<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. FY2016 had three scheduled elections – The State Primary on Thursday, September 8, 2016, the State Election on Tuesday, November 8, 2016, and the Annual Town Election on Tuesday, April 11, 2017. FY2017 is the busiest year in the Town Clerk's Office out of a four year period with the State Election on November, 8, 2016. This election is the largest and busiest every four years and demands 99.9% of our time to meet each and every Election requirement including the new, first Early Voting period from October 24, 2016 to November 4, 2016 with 8362 voters coming to the Town Hall to vote early. This required a huge commitment on the Town Clerk's Office in order to process each and every early ballot prior to election day. Hopefully, the guidelines for Early Voting will be clear and concise for the next state election. Change in Election Regulations is in the air! With only one election scheduled for Fiscal Year 2018 the Town Clerk/Board of Registrars budget shows a decrease of \$27,105 over FY17. This reflects an decrease in salary costs of \$22,770 and \$4,335 in expense costs with the following explanations: The Board of Selectmen approved a salary increase for elections workers in two steps. Thus additional salary costs per election = \$3,100. Thus the costs for the 80+ Election Workers for the three FY17 elections = \$42,600. The salary cost for FY2018 for the 80+ Election is \$14,200. The decrease in salary costs = \$22,770 include the following: <table> <tr> <td>Board of Selectmen/Personnel Board review, step increases</td><td></td></tr> <tr> <td>And revisions, longevity, Town Meeting</td><td>+ \$ 5,630</td></tr> <tr> <td>salary reduction of election Workers from 3 to 1 Election</td><td>- \$28,400</td></tr> <tr> <td>Total Salaries FY18 budget decrease:</td><td>+ \$4,335</td></tr> </table> Purchase of Service & Expenses: A total decrease of \$4,335 as follows: 1. Town Clerk/Elections (530x) – Professional & Technical – an decrease of \$5000 for programming one election instead of three in FY17. - \$5000 2. Town Clerk/Elections (534) – Communications – a decrease of \$1,555 due to a reduction in postage and mailing absentee ballots from three to one election in FY18. - \$1,585 3. Town Clerk/Elections (5420) – Office Supplies - a reduction in election supply costs. - \$3250. 4. Town Clerk/Elections (549x) – Food & Service – a decrease in food supply costs from three to one election and an increase of \$500 for food supplies for evening meal for one election - \$300. 5. Purchase of two Poll Pads plus two printers plus 3 4-unit Voting Booths (amount Transferred from Office Supplies (542x to Other Supplies 558x) + \$5800.		Board of Selectmen/Personnel Board review, step increases		And revisions, longevity, Town Meeting	+ \$ 5,630	salary reduction of election Workers from 3 to 1 Election	- \$28,400	Total Salaries FY18 budget decrease:	+ \$4,335
Board of Selectmen/Personnel Board review, step increases									
And revisions, longevity, Town Meeting	+ \$ 5,630								
salary reduction of election Workers from 3 to 1 Election	- \$28,400								
Total Salaries FY18 budget decrease:	+ \$4,335								

Department Information DSR1	
Department	Town Clerk / Board of Registrars (Elections)
Total Salary FY18 budget decrease:	\$22,770.
Total Expense FY18 budget decrease:	<u>\$ 4,335.</u>
Total FY18 Budget decrease:	\$27,105.
The total Town Clerk / Board of Registrars Operating Budget for FY 18 = \$377,560 representing a total decrease of \$27,105 over FY17.	
Accomplishments and Activities	
The Town Clerk/Board of Registrars Department has been very active during Fiscal Year 2017. Actually, we are always busy, but sometimes we are beyond busy! The fall of 2016 found us organizing and conducting three elections – the State Primary, The Special Minuteman Election and, of course, the busiest election in a four-year period – the State (Presidential) Election. In between these elections, we had a Special Town Meeting on October 5, 2016 in which we passed 11 articles including one General By-Law and two Zoning By-Law amendments. In addition, Town Meeting passed Article 2 authorizing the borrowing of \$57,542,500 to construct the new Hillside School. The major accomplishment this fall was the successful implementation of Early Voting from October 24 – November 4. Early Voting took place in the Selectmen's Chambers from 9 am to 5 pm Monday through Friday, one Tuesday evening from 7 pm to 9 pm, and 9 am to 5 pm on Saturday, October 29th. • The State Elections Division offered a grant to cities and towns depending on the number of voters and the hours towns were open for Early Voting. We extended our Saturday Early Voting hours and applied for a \$2,000 grant which we have already received! • In addition we were advised of a new method of checking in our Early Voters – Poll Pads! We purchased two poll pads and two printers. I was informed by the Director of Elections that if we purchased these poll pads from our vender LHS Associates, Inc. instead of renting them from the State, towns would be eligible to receive the cost of the rental. We have been advised as of Friday, November 18th that we will receive \$1000 for each of the two polls pads that cost \$1200 each! The Early Voting process went extremely well in Needham and everyone loved this process. We had over 8400 Early Voters and almost 1700 Absentee voters for a 45 % turnout prior to Election Day. As in all new processes, the guidelines need to be reviewed and very much revised. These Early Ballots all had to be recorded twice into the State Voter Registration Information System and then again after the election! Yes, I did inform the State that this was just a little overkill. In addition Cities and Towns did not receive instruction on the handling these Early Ballots until late in the week before the Election. The State wanted two separate Inspectors to check-in the early vote ballots and then proceed to the check-out table and check-out the early vote ballots in a separate voting list prior to inserting them into the ImageCast Tabulator. We scrambled to hire additional workers for the ten precincts and we had some super High School students who came to our rescue. Someone somewhere needs to organize the Early Voting process before the next biennial State Election – and I've already made some suggestions to our State Elections Division..... Stayed tuned, there will be many changes before the 2018 State Election!	

Department Information DSR1			
Department		Town Clerk / Board of Registrars (Elections)	
Another project that is about to be launched is a new Town Board/Committee program which has been purchased and awaiting post-election reports. This program will combine the appointments of various boards and make processing easier and simpler. We are also looking at a new program to organize, track and report requests once the new Public Records Law goes into effect in January, 2017. This office processes approximately 11,000 plus census forms under state law to purge the voting list. We also issue over 5,000 certified copies of births, marriages and deaths – with over 500 burial permits and online death certificates issued annually. The new Dog licensing program and online payments is working well and we have licensed over 3,000 dogs this fiscal year. As I mentioned earlier, this is a busy office handling a wide variety of duties and responsibilities. We hope to be able to allow our residents to purchase items both on line and over the counter. We will continue to monitor new ideas and programs that will make life easier and more efficient for both our residents and ourselves.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$329,145		\$329,145
b) Expenses	\$48,415		\$48,415
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$377,560		\$377,560
V2018			

Department Expenditure Detail DSR2									
Department				Town Clerk/Board of Registrars					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	4	3	4.6	4	3	4.6	4	3	4.6
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	4	3
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$263,187	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$9,969	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							\$1,100	
i.	PRD1 Budget Adjustments							\$2,110	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1							\$276,366		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election Workers per Election – 1 Election x \$14,200							\$14,200	
b.	Temporary Department Coverage							\$32,576	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							\$46,776		
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 (Stipend for 3 Registrars @ \$545							\$1,635	
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)							\$329,145		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	4 Typewriters \$450, 1 Time Clock \$200, pet registration annual maintenance \$1500; 11 ImageCast Tabulators Maintenance 11 x \$200 = \$2200	\$4,350
Rental & Leases (527X)	Iron Mountain \$440; P. O. Box 920663 - \$200	\$640
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$350 = \$2100); Misc. Record Restoration \$1200 = \$3300. Programming/Printing for 1 Election (ATE) = \$6500 + ES&S = \$8900	\$12,200
Communications (534x)	Postage \$.50 x 4000 = \$2,000; Town Clerk Misc. - \$2,000; Postage Census (11,500 x \$.50 = \$5,750; Confirmation notices (2000 x \$.35 = \$700); Misc. \$250; Absentee Ballots 600 = 1 election: 600 x \$.85 = \$510); wireless monthly fee - \$540; Print letterhead, A.G. By-Laws \$500; Misc. print \$200; Census 2017 St. List \$2800; Census forms/Env. \$1200, Confirmation Notices \$1200; Census Env. \$650; Warrants (1 @ \$ 125)	\$18,425
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Town Clerk Misc. = \$1000; Election Supplies (1 @ \$225; Registrars/Elections Misc. = \$ 1,000; Election \$200	\$2425
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	1 Election – Breakfast \$475/Dinner \$500	\$975
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	2 Poll Pads + 2 Printers \$3400; Voting Booths (3 4-unit booths = \$2400)	\$5800
Governmental Charges (569x)	Dog Licenses/Tags	\$650
Travel & Mileage (571x – 572x)	Conference in state – 3 MTCA = \$ 1000; Tri-County Meetings (2) = \$ 200; Conf. out of state, NEACTC = \$350; IIMC = \$900	\$2450
Dues & Subscriptions (573X)	Intntl = \$200; MEACTC - = \$25; MMTCA = \$150; Tri-County = \$25	\$400
Other Expenses (574 X – 579x)	Town Clerk Bond	\$100
Total Expenses		\$48,415
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		0

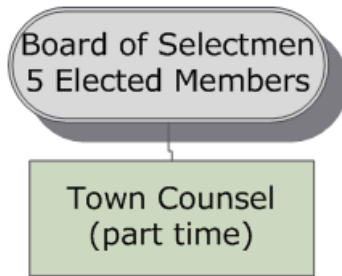
8. Total Base Request (Line 5 + Line 6 + Line 7)					\$377,560
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X	
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	X	NO		
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X	
					V2018

Department Budget Request and Expense History

Town Clerk	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	275,266		275,266		269,636	273,891.30	258,291.68	255,395.07
Salary & Wage Temporary	46,776		46,776		75,176	36,864.66	29,736.59	8,274.87
Salary & Wage Overtime	4,368		4,368		4,368	774.59	2,454.56	299.49
Salary & Wage Other	2,735		2,735		2,735	2,700.94	2,746.36	2,674.03
TOTAL S&W	329,145		329,145	-6.5%	351,915	314,231.49	293,229.19	266,643.46
Energy								
Non Energy Utilities								
Repairs and Maintenance	4,350		4,350		4,350	893.00	2,760.00	2,752.00
Rental and Leases	640		640		640	436.01	418.05	432.31
Other Property Related								
Professional & Technical	12,200		12,200		17,200	13,872.91	17,677.66	5,451.71
Communications	18,425		18,425		20,010	17,816.57	14,408.73	16,545.59
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	2,425		2,425		5,675	3,449.13	4,424.44	2,208.40
Building & Equipment Rprs/Sp							281.45	
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies	975		975		1,275	1,022.86	1,469.81	511.06
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	5,800		5,800			1,017.00	799.25	2,900.93
Governmental Charges	650		650		650	481.88	433.80	
Travel & Mileage	2,450		2,450		2,450	1,117.87	1,199.44	1,536.26
Dues & Subscriptions	400		400		400	395.00	395.00	385.00
Other	100		100		100	100.00	100.00	100.00
TOTAL Expenses	48,415		48,415	-8.2%	52,750	40,602.23	44,367.63	32,823.26
Capital								
Total Capital								
Grand Total	377,560		377,560	-6.7%	404,665	354,833.72	337,596.82	299,466.72

Department Organizational Chart

Town Counsel



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Department Information DSR1			
Department		Town Counsel	
Department Mission			
Provides legal services to the Town government and School Administration, 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.			
On the Horizon			
The Legal Department is a reactive department, whose mission is to provide legal support or counsel on issues and projects as they arise within the course of business in the Town and Schools.			
Budget Statement			
The FY2018 budget request is level funded from the FY2017 budget.			
Accomplishments and Activities			
The continuance of preparation of draft legal documents, giving legal opinions and representation before tribunals. In late FY16, the Legal Department switched from paper subscription of legal updates and cases, and bound law changes to an online service without any increase in cost. This budget funds specialty counsel for activities related to subjects such as land acquisition, building projects, cable licensing, ongoing legal issues, personnel issues, contract disputes, Town Meeting article research, and zoning issues.			
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
V2018			

Department Expenditure Detail DSR2									
Department				Town Counsel					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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
Are All Union Employees Covered by a CBA for FY2018?						Yes	No		
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 (Schedule C Town Counsel Stipend)								75,442
Sub Total 1									75,442
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)									75,442

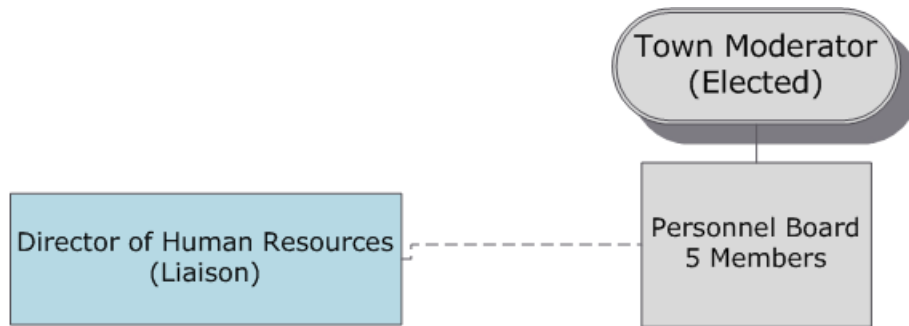
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Legal Services		250,000	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	Online Subscription Legal Updates		4,000	
Other Expenses (574 X – 579x)				
6. Total Expenses			254,000	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			329,442	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES			NO	X
Does the Department depend on any Federal or State grants to provide services?				
YES			NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES			NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES			NO	X
V2018				

Department Budget Request and Expense History

Town Counsel	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	75,442		75,442		75,442	75,140.00	73,584.01	71,790.14
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other								
TOTAL S&W	75,442		75,442		75,442	75,140.00	73,584.01	71,790.14
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical	250,000		250,000		250,000	192,875.00	267,502.20	223,053.30
Communications								
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies								
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment							414.00	5,331.50
Governmental Charges						200.00	850.00	
Travel & Mileage								
Dues & Subscriptions	4,000		4,000		4,000	4,018.00	4,574.00	140.00
Other								3,000.00
TOTAL Expenses	254,000		254,000		254,000	197,093.00	273,340.20	231,524.80
Capital								
Total Capital								
Grand Total	329,442		329,442		329,442	272,233.00	346,924.21	303,314.94

Department Organizational Chart

Personnel Board



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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. 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.			
On the Horizon			
Continue conducting compensation and classification studies as required for represented employees per the collective bargaining agreements.			
Budget Statement			
The expenses have been slightly increased for FY2018, due to the required (collectively bargained) compensation and classification studies for BCTIA and NIPEA. We anticipate this increased amount accurately reflects the additional costs associated with classification and compensation studies for these two groups. We will have to procure the services of a new consultant to conduct this study following procurement laws			
Accomplishments and Activities			
The Personnel Board approved the MOA between the Town and the Fire Units A and C for the fiscal years 2017, 2018 and 2019. Additionally, The Board approved the proposed increase to the Management Compensation scales for the fiscal years 2017 and 2018.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	18,000		18,000
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	18,000		18,000
V2018			

Department Expenditure Detail DSR2									
Department				Personnel Board					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	No		
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)									

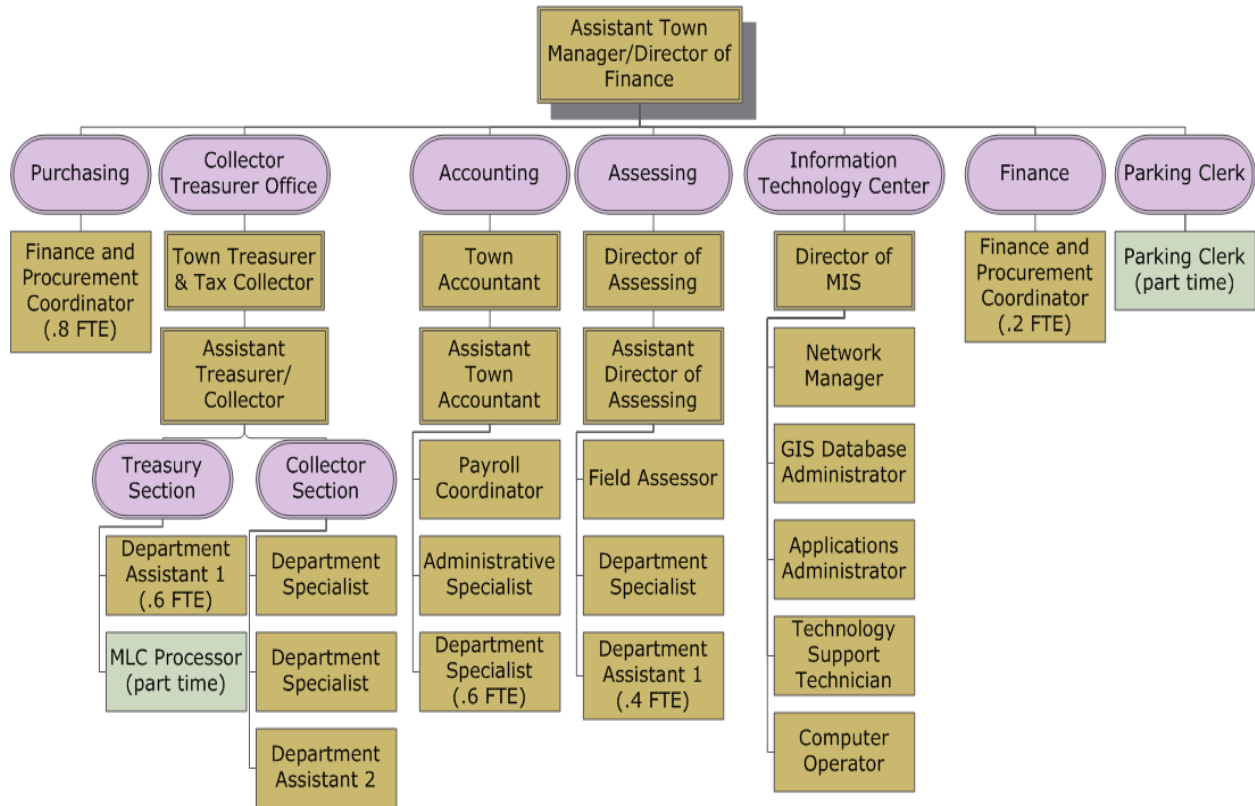
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Compensation and Classification Studies for BCTIA and NIPEA	\$18,000		
Communications (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)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses		18,000		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		\$18,000		
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES		NO	
V2018				

Department Budget Request and Expense History

Personnel Board	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular								
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other								
TOTAL S&W								
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical	18,000		18,000		15,000			
Communications								
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies								
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment								
Governmental Charges								
Travel & Mileage								
Dues & Subscriptions								
Other								
TOTAL Expenses	18,000		18,000	20.0%	15,000			
Capital								
Total Capital								
Grand Total	18,000		18,000	20.0%	15,000			

Department Organizational Chart

Finance Department



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Department Information DSR1	
Department	Finance Department
Department Mission	
The Finance Department by its primary functions, which include accounting, assessing, budget and finance, collections, information technology services, parking appeals, procurement, risk management, and treasury; endeavors to provide professional and responsive services to the Town, its Boards, Committees, Departments, and the community at large. The Finance Department's primary goals are to ensure that the Town's financial assets are protected and managed, and information technology services are reliable, accountable, and resourceful, all while providing high quality customer service to the public and our internal customers.	
On the Horizon	
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 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
<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 Town-wide enterprise financial software applications Infinite Visions (IV) from Tyler Technologies and NaviLine from SunGard Public Sector. The systems provide 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 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 done daily so cash receipts and commitments can be posted. In FY2017, the Town converted all Town management positions and certain school positions to a semi-monthly payroll. In any given week the accounting office may be processing a weekly, bi-weekly and semi-monthly payroll. This adds greater complexity in the payroll process for staff, but saves the Town money. 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 requests. Department managers use the accounting system to determine, at any given time, the available operating budget for their department. The division's goal for the remainder of FY2017 and for FY2018 is to train the new payroll and A/P personnel to complete their duties, including year-end processes that have previously resided with the Assistant Town Accountant and Town Accountant. We intend to have quarterly meetings with the outside departments about problems and concerns regarding employee payroll and A/P processing. Also, we plan on attending more Tyler User Group Conferences and Webinars to enhance our knowledge of the system. The division is considering a major software change for revenue and expense as soon as FY2019, but more likely FY2020. Assessing: The primary function of the Assessor's office this year, as it is every year, will once again be one of keeping tabs on the sales and economic activity that took place in calendar year 2016, reflecting any changes indicated by market data gathered, and to make adjustments as needed to Residential and Commercial properties in Town. FY2018 will pose a similar challenge to the preceding year in that close watch must be kept on the burgeoning single family home and condo market that has, if anything, continued to accelerate in calendar year 2016. Once again this upsurge in the sale prices of the single family home market appears to be driven by upwardly spiraling land values. To some extent this seems to be affected by bidding between buyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. Many buyers are also seeking "refuge" in Needham from astronomically high prices, as well as being outbid multiple	

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times, in some neighboring towns. They see a \$750,000 "bargain" here that was \$900,000 elsewhere. Since this hypothetical property is currently assessed at \$650,000, the upward pressure on values, which must reflect the market, is inevitable. The residential market review for adjustment of the FY2018 values will be, for the most part accomplished in house by inspecting all properties that changed hands in 2016 to confirm that the physical information as well as the description of the condition of the property in our database is up to date. The use of limited outside consulting services in FY2018 will hopefully once again result in multiple dispute resolutions on prior appeals in addition to successful "pre-billing" valuation discussions with high end commercial/industrial taxpayers thus taking the ATB appeal option off the table in advance. As per standard practice, buyers of property will also be sent questionnaires to confirm the terms of their sale, and establish whether they are in fact "arms-length" market transactions. All the information gathered will be subjected to in depth statistical analysis by the DOR prior to certification of the FY2018 values. Due to reductions in DOR staff, a result of the State's Early Retirement Incentive Program (ERIP), 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. The streamlining and updating of the DOR's "Gateway" system rolled out in FY2017 seems to be improving state approval of multiple forms necessary to setting the tax rate. This new format will hopefully hit full stride for FY2018. Prompt follow up is also made on all building permits for new construction, additions, remodeling and demolitions that are taken out with the Building Inspector. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is of course an essential part of establishing the levy for the subsequent fiscal year. The office will be monitoring the proposed new activity at Needham Crossing for contributions in this area. Owners of Commercial/Industrial property, which is for the most part valued on income attributable to the property, are annually required to return Income and Expense forms mailed by our office. The information on these forms is then analyzed to assess general trends in vacancy rates, expenses and rental income. Changes, if appropriate, are then made to reflect the fluctuations of the economic environment. The uptick in commercial activity in the former industrial park has the potential to accelerate once again in 2017/18 as planning and execution of the rehab of the former General Dynamics office properties into commercial and residential space moves forward. This will further enhance tax revenue in the commercial/industrial realm going ahead. The impact on overall rents in Needham Crossing due to facilities revitalization and the anticipated completion of the "add a lane" project, with its Kendrick Street ramp, will also most likely be positive, due to increased accessibility to the area in FY2018. 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 the more complicated returns, an outside vendor is retained, to determine the	

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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 recent data storage facilities is any indication of what is to come. Fortunately, Needham, never seriously affected by the trends brought about by the economic downturn in recent years prevalent in much of the Commonwealth, has seen, and as previously mentioned, an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013, have continued to skyrocket 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 2017, 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 third 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 Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions, as well as property tax deferral requests and numerous requests for general information will be handled throughout the year. The recently passed Municipal Modernization Act has triggered several changes in the manner in which the Assessor's office will conduct its business going forward. First and foremost of these is the move from the current 3 year recertification cycle to a 5 year recertification cycle statewide. This will, on the positive end of the spectrum, relieve the frenetic triennial recertification activity and stress on the entire staff. Conversely, great care must be taken to reflectively adjust values annually over the longer 5 year revaluation interval in order to avoid huge swings in town wide values when the recertification years roll around and major value realignments become necessary to meet DOR requirements. While the office has been in the habit of making these interim year adjustments on our own for a number of years, we will have to refine our "Market Movement" radar even further as we approach our FY2020 recertification year. The newly passed reforms will allow the Town to consolidate past and present Overlay Account balances into a single account. Previously there were separate Overlay Accounts for each fiscal year, and a surplus in one year could not be used to cover a deficit in another year without jumping through a complicated series of legislative hoops. This revision, on the plus side, will make settlement of large cases, involving multiple tax years, much easier in terms of paperwork. A perfect example of this is the settlement that is on the horizon for the long running dispute between many telecom companies and the DOR Commissioner over values established for the cities and towns by the Commissioner. Prior to this legislation, settlement monies would had to have been drawn from Overlay Accounts covering several different years, assuming there were balances remaining. Now any settlement will be drawn from the consolidated account, regardless of the tax year. The other side of the coin will be the extra vigilance to be sure that potential liabilities (i.e. unpaid taxes for individual years and possible adverse ATB decisions) against the single Overlay Account are accounted for on an annual basis.	

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The Governor's initiative has also provided a uniform date of April 1st annually for the filing of most applications for statutory exemptions that had previously had floating dates dependent on multiple factors. This will avoid confusion for both taxpayers and staff members. Needham has, as a member of the Community Software Consortium for the past three decades, been using the State CAMA (computer assisted mass appraisal) system as its primary tool for all matters related to real estate and the production of annual tax bills. Recently, it has become apparent that the software, produced in 1986, is reaching the end of its useful life. The State has also reached the conclusion that the DOR's IT staff can no longer support the 50+ towns using Consortium software. As a result many towns in the Consortium will be migrating to other CAMA software. This conversion will no doubt pose multiple challenges that the department must be ready to adapt to going into the FY2019 and FY2020 fiscal years. 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. Less than 1% of all taxes billed remain outstanding. Additional verbal and written communications with taxpayers reduces the outstanding amounts significantly. The monitoring of collections and 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 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%. If the account continues to be unpaid, the Treasurer/Collector then records the lien against the property. If the property owner doesn't make arrangements to pay down the outstanding lien, the Town may be required to foreclose through the Massachusetts Land Court. 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. 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. Since the inception of the program, the Committee has awarded 421 grants for a total of \$182,400. 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	

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committee. Since its inception the Property Tax Assistance committee has awarded 223 grants for a total of \$92,649. The Property Tax work off program is administered through the Senior Corp allowing a resident to work for the Town, and have the compensation earned 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 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. Starting in March 2015 taxpayers are now able to pay motor vehicle excise taxes online. We have also added the ability to pay parking fines and ambulance bills online through third party providers. The office is now working with a vendor to provide taxpayers with an online payment option for their real estate and/or personal property tax bills. We are also seeking a low cost option for customers to pay taxes at counter by credit card. We will place a drop box outside the Town Hall for taxpayers to leave payments when Town Hall offices are closed. 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 applications 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. Department managers are annually requesting that more individuals have access to technology, as well as more service and onsite support for their staff. There are more departments looking for mobile solutions out in the field as well as support at the desk for applications they currently use or are looking to incorporate into their processes. With the Rosemary Recreation Complex	

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there will be an additional building that the ITC will have to support with no increase to staff as well as potential buildings in the future that are currently in different stages of feasibility studies. The ITC is also looking at different ways going forward to support business continuity, which will have an effect on capital request and the ITC operating budget. Parking Clerk: The Office of the Parking Clerk processes appeal requests of parking tickets online, in person, and by mail. Appeal statements are reviewed and investigated promptly and appellants are provided with written notification of appeal results. Ongoing liaison is maintained with Treasurer's office staff, Police and the Highway Departments. Enforcement issues, signage and meter problems are identified and resolved through frequent inspections and inter-departmental communications. The purchase of 66 – 70 Chestnut Street (the old Kerivan-Lane site) has provided additional parking space. There have been fewer appeals from permit holders who claim to have difficulty finding permit spaces. During the year, the department will conduct a competitive bid process to determine a vendor for the parking citation processing system. 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, for Town purchases of goods and services through State contracts. COMMBUYS is administered by the Operational Services Division of the Commonwealth of Massachusetts. 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 is a Townwide understanding and compliance of the procurement laws. We will provide training and guidance on the new advertisement requirements and work on updating the Town's procedures to reflect the changes in purchasing process and thresholds resulting from the Municipal Modernization Act. 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: 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	

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statutes. The Treasurer will continue to pursue banking relationships that will provide the safety, liquidity and yield most beneficial to the Town of Needham. We regularly review all outstanding debt issues as to the possibility of refunding to obtain a lower interest rate and therefore, savings to the Town. In the coming year we will seek options to pay vendors electronically. During Fiscal Year 2016 and the first quarter of Fiscal Year 2017, Needham along with many other communities were presented with very unusual challenges. The larger financial institutions do not need our money due in part to our banking and cash flow needs. Therefore, there is no motivation to pay us higher rates to solicit our deposits. Needham, as well as other communities across the state, utilizes analysis accounts which in times of higher interest rates would eliminate banking fees and still provide interest. In this interest environment the rates that our deposits earn are not sufficient to cover the banking fees. More often than not this does not provide any excess interest earnings. The Town requires all deposits to be secured and if an account balance exceeds the \$250,000 FDIC insurance level, additional collateralization may be required. This costs the Town approximately .25 basis points, or a quarter percent in interest earnings. The Town has been unable to take advantage of the higher interest offerings on longer term Certificates of Deposit because we were limited by State Statute to investments of one year or less. On November 7, 2016, the Municipal Modernization Act took effect. The Act provides treasurers the ability to invest in Certificates of Deposit for up to thirty-six (36) months. Going forward the Treasurer anticipates higher interest earnings while maintaining not only security but liquidity as well. To accomplish this, the Treasurer will invest excess funds of the Town to mature to meet our cash flow needs.	
Budget Statement	
The FY2018 budget submission is \$2,720,797 which is a change of \$68,516 (2.6%) over the current budget of \$2,652,281. The current budget is inclusive of \$11,074 transferred by the Town Manager from the Classification, Performance, and Settlements reserve to the Finance Department for merit increases granted to several department employees as of October 2016. 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 FY2018, which are explained below. <u>Salary and Wages</u> The fiscal year 2018 budget submission of \$1,816,698 is \$57,647 higher than the current budget of \$1,759,051, an <u>increase of 3.3%</u> after accounting for the transfer from the Classification, Performance and Settlements budget line by the Town Manager to reflect the merit raises. The department budget for FY2018 already has the general wage increase approved for the various employee groups. The number of benefit eligible FTE's for FY2018 is 22.6, which is the same as FY2017. The department also relies on the services of two other part-time positions that work year-round, but are not eligible for Town benefits.	

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The submission includes step and longevity increases for the fourteen (14) employees who are members of the Needham Independent Town Workers' Association (ITWA) union 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 two 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 FY2018 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager. The temporary and part-time wage expense is \$6,004, an increase of \$204 or 3.5% over FY2017. The \$15,165 allocation for overtime is \$945 more than FY2017 and 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 \$4,320, \$495, \$900, \$4,500, and \$4,950 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$27,231, an increase of \$5,127. <u>Services, Supplies, and other Expenses</u> The fiscal year 2018 submission of \$835,624 is \$10,869 higher than the current appropriation of \$824,755 or 1.3% 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 FY2018. Repairs and Maintenance (\$27,500) line is \$14,500 or 111.52% more than the current budget. This is attributed to increases in hardware maintenance agreements as the department has strategically aligned extended maintenance and support services for certain equipment, which is more advantageous to the Town to retain certain equipment for a greater number of years, rather than replacing. We have been able to hold down the increase in professional and technical services accounts in order to fund this higher than usual increase. Rental and Leases (\$1,000) line is unchanged for FY2018. Professional and Technical Services (\$587,290) line is \$700 or 0.1% more than the current budget. Software support and annual user license fee increases are estimated at three percent for the coming year. We anticipate the annual independent financial audit fee to increase by 5.6%. The audit fee increase is due to increased required examination of activities. These increases were offset by a \$20,000 reduction in outside consultant services for ITC, and a lower allowance (\$1,615) for professional and technical services in the assessing division. We have also transferred \$250 from the Governmental Charges line to this line. The \$250 is to pay for additional support services related to the Computer Assisted Mass Appraisal (CAMA) software. The Town is a member of a consortium that formed to have a centralized application and database which is supported by an outside service for 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. Communications (\$137,277) line is \$9,423 or 6.4% less than the current budget. This	

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decrease is attributable in most part to a new contract for the printing and mailing of the major receivables (real and personal property tax, water and sewer bills, and motor vehicle excise). The Town now exports an electronic file of its monthly and quarterly bills to a third party provider that produces, prints, and mails the bills to taxpayers and utility customers. Other Purchased Services (\$2,040) line is \$440 more than FY2017. This expense is for armor carrier services related to the transport of coin and currency. This is a 27.5% increase. Office Supplies (\$10,080) line is \$45 or 0.4% less than the current budget. We have lowered our allocation for FY2018, based on the divisional expectations of cost. Other Supplies and Equipment (\$48,700) line is \$3,400 more than the current budget or 7.5%. The request is based on divisional expectations and the costs are mostly for the purchase of toner for the printers Townwide. The ITC tries to limit the number of printers but additional devices have been added to the inventory and older printers throughout the organization have been upgraded. The Assessing division anticipates the replacement of the time stamp machine that is required as means of proof of timely filings of reports and applications. Governmental Charges (\$0) line is \$250 lower than FY2017 which has been transferred to professional and technical services line for services related to CAMA. Travel and Mileage (\$11,860) line is \$310 or 2.7% more than the current budget. This expense line covers reimbursable expenses for parking and tolls, mileage, local transit, and conference and annual school attendance. The increase is based on the divisional expectations of cost. Dues and Subscriptions (\$6,440) line is \$25 or 0.4% more than the current budget. Other – Expenses (\$3,437) line is \$1,212 or 54.5% higher than FY2017. This expense is for the state required Treasurer and Assistant Treasurer bonds that are to be purchased annually. <u>Operational Capital</u> The FY2018 base submission of \$68,475 is the same as FY2017. The Town last year moved the annual recurring allocation of \$30,000 from the cash capital budget to the department operating budget. The primary reason for the change was the recognition that many items purchased did 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. The replacement of large servers, switch replacements and expensive specialized equipment upgrades will continue to be submitted as part of the capital plan. <u>Other Funding Resources</u> 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.	

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Accounting Division Recap

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

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

Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY2012	84%	83%	85%	84%
FY2013	85%	84%	87%	87%
FY2014	86%	86%	88%	88%
FY2015	88%	87%	90%	89%
FY2016	90%	90%	91%	90%

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

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

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY11	5	4
FY12	3	2
FY13	2	1
FY14	1	1
FY15	3	1

Other Accounting Accomplishments and Activities

The department working with the Treasurer/Collector and ITC was able to end the time consuming process of generating taxpayer refunds through two different systems, IV and NaviLine. The weekly accounts payable check runs were done in both systems and monthly journal entries had to be created and transfer information retained in one system to the other. Now an export file in Naviline is created and imported into IV so that the refund checks are done

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in just one system Assessing Division Recap 3. Percent of taxable construction permits issued that were captured by the assessment date (Reports how much new construction is captured for taxation). Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that was captured by the assessment date. (Note this measure has been revised to reflect the new growth certified by the Department of Revenue) Results: One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2012. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,069 properties were inspected during the year. The amount of New Growth certified by the Department of Revenue for FY2013 was \$128,733,944 (\$84,202,602 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2013. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,133 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2014 was \$172,855,396 (\$92,906,300 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2014. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,003 properties were inspected. The amount of New Growth certified by the Department of Revenue for FY2015 was \$222,499,179 (\$105,086,051 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2015. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 995 properties were inspected. This amount of New Growth certified by the Department of Revenue for FY2016 was \$236,897,040 (\$146,198,024 was residential property). One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property as a whole were inspected by June 30, 2016. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,612 properties were inspected. The estimated New Growth for FY2017 is \$196,830,009 (\$140,384,110 was residential property) final certification by the Department of Revenue is pending.	

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4. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills. [Note: prior year data has been updated] Measure: Number of changes (corrections) per year as a percent of the total number of parcels. Results: Of the 10,664 Real and Personal property accounts billed in FY2012, the value of 74 of those properties, or 0.69% saw changes in their value through the abatement process vs 0.47% in FY2011. The average adjustment in tax dollars for FY2012 was \$2,223 vs. \$1,613 for FY2011. Of the 10,706 Real and Personal property accounts billed in FY2013, the value of 60 of those properties, or 0.56% saw changes in their value through the abatement process vs 0.69% in FY2012. The average adjustment in tax dollars for FY2013 was \$2,184 vs. \$2,223 for FY2012. Of the 10,740 Real and Personal property accounts billed in FY2014, the value of 22 of those properties, or 0.20% saw changes in their value through the abatement process vs 0.56% in FY2013. The average adjustment in tax dollars for FY2014 was \$5,033 vs. \$2,184 for FY2013. Of the 10,701 Real and Personal property accounts billed in FY2015, the value of 38 of those properties, or 0.36% saw changes in their value through the abatement process vs 0.20% in FY2014. The average adjustment in tax dollars for FY2015 was \$2,626 vs. \$5,033 for FY2014. Of the 10,755 Real and Personal property accounts billed in FY2016, the value of 29 of those properties, or 0.27% saw changes in their value through the abatement process vs 0.36% in FY2015. The average adjustment in tax dollars for FY2016 was \$15,041 vs. \$2,626 for FY2015. Other Assessing Accomplishments and Activities Tracked down a Personal Property account that had been unpaid for a number of years despite bills having been issued from FY2009 thru FY2015. After protracted negotiations with and through Town Counsel payment in excess of \$400,000 was secured. Highest New Growth figure ever was compiled in FY2016. Settled a major Appellate Tax Board (ATB) case where the taxpayer was seeking a \$30 million reduction in value for a reduction of only \$1.2 million the bulk of which was a data correction that had been in the system since 2000. Negotiated substantial land value increase with Coke based on development of surrounding properties and the Kendrick Street ramp completion. Helped to secure State funding of \$500,000 to finance the eventual conversion of data to new	

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CAMA system. This will save the Town of Needham nearly \$100,000.

Collector Division Recap

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

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

Results: (Next Page)

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

Fiscal Year	2013	2014	2015	2016
Escrow Service Payments	16,523	17,304	17,146	17689
Customer Payment by Check/Cash	52,070	51,567	52,317	52666
Customer Payment by ACH	498	684	1085	1447
Total Payments	69,091	69,555	70,548	71802
Total Payments by Customer	52,568	52,251	53,402	54113
Percentage of Customer Payments by ACH	0.9 %	1.3 %	2.0 %	2.7 %
Escrow Service Amount Paid	\$35,256,747	\$38,652,211	\$40,622,619	\$42,818,683
Check/Cash Amount Paid	\$69,089,403	\$72,797,573	\$79,405,898	\$80,647,691
ACH Amount Paid	\$933,774	\$1,115,257	\$1,256,871	\$1,466,323
Total Amount Paid	\$105,279,924	\$112,565,041	\$121,285,387	\$124,932,697
Total Amount Paid by Directly by Customers	\$70,023,177	\$73,912,830	\$80,662,768	\$82,114,014
Percentage of Amount Paid by Customers via ACH	1.3 %	1.5 %	1.6 %	1.8 %

Utility Payments (Water and Sewer Service)

Fiscal Year	2013	2014	2015	2016
Customer Payment by Check/Cash	35,698	30,206	30,253	28287
Customer Payment by ACH	7,873	8,427	8,688	8320
Customer Payment Online	189	1474	2235	3046
Total Payments	43,760	40,107	41,176	39,653
Percentage of Payments by ACH or Online	18.4 %	24.7 %	26.5 %	28.7 %
Check/Cash Payment Amount	\$11,455,553	\$11,176,261	\$12,221,402	\$11,933,730
ACH Payment Amount	\$2,152,005	\$2,271,492	\$2,605,203	\$2,476,178
Online Amount Paid	\$38,308	\$420,007	\$662,902	\$890,654
Total Payment Amount	\$13,645,866	\$13,867,761	\$15,489,506	\$15,300,562
Percentage of the Amount Paid by ACH or Online	16.1 %	19.4 %	21.1 %	22.0 %

NOTE: The online payment processing via a direct debit to an individual's bank account has been available since 2006. Since the transaction is initiated by the individual from their online banking service, no personal information is entered on the Town's website or transmitted to the Town. This allows residents with online bank bill paying service to pay property tax, excise tax and water and sewer bills to the Town through their bank. In March 2013 the Town engaged the services of a third party

Department Information DSR1	
Department	Finance Department
vendor to accept online payments for water and sewer bills by electronic check or credit card. The tables above reflect this activity. The benefits to the Town in having customers pay via an electronic submission are that handling transaction costs are lower and the funds are considered available at the time of receipt, reducing both the timing in receiving the good funds and decreasing the number of returned checks. Other Collector Accomplishments and Activities During FY2016 the Treasurer/Collector's office engaged the services of Globe Direct to print and mail Real Estate and Personal property tax bills. Prior to their services we were printing in house and sending to a local mailing service for stuffing and mailing. This was very cumbersome and also very antiquated. Simultaneously we changed the remitting process from all payments being mailed to the Treasurer/Collector to having them mailed directly to our payment processing center. This has expedited the depositing of collections and eliminated the staff having to sort the mail each morning which was then picked up and taken to the bank by courier. To do this we had to change the scan line on the bills so that the Lock Box could determine what type of tax was being paid. Also, the look of the bills is much different. The bills now contain information that is much cleared and easier to understand. Although it looks different we maintained the same format as the previous bill especially with Real Estate and Personal Property primarily due to the inclusion of specific information required by the Department of Revenue. Each year we pursue delinquent taxpayers via a series of notifications that lead to the advertisement for non-payment in three public places, one of which is a listing in the local newspaper. In years past we would advertise over 40 properties. In 2016, only five properties were advertised. The office staff now also places phone calls to those who will be receiving the notice of advertisement which assists in expediting the collection process. We worked with our deputy tax collector to redesign the excise tax bills to conform to the new requirements that a change to the scan line be made. Treasurer Division Recap 6. Optimize earnings on general funds while maintaining adequate liquidity. Measure: Needham average investment yield compared to MMDT index. Results: Needham average investment yield for fiscal year 2012 was 0.34% as compared to the MMDT rate of 0.29% Needham average investment yield for fiscal year 2013 was 0.28% as compared to the MMDT rate of 0.21% Needham average investment yield for fiscal year 2014 was 0.39% as compared to the	

**Department Information
DSR1**

Department**Finance Department**

MMDT rate of 0.19%

Needham average investment yield for **fiscal year 2015** was 0.24% as compared to the MMDT rate of 0.11%

Needham average investment yield for **fiscal year 2016** was 0.20% as compared to the MMDT rate of 0.24%

7. Percent change in year-end delinquent tax receivables (tax money owed to the Town).

Measure: percentage of tax levy uncollected at the end of each quarter and the fiscal year.

Results:

Percent change in the year-end delinquent tax receivables decreased 0.37% from FY2012 to FY2013, but then increased 0.14% from FY2013 to FY2014, and then increased 0.07% from FY2014 to FY2015, only then to increase by 0.12% in FY2016. All years have a lower uncollected rate than the base year of FY2012.

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	Year End
FY2012	1.77%	2.45%	0.33%	0.85%
FY2013	1.77%	2.22%	0.33%	0.48%
FY2014	1.33%	2.01%	0.26%	0.62%
FY2015	1.31%	2.22%	1.47%	0.55%
FY2016	1.24%	2.10%	2.00%	0.67%

Other Treasurer Accomplishments and Activities

We refinanced two bond issues from 2008. This refunding saved the Town approximately \$661,000 in debt service costs over the remaining life of the bonds.

Implemented new security controls with banking institutions which allow enhanced monitoring of Town accounts.

Improved the diversity of the Town funds by establishing relationships with local savings banks. Massachusetts savings banks provide additional security above the \$250,000 FDIC threshold.

During FY2016 we improved the posting and reporting created by the new accounting software which decreases the time for posting.

The School Department engaged the services of three online credit card providers for Student Activities, Community Services, and the Cafeteria. We worked with the School Department to ensure the Town receives the correct information in the required format to meet our internal

Department Information DSR1	
Department	Finance Department
controls for cash reporting and monitoring, and to insure the money is deposited timely and to the appropriate bank accounts.	
ITC Division Recap	
8. Percentage of normal business hours principal business applications are available Measure: It was determined that certain business applications were important to the needs of specific departments. These are applications that are housed and supported internally by the Information Technology Center. Downtime hours are captured through internal communications from the departments using the applications. 2) Percentage of business hours building LANs (Town Hall, Public Services Administration, Public Safety, and, the Center at the Heights) are available to employees. Business Hours are 8:30 5:00 Monday through Friday. Total number of business hours Police Computer Aided Dispatch was available*: (FY2013) - 8,754.5 out of 8,760.0 = 99.94% uptime (FY2014) - 8,760.0 out of 8,760.0 = 100.00% uptime (FY2015) - Public Safety - 2,210.0 out of 2,218.5 = 99.62% (FY2016) - Public Safety - 2,227 out of 2,227 = 100% Total number of business hours Town Financial Applications (SunGard/Tyler) were available: (FY2013) - 2,182.0 out of 2,218.5 = 98.35% uptime (FY2014) - 2,208.5 out of 2,218.5 = 99.55% uptime (FY2015) - 2,218.5 out of 2,218.5 = 100% update (FY2016) - 2,227.0 out of 2,227.0 = 100% update Total number of business hours Center At The Heights network was available: (FY2013) NA (FY2014) NA (FY2015) - 2,218.5 out of 2,218.5 = 100% (FY2016) - 2,227.0 out of 2,227.0 = 100%	
9. Increase training opportunities for Town Staff on the use of various software applications Measure: Planned hours compared to actual hours. Results: FY2015: 0 hours were proposed and no hours provided. FY2016: 50 hours were proposed and the department provided 129 hours.	

Department Information DSR1	
Department	Finance Department
Other Information Technology Center (ITC) Accomplishments and Activities The Information Technology Center (ITC) is continuously involved in multiple activities across multiple departments. Some of the major activities that have taken place over the past year has been working with the Library to upgrade and expand their wireless access points as well as helping to coordinate upgrades to the Library Community Room. The ITC worked with The Needham Channel to upgrade their signal processing from the Library to The Needham Channel Office on Chestnut Street. The ITC has helped the Health Department to upgrade hardware to be used by Department staff for their ongoing projects. The ITC has been involved with the DPW on multiple projects throughout the year in varying degrees. Projects include the movement of the RTS, Water/Sewer/Drain, and Engineering staff which also involved movement of Public Facilities Construction staff. Developing a plan for security access and monitoring of several DPW buildings which include the St Mary Pump Station, the Water Treatment Plant, and the RTS facility. ITC staff has been involved in the planning of the downtown intersection upgrade coordinating conversations between DPW and other Public Safety personnel, and consultants for the monitoring of the intersection as well as working with consultants to create a technology pathway from the intersections to the Town facilities. ITC staff has been involved with DPW on its ongoing SCADA project. ITC has helped in the conversation about what is needed for the Town to move forward using technology for the water SCADA upgrades. ITC staff continues its daily support of the Public Safety Computer Aided Dispatch application as well as a multitude of technology support requests that come out of the Police and Fire. The Public Safety Building technology has been separated from the day to day operations of other Town Departments, which has created another level of complexity within the network. The ITC, within the past year, worked on training employees on the use of daily applications as well as supported departments in their day to day applications and upgrades. The ITC in working in conjunction with the Town Manager's Office and CivicPlus, web site provider, released an app to the Town's website designed for mobile devices. Parking Clerk Division Recap 10. Percentage of parking tickets appealed as a percent of total tickets issued. Measure: Number appeals over number of parking tickets issued. Results: (next page)	

Department Information DSR1				
Department	Finance Department			
Fiscal Year	2013	2014	2015	2016
Parking Tickets	4,231	4,279	5,116	5,047
Appeals	236	333	473	369
Appeal %	5.6%	7.8%	9.2%	7.3%

Purchasing Division Recap

The Purchasing division's primary goal continues to be a Townwide understanding and compliance with the procurement laws. We have heavily focused on compliance training, by offering several training session for Town staff throughout the year, on topics covering procurement laws, COMMBUYS (the State's e-purchasing website), and internal requirements for purchasing and contracting.

We partnered with the Office of Inspector General to provide an overview of MGL Chapter 30B compliance and the changes arising from the enactment of the Municipal Modernization Act and with the Commonwealth Operation Services Division with its "Neighbor-to-Neighbor" event, which brought together representatives from nearby communities to discuss procurement best practices.

The Finance and Procurement Coordinator also serves as the Risk Management Liaison and leads the newly appointed Risk Management Committee. The purpose of this committee is to review the Town's exposure and implement changes to minimize risks. The Committee is tasked with maximizing the Town's insurance rewards to earn credits on its policy premiums.

Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,816,698		1,816,698
b) Expenses	835,624		835,624
c) Capital	68,475		68,475
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	2,720,797		2,720,797

V2018

Department Expenditure Detail DSR2									
Department				Finance Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	1	22.6	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,682,581	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							15,876	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							18,488	
i.	PRD1 Budget Adjustments							13,207	
PRD1 Sub Total								1,730,152	
J	DSR3 Other Compensation							38,146	
Sub Total 1								1,768,298	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary Various Committee							1,243	
b.	Collector/Treasurer office customer service part time staff and vacation coverage to keep office open 5 days per week							4,761	
c.									
d.									
e.	DSR3 Total								
Sub Total 2								6,004	
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							4,320	
d.	Collector office overtime for seasonal demands							900	
e.	DSR3 Total							9,945	
Sub Total 3								15,165	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							22,231	
c.	Program Stipend							1,500	
d.	Tuition Reimbursement							3,500	
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								27,231	

5. Total Salary and Wages (1+2+3+4)		1,816,698
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Repairs and Maintenance – ITC (1,000) Hardware Maintenance Agreements – ITC (4,000) IBM Hardware Maintenance – ITC (11,000) Pitney Bowes – ITC (3,000) Dell Hardware Maintenance – ITC (8,000) Office equipment maintenance contracts – AS (500)	27,500
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 (65,000) Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property – AS (20,300) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense – AS (4,050) Accounting consulting services – AC (2,000) Parking ticket processing – PC (16,925) Banking, credit card, and rating service – CT (39,100) Collection, lockbox, and service bureau fees – CT (25,500) Debt issuing costs not included in prior appropriations – CT (5,000) Paying agent fees and MWPAT fees – CT (150) Continuing Disclosure filings – CT (1,500) Bond Counsel related expenses not otherwise funded – CT (1,000) Ambulance billing and processing services – CT (22,500) Procurement regulation – PO (400) Accountants annual conference, quarterly training sessions, employee training – AC (4,000) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (4,650) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (590) State and professional related seminars – FD (750) Professional outside trainers internal control program – FD (250)	587,290

	Other professional Services – FD (725) Purchasing and procurement professional development – PO (650) CAMA Software maintenance contract – AS (1,250) Professional and Technical - ITC (40,000) Conference Registration and Training - ITC (1,500) BMC TrackIT - ITC (7,000) Barracuda Networks - ITC (5,000) Code42 Hosted Backup - ITC (1,000) Carousel Aruba License - ITC (10,000) Citrix XenDesktop - ITC (11,000) Citrix GoToMyPC - ITC (2,300) CivicPlus - ITC (14,300) Computer Generated Solutions - ITC (1,350) Cross Match Technologies - ITC (1,750) Dell Equallogic OS Maintenance - ITC (5,250) Dell Sonicwall - ITC (2,500) Dell VMWare - ITC (7,300) DLT Solution AutoCAD - ITC (8,000) DLT Solutions Quest Recovery - ITC (1,000) DLT Solutions vRanger Backup & Replication - ITC (6,500) ESRI - ITC (5,500) FiberLink MaaS360 - ITC (4,300) Fortinet Software - ITC (1,375) GeoTrust SSL Renewal - ITC (1,050) Heat Software / GoldMine CRM - ITC (1,000) MS Govern - ITC (19,190) PeopleGIS - ITC (10,800) RSA SecureID Application Support - ITC (3,400) ShareFile - ITC (755) SiteImprove - ITC (3,210) SPS VAR IBM OS Maintenance - ITC (5,300) Symantec Backup Exec - ITC (5,300) SunGard Financial Application - ITC (73,000) TriTech Computer Aided Dispatch - ITC (23,000) TStreet Consulting - ITC (6,200) Tyler Technologies - ITC (50,000) Webroot Endpoint Protection - ITC (4,900) WebRoot - ITC (6,000) Miscellaneous Maintenance and Software Purchases - ITC (20,970)	
Communications (534x)	Postage – AC (250) Postage, certified, copying, and cell telephones – AS (6,050) Postage, copying , mailing permit, postage machine fees, POB, and calling services, compliance mailings – CT (29,000) Postage, printing, mailing services for tax and other receivables – CT (79,587) Postage, printing, & mailing – FD (265) Postage & printing – PC (1,775) Legal notices, postage, printing, & mailing – PO (1,350) Fax line services and Internet IP – ITC	137,277

	(15,500) Wireless Communications – ITC (3,500)	
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Armor Car Service	2,040
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 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 (800) Office supplies and procurement forms and other materials – PO (280) Office supplies and materials – ITC (2,900)	10,080
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Camera supplies; field inspection “calling cards”, property cards and field equipment – AS (300) Time stamp machine replacement – AS (1,000) Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. – ITC (41,900) Mail equipment supplies – ITC (1,500) Wireless equipment – ITC (4,000)	48,700
Governmental Charges (569x)		0
Travel & Mileage (571x – 572x)	Required courses for Board of Assessor members. – AS (250) State and professional related required travel for town business- FD (700) Employee attendance at conferences & seminars and other required travel - AC (2,000); AS (1,535); TC (3,925); PC (0); PO (500); ITC (2,950)	11,860
Dues & Subscriptions (573X)	Accounting related association dues – AC (300) Community Software Consortium; MAAO – AS (4,675) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees – AS (425) Collector and Treasurer related association	6,440

	dues; etc. – CT (190) Professional associations – FD (325) Professional associations – PO (225) Network system, GIS dues and subscriptions – ITC (300)	
Other Expenses (574 X – 579x)	Collector & Treasurer and Assistant bonds – CT (3,437)	3,437
6. Total Expenses		835,624
DSR2C		
Capital Equipment Replacement (587X)	Technology Equipment	68,475
7. Total Operating Budget Capital		68,475
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,720,797
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☒ NO ☐
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐ NO ☒
V2018		

Department Personnel Supplement DSR3							
Department		Finance Department					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe	495			X		
2	Technology Center overtime related to extended, evening callback, or weekend work	4,950			X		
3	Parking enforcement appeals research and after hours support	4,500			X		
4	Non-benefitted part-time year round assistance in Collector and Treasurer offices for 19.5 hours per week (Schedule C position)	26,212	X				
5	Year Round Hearing Office for 9 hours per week (Schedule C position)	11,934	X				
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	48,091	X				
Sections							
	Amount Reported Under DSR2A Section 1	38,146					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	9,945					
	Amount Reported Under DSR2A Section 4		X				
II	Total	48,091					

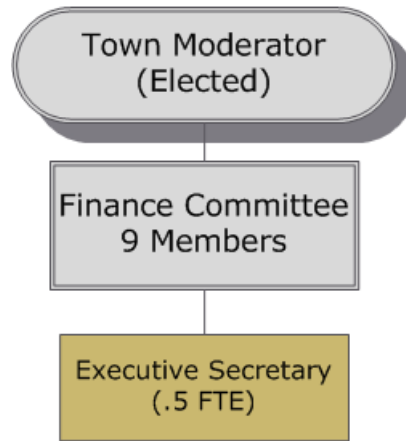
V2018

Department Budget Request and Expense History

Finance Department	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	1,768,298		1,768,298		1,716,927	1,601,802.19	1,491,944.15	1,552,669.04
Salary & Wage Temporary	6,004		6,004		5,800	1,225.38	373.32	2,091.46
Salary & Wage Overtime	15,165		15,165		14,220	6,826.73	4,620.31	9,019.27
Salary & Wage Other	27,231		27,231		22,104		347.13	161.00
TOTAL S&W	1,816,698		1,816,698	3.3%	1,759,051	1,609,854.30	1,497,284.91	1,563,940.77
Energy								
Non Energy Utilities								
Repairs and Maintenance	27,500		27,500		13,000	26,929.41	22,984.15	14,208.71
Rental and Leases	1,000		1,000		1,000	814.50	923.50	6,503.00
Other Property Related								
Professional & Technical	587,290		587,290		586,590	468,334.57	463,591.46	436,168.39
Communications	137,277		137,277		146,700	160,179.16	140,908.79	141,812.83
Recreation								
Other Purchased Services	2,040		2,040		1,600	23,500.00	27,184.90	23,025.00
Energy Supplies								
Office Supplies	10,080		10,080		10,125	12,378.84	13,134.17	10,072.23
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies						23.98		
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	48,700		48,700		45,300	97,118.04	75,054.07	61,341.87
Governmental Charges					250	379.00	100.00	100.00
Travel & Mileage	11,860		11,860		11,550	6,747.82	6,487.69	6,600.11
Dues & Subscriptions	6,440		6,440		6,415	3,400.00	3,300.00	3,075.00
Other	3,437		3,437		2,225	3,178.00	1,802.00	1,747.04
TOTAL Expenses	835,624		835,624	1.3%	824,755	802,983.32	755,470.73	704,654.18
Capital	68,475		68,475		68,475	38,475.00	37,500.00	37,043.80
Total Capital	68,475		68,475		68,475	38,475.00	37,500.00	37,043.80
Grand Total	2,720,797		2,720,797	2.6%	2,652,281	2,451,312.62	2,290,255.64	2,305,638.75

Department Organizational Chart

Finance Committee



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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 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.			
On the Horizon			
The Finance Committee will continue to carry out its primary functions of recommending a balanced budget to Town Meeting and making recommendations on warrant articles that are deemed to have a financial impact. The Finance Committee also expects to pay close attention to the upcoming and ongoing capital projects and the proposed financing methods, and to review the Town’s operating and capital spending policies and plans.			
Budget Statement			
The salary and wage line is increasing by \$896 due to a cost of living adjustment.			
Accomplishments and Activities			
In close consultation with Town Administration, the Board of Selectmen, Park and Recreation Commission, the Permanent Public Building Committee and other boards and committees, the Finance Committee continues to provide feedback on financial issues. The Finance Committee also works closely with the School Department and the School Committee as it develops its annual operating budget and capital spending plan. The Finance Committee accomplished the following during the past year: Developed FY 2017 operating budget to recommend to Town Meeting; Made recommendations to Town Meeting on capital requests and warrant articles with financial implications; Reviewed Town Debt policies; Authorized transfers from Reserve Fund as needed; Reviewed FY2017-FY2021 Capital Improvement Plan Examined Facilities Financing Plan; Monitored ongoing capital projects, including Hillside School replacement, Rosemary Pool Complex, Public Safety buildings; Reviewed changes to Minuteman School District agreement, and proposed capital project.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	36,629		36,629
b) Expenses	1,250		1,250
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	37,879		37,879
V2018			

Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Are All Union Employees Covered by a CBA for FY2018?						Yes	No		
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							36,349	
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							280	
PRD1 Sub Total							36,629		
J	DSR3 Other Compensation								
Sub Total 1							36,629		
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								
5. Total Salary and Wages (1+2+3+4)									
							36,629		

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 2 members to attend ATFC annual meeting, and for 4 to attend MMA annual meeting		800	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office supplies, copies, name plates		100	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)	ATFC annual 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)			37,879	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES			NO	x
Does the Department depend on any Federal or State grants to provide services?				
YES			NO	x
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES			NO	x
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES			NO	x
V2018				

Department Budget Request and Expense History

Finance Committee	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	36,629		36,629		35,733	33,999.27	32,462.00	31,295.05
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other								
TOTAL S&W	36,629		36,629	2.5%	35,733	33,999.27	32,462.00	31,295.05
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical	800		800		800	160.00	484.00	345.00
Communications								116.38
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	100		100		100	93.58		19.44
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment								
Governmental Charges								
Travel & Mileage								
Dues & Subscriptions	350		350		350	333.00	333.00	333.00
Other								
TOTAL Expenses	1,250		1,250		1,250	586.58	817.00	813.82
Capital								
Total Capital								
Grand Total	37,879		37,879	2.4%	36,983	34,585.85	33,279.00	32,108.87

Department Organizational Chart

Planning and Community Development



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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.	
On the Horizon	
The key challenges facing the Planning Board and the Planning and Economic Development Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. 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. A key priority and challenge is to ensure that Needham takes advantage of its key strategic advantage, namely having four commuter rail train stations, to access those funds and to promote plan objectives. Additionally, unlocking the economic potential of Needham Crossing remains an overarching goal of the Board and Department. As relates to Needham Crossing, the Planning and Economic Development Division continues to work with major Needham Crossing developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Division 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. Most specifically, 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, a 128-room hotel, and two parking structures. The hotel was completed and opened in 2014. 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 was occupied by General Dynamics. The site 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 was issued in early November 2015 and is now under construction. The 2nd Avenue Residences site is currently surface parking lots previously used by General Dynamics. The site will be developed with 390 apartment units and structured parking. A decision on this project by the Board of Appeals was issued in late December 2015 with construction expected to begin in early 2017. In summary, Center 128 at completion will include four new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, 19,000 square feet of retail space and 390 residential housing units. Parking for	

Department Information DSR1	
Department	Planning and Community Development
4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements is expected to be completed 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. At a meeting with the Secretary of Housing and Economic Development for the Commonwealth and the Massachusetts Office of Business Development, we were told that grants, like former MassDOT Public Works Economic Development (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 Boston Region Metropolitan Planning Organization (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 report was completed in FY 2016 and includes an overall marketing plan for the corridor and specific recommendations for attracting high tech and life science industries to the locale. The Planning and Economic Development Division further continued with the implementation of 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 which recommend 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 the Management Consulting Field Experience program students of Babson College in FY2016. Primary goals for the Conservation Division for FY2018 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) Coordination of the construction of the Needham Accessible Reservoir Trail - This project will create a handicap accessible trail (with boardwalks) around the Needham Reservoir; (4) Finalization and implementation of the Town's Open Space and Recreation Plan	

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Department	Planning and Community Development
Update; (5) Assisting various Town departments in assessing compliance with the Town's NPDES permit and other initiatives; (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 lands across town.	
Budget Statement	
Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three 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 the Zoning 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 delivery 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 covered the salary expense associated with the position for a period of two and one-half years. The CPA allocation for the Community Housing Specialist was exhausted in January of 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. In Fiscal Year 2017, the Department secured further funding through CPA for the Community Housing Specialist in the amount of \$70,000. Said CPA funding is anticipated to cover a 6 month period in each of the 2017, 2018 and 2019 Fiscal Years with the remainder of the funding for the position coming from a general fund allocation. The Fiscal Year 2018 budget request allocates 50 percent of position costs for the Housing Specialist to CPA and 50 percent to the general fund. Increased funding for the Administrative Assistant position was also approved in FY2017 so as to increase the hours of the position from 22.5 to 27.5. Lastly, funding for overtime in the amount of \$1,000 was approved in Fiscal Year 2017 to fund additional hours for part-time staff to support the permitting function of the Department. No changes in staffing levels are requested for FY2018 above those approved in FY2017. The requested increase in staffing costs from FY2017 (\$493,930) to FY2018 (\$511,815) of \$17,885 is attributable to anticipated cost of living adjustments, step increases and the phasing out of the \$5,400 Wetlands Fund contribution for the Conservation Specialist position. Additionally, it should be noted that the salary costs for the Administrative Specialist position have now been assigned in total to the Planning and Community Development division reflective of the merging of the Planning, Economic Development, Conservation and the Zoning Board of Appeals budgets into a single Planning and Community Development budget. Operating Costs from FY2017 (\$28,608) to FY 2018 (\$30,128) increased by 5.3% or \$1,520 and reflect increases in anticipated expenses for legal notices	

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Department	Planning and Community Development
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(\$500), mileage reimbursements (\$400) and professional services (\$500).

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 FY2014 HOME funds not spent by a member community during the year have been placed in a pool where said funds are awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a 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 has continued at approximately \$3,000 annually.

Revenue for FY2017 is expected to return to historic norms following two recent fiscal years which saw major new development at Needham Crossing leading to increased fee activity and traffic mitigation contributions. 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. FY2016 saw an increase in application fee activity over the previous fiscal year average of approximately \$23,000 due in large part to three large projects namely Center 128 East at B Street, Center 128 West at First Avenue and Claremont Needham Suites at First Avenue. FY2018 and FY2019 fee activity is likely to increase as the remainder square footage approved for development in Needham Crossing is built out. The above-described items constitute the major anticipated change in revenue for FY2017 as relates the Planning and Economic Development function of the Department.

Table 1: Planning and Economic Development Application Fees & Grants

	FY '14	FY '15	FY '16	FY '17 *	FY '17 **
Application Fees	\$22,213	\$23,385	\$80,620	\$3,616	\$25,000
Zoning By-Laws	\$150	\$40	\$180	\$75	\$180
Zoning Maps	\$105	\$165	\$60	\$30	\$60
Subdivision Regulations	\$20	\$20	\$0	\$20	\$20
Grants/Donations	\$29,205 ^a	\$29,205 ^b	\$3,050 ^c	\$0	\$3,000
Traffic Mitigation Fee	\$930,000				
Total	\$981,693	\$52,815	\$83,910	\$3,741	\$28,260

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

**Department Information
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Department	Planning and Community Development
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^bHome Program (\$29,205 received).

^cHome Program (\$3,050 received).

*Revenue received July 1, 2016 through October 31, 2016.

**Projected revenue to June 30, 2017.

Conservation Division

During FY2016, the Conservation Commission met formally a total of twenty-one (21) times and held a total of thirty-seven (37) public hearings. During FY2016 the Conservation Commission collected a total of \$16,917.50 in fees and \$3,200.00 in fines in fulfilling its regulatory function as noted below. The increase in Bylaw application fees collected in FY2016 is commensurate with the overall increase in permit applications received during the fiscal year. Permitting activity for FY2018 is expected to remain at FY2017 levels.

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 2014	74	\$24,834*	\$2,300
FY 2015	36	\$12,697*	\$2,700
FY 2016	37	\$16,917*	\$3,200

*Town Portion of State WPA fee \$9,947 in FY2014, \$2,597.50 in FY2015 and \$4,867 in FY 2016.

Board of Appeals Division

In FY2016, the Board of Appeals met formally a total of fourteen (14) times and held a total of fifty-three (53) public hearings and six (6) informal hearings. During FY2013, the Board of Appeals collected a total of \$43,137 in fees in fulfilling its regulatory function as noted below. The decrease in Bylaw application fees collected from FY2014 to FY2015 is in large part due to the fact that no 40B filings were made in the noted period. During FY2013, 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 to the FY2016, filing fees for the period have yielded \$49,200 due in large part to the filing of the 390 unit 40B project at Needham Crossing. Permitting activity for FY2018 is expected to return to FY2014/2015 levels.

Table 3: Board of Appeals Public Hearings, Informal Hearings & Fees

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2013	21	5	\$43,137
FY 2014	41	5	\$12,100
FY 2015	28	8	\$10,700
FY 2016	32	6	\$49,200

Department Information DSR1	
Department	Planning and Community Development
Accomplishments and Activities	
Planning and Economic Development Division The Planning Board is charged with broad statutory responsibilities to guide the physical growth and development of Needham in a coordinated and comprehensive manner. Specifically, the Planning Board is legally mandated to carry out certain provisions of the Subdivision Control Law (M.G.L., Chapter 41, Section 81-K to 81-GG) and of the Zoning Act (M.G.L., Chapter 40A). These legal responsibilities are reflected locally in the Subdivision Rules and Regulations and Procedural Rules of the Planning Board, and in the Town's Zoning By-Law. The specific services that the Planning Board provides are as follows: Review and Approval/Disapproval of: • Approval-Not-Required (ANR) Plans • Preliminary Subdivision Plans • Definitive Subdivision Plans*, including ongoing administration • Site Plans of certain larger developments (major projects)* • Residential Compounds (RC's)* • Scenic Road Applications • Outdoor Restaurant Seating Applications * This includes Special Permit Decisions, with legal notices, public hearings, and written decisions. Review and Advisory Reports on: • Site Plans of certain smaller developments (minor projects) • Applications to the Board of Appeals for variances and special permits • Petitions for acceptance/discontinuance of public ways Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting Reprinting of Town Zoning By-Laws and Zoning Map Preparation and Maintenance of a Master Plan and related planning studies to guide future physical growth and development in Needham (including studies referred to the Board by Town Meeting) Revisions to "Subdivision Regulations and Procedural Rules of the Planning Board" and printing of the same Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies) In its capacity as a special permit granting authority, the Planning Board in FY2016 processed 12 applications as "Major Projects" under the Site Plan Review By-Law. In addition, the Board reviewed and approved 4 subdivision plans and 3 plans were endorsed "Approval-Not-Required (ANR)" under the Subdivision Control Law, meaning that the lots created or altered on such plans met minimum frontage requirements. The Board of Appeals referred 32 applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals were warranted. Planning Studies currently underway and recently completed are as follows:	

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<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 and completed in September of 2015. Implementation of the study results was accomplished by a zoning amendment presented at the May 2016 Annual Town Meeting which established 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 further 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. Lastly, the article describes the geographical boundaries of the new Mixed-Use Overlay District which includes all land in the Mixed-Use 128 District and the portion of the Highland Commercial-128 District located north of Highland Avenue. <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 provided 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 meeting of the required 10% threshold of affordable housing units required under 40B, the plan has been further revised to reflect this milestone. A Housing Strategies Policy statement has been developed in the alternative and was presented to both the Planning Board and Board of Selectmen for review and adoption. <u>Large House Zoning Study</u>: 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, neighborhood context and economic diversity. Accordingly, in Fiscal Year 2014, the Planning Board appointed the Large House Review Study Committee, consisting of business people, residents, and various civic groups to study residents' concerns regarding the tearing down of smaller and less expensive houses and their replacement by much larger single-family houses. Public workshops on the topic were held by the task force in the spring of 2016 to solicit public input. A final report with policy recommendations for land-use regulations is expected in early November 2016 leading to eventual revisions in the Zoning By-Law. It is anticipated that zoning articles implementing Committee recommendations will be ready for inclusion on the May 2017 Annual Town Meeting warrant. <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 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 2017. In Fiscal Year 2016 the Planning Board offered five major zoning initiatives as follows: <u>Permitted Uses in the New England Business Center District</u>. In the 2011, Town Meeting adopted sweeping changes in the New England Business Center	

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Zoning District, both as to uses and as to dimensional requirements. At that time, retail, consumer services, restaurants and similar uses dealing directly with the general public were allowed either by right or by special permit on the ground floor of multistory buildings only. Because of market forces, there is a continued demand for rehabilitation /redevelopment of existing industrial one-story buildings. There is also a need for consumer facilities in the Needham Crossing area generally and in the New England Business Center zoning district specifically. To that end, the zoning amendment now permits the above noted facilities to be permitted in one story buildings. <u>Amend Zoning By-Law, Maximum Building Bulk.</u> Prior to the adoption of this article, underground parking areas were included in the calculation of Floor Area Ratio. As a result, there was no incentive to create underground parking, as it would reduce the maximum size of the building above. This article now allows the Planning Board to grant a special permit to exempt underground parking areas from the calculation of Floor Area Ratio in the Chestnut Street Business District, Avery Square Business District and Hillside Avenue Business District where current parking is limited. The amendment thus removes an existing dimensional impediment to mixed-use and housing development in the named districts thereby allowing such desired upgrades to move forward. <u>Amend Zoning By-Law, Special Permit Granting Authority.</u> Historically, the Planning Board had sole jurisdiction as relates the issuance of special permits in the Center Business District. When Section 7.4.2 of the Needham Zoning By-Law was amended in 2014 to lower the parking threshold requirement for the issuance of a site plan special permit in the Center Business District, the Planning Board's singular special permit jurisdiction was inadvertently affected. This article reinstates such jurisdiction by specifically naming the Planning Board as the special permit granting authority for all permits related to use irrespective of whether site plan review has been triggered. <u>Amend Zoning By-Law, Retaining Walls.</u> This article amended the Zoning By-Law by adding a new section (Section 6) creating a tiered approach for regulating retaining walls over 4 feet in height. Under prior zoning regulations, retaining walls covering less than one hundred square feet and having a height of less than 8 feet were unrestricted as to location on the lot. Retaining walls exceeding the noted parameters were defined as structures governed by the building height and setback standards of the zoning district in which they are located. This later provision effectively permitted a retaining wall having a height of 35 feet to be placed 5 feet from a side property line as-of-right in the Single Residence B zoning district. In recent years, the construction of retaining walls has increased, most notably in and around terrain-challenged lots creating irreversible, permanent effects on the Town's overall landscape, its neighborhoods, and abutting properties. The retaining wall regulations as adopted would allow retaining walls up to 4 feet in height and having a length not exceeding 40 percent of the lot's perimeter to proceed as-of-right; such shorter walls would be exempt from the building permit, design review and setback requirements of the underlying district. Taller walls greater than 4 feet in height would require an increased level of review depending on height and required setback from front, side and rear property lines. The retaining wall provisions are applicable to all districts and uses including residential, commercial, and institutional properties.	

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<u>Amend Zoning By-Law, Minimum Side and Rear Setback for Accessory Structures.</u> Accessory structures, like sheds and detached garages, are allowed under the current Zoning By-Law to be within five feet of the side or rear property line in the Rural Residence-Conservation, Single Residence A, Single Residence B, General Residence, and Institutional districts. With the proliferation of construction, the Building Commissioner and the Planning and Community Development Department have received numerous complaints about such accessory structures being built within five feet of a neighboring property even though they are two or two and a half stories tall. Allowing 35 foot structures to be constructed so close to the property line is not consistent with the spirit of the Zoning By-Law with regard to accessory structures and creates a massing not intended. The amendment as adopted now requires any accessory structure over 15 feet in height to comply with the zoning district's rear and/or side setback requirements. <u>Performance Factors</u> During the previous fiscal year the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the close of the public hearing, and filing of the written decision 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 FY2016. During the affected timeline 12 new Special Permit applications and 4 Subdivision applications were processed. Public hearings were held on average within 28 days of application receipt, decisions were issued within 11 days of the close of the public hearing, with written decisions filed with the Town Clerk within 8 days of permit issuance. Total average time required to process an application was 83 days with a minimum of 32 days and a maximum of 270 days. The Department plans to continue to track these items and will submit a similar report with its FY2018 budget request. Conservation Division The Needham Conservation Division is primarily tasked with providing dedicated professional, administrative and technical assistance to the Town and Conservation Commission in accordance with the MA Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the Needham Wetlands Protection Bylaw (Article 6), and their respective regulations, guidelines and policies. Additionally, the Division provides support in office administration and organization, public assistance, grant administration, committee and community support, and land conservation and management. The Needham Conservation Commission is comprised of seven volunteer members appointed by the 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	

Department Information DSR1	
Department	Planning and Community Development
with wetland statutes and associated regulations. - Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records. - Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes. - Maintains case files and materials including computer databases. - Arranges and conducts on-site inspections related to filings. - Reviews wetland delineations. - Drafts permits with associated conditions and other documents. - Monitors construction to ensure compliance with permits. - Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders issued and provide better public outreach. - Responds to complaints and investigates potential violations. - Keeps regular office hours to provide assistance to the regulated community. - Collaborates with other Town Departments, Boards and Committees on matters pertaining to permitting municipal projects and activities. In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following: - Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup. - Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee. - Assures compliance with rules and regulations for conservation lands; issues needed permits; and addresses user problems. - Assists the Commission in planning, acquisition, administration and management of municipal conservation land. - Assists in preparation of Open Space and Recreation Plans to meet criteria for approval. - Researches and conducts on-site evaluations for parcels under consideration for acquisition, donation, conservation or agricultural preservation restrictions. - Researches, pursues and coordinates grant and other funding opportunities; writes proposals and manages grants. - Collaborates with other Town Departments, Boards and Committees on matters pertaining to the use, management and protection of the Town's natural resources and open space. - Educates the public about the importance of protecting wetlands and other open space. Under both the state and local statutes, the Conservation Commission has a maximum of 21 days from receipt of a completed application to open a public hearing on that application. A hearing may be continued with the consent of the Applicant to allow for the submittal of additional information. After closing the public hearing, the Commission has 21 days to issue an Order of Conditions. In FY2016, 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	

Department Information DSR1	
Department	Planning and Community Development
regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period. <u>FY2016 Achievements</u> The Conservation Division continued its ongoing work to implement the Comprehensive Trails Master Plan in addition to providing oversight and management of existing conservation lands. Building on the success of the previous year, the Conservation Division continued progress in implementing the Master Plan, including coordination and acquisition of CPC funding for another "hitch" by the Student Conservation Association (SCA) to improve town trails. The 10-day SCA project resulted in an extension to the Fuller Trail boardwalk at Ridge Hill Reservation and the construction of a wooden footbridge on the Farley Pond Trail at Farley Pond Reservation. During FY2016, the work was completed on the Fuller Trail boardwalk. The Division also participated in the design and permitting of the Needham Accessible Reservoir Trail (NART) with the goal of completing its construction in FY2018. Additionally, the Conservation Division continued implementation of the Ecological Management Plan for Ridge Hill Reservation. In cooperation with Park & Recreation, the Conservation Division initiated the update of the Town of Needham Open Space and Recreation Plan. This significant project is anticipated to be completed in the spring of 2017. <u>Performance Factors</u> The following Table 4 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Over the course of the year, the Commission continued to see a steady flow of applications primarily for the construction of single-family homes and additions. During FY2016, the Conservation Commission met formally a total of twenty-one (21) times and held a total of thirty-seven (37) public hearings. In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out existing permits (See Table 4). The Commission handled forty-two (42) of these requests during this fiscal year. The Conservation Division also coordinates with the Town of Needham Department of Public Works and Public Facilities, and provides professional expertise on Town projects in a growing and more restrictive environmental regulatory time period. Finally, for that small percentage of projects that occur within the Commission's jurisdiction without obtaining a permit in advance, the Commission is responsible for pursuing enforcement to bring such sites into compliance with the state and local wetland regulations. In FY2016, five (5) projects required the issuance of an Enforcement Order to restore or protect wetland resource areas.	

**Department Information
DSR1**

Department | **Planning and Community Development** |

Table 4: Conservation Commission Application Filings & Requests

Type of Application Filing / Request	FY 2014	FY 2015	FY 2016
Notice of Intent ¹	44	21	22
Request to Amend Order of Conditions ¹	3	5	3
Request for Determination of Applicability ¹	16	9	11
Abbreviated Notice of Resource Area Delineation ¹	4	0	1
Extension Permit ¹	0	1	0
Emergency Certification	0	0	1
Certificate of Compliance	26	31	28
Minor Modification Request	14	10	14
Enforcement Order	15	10	5
Trail Maintenance Notification Form	4	0	0
DPW Generic Permit Activity Notification Form	4	1	1
Exemption Letter	7	10	11
Conservation Restriction	0	0	3
Notice of Non-significance	0	0	0
TOTAL	137	98	100

¹Filing involved a public hearing

Although the total number of permit applications was down from FY 2014, 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.

Zoning Board of Appeals Division

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

The Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; 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.

**Department Information
DSR1**

Department	Planning and Community Development
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Performance Factors

In FY2016, the Board of Appeals met formally a total of fourteen (14) times and held a total of thirty-two (32) public hearings and six (6) informal hearings (refer to Table 3). The Board of Appeals received twenty-four (24) applications relating to Special Permits; five (5) of which were withdrawn (refer to Table 5). In addition, there were four (4) Appeals of a Building Inspector's Decision and two (2) applications for a Variance. The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. The Greendale Mews (692-744 Greendale Avenue) 40B Comprehensive Permit for 108 units was issued in FY2014 and was appealed by the developer in FY2015. The Housing Appeals Court remanded the case back to the Board of Appeals and the Board issued a remand decision for 136 units in FY2016. In addition the Board received a 40B application for 390 residential units on the former General Dynamic's site at 2nd Avenue in FY2016. A Comprehensive Permit for the Residences at 2nd Avenue was issued in FY2016. As a result of these new cases and the open cases carried over from the previous year, the Board issued twenty-nine (29) Decisions in FY2016.

Table 5: Number of Permit Application Filings in FY2013, FY2014, FY2015 & FY2016

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2013	13	17	1	1	3	3	19
2014	13	40	1	1	0	2	49
2015	12	26	1	2	0	2	28
2016	14	24	2	4	2	5	29

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	511,815		511,815
b) Expenses	30,128		30,128
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	541,943		541,943

V2018

Department Expenditure Detail DSR2									
Department				Planning and Community Development					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	6.2	4	3	6.2
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
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							471,065	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							5,757	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,668	
							PRD1 Sub Total		480,490
J	DSR3 Other Compensation								
							Sub Total 1		480,490
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary							5,800	
b.	Housing Specialist							20,025	
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		25,825
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		1,000
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,500	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		4,500
5. Total Salary and Wages (1+2+3+4)									
								511,815	

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 and Training	5,350		
Communications (534x)	Legal Notices, Postage, Wireless Devices, Publishing Costs: Zoning By-Law, Subdivision Regulations, Permitting Guide, Zoning Maps & Planning Studies	14,600		
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)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Conservation Field Supplies, Boundary Markers, Signage for Conservation Lands, and File Cabinet Drawers	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	3,150		
Dues & Subscriptions (573X)	American Planning Association, Mass Association of Planning Directors, Mass Association of Conservation Commissions, Needham Business Association and Newton/Needham Chamber of Commerce.	2,100		
Other Expenses (574 X – 579x)				
6. Total Expenses		30,128		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		541,943		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X

Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
				V2018

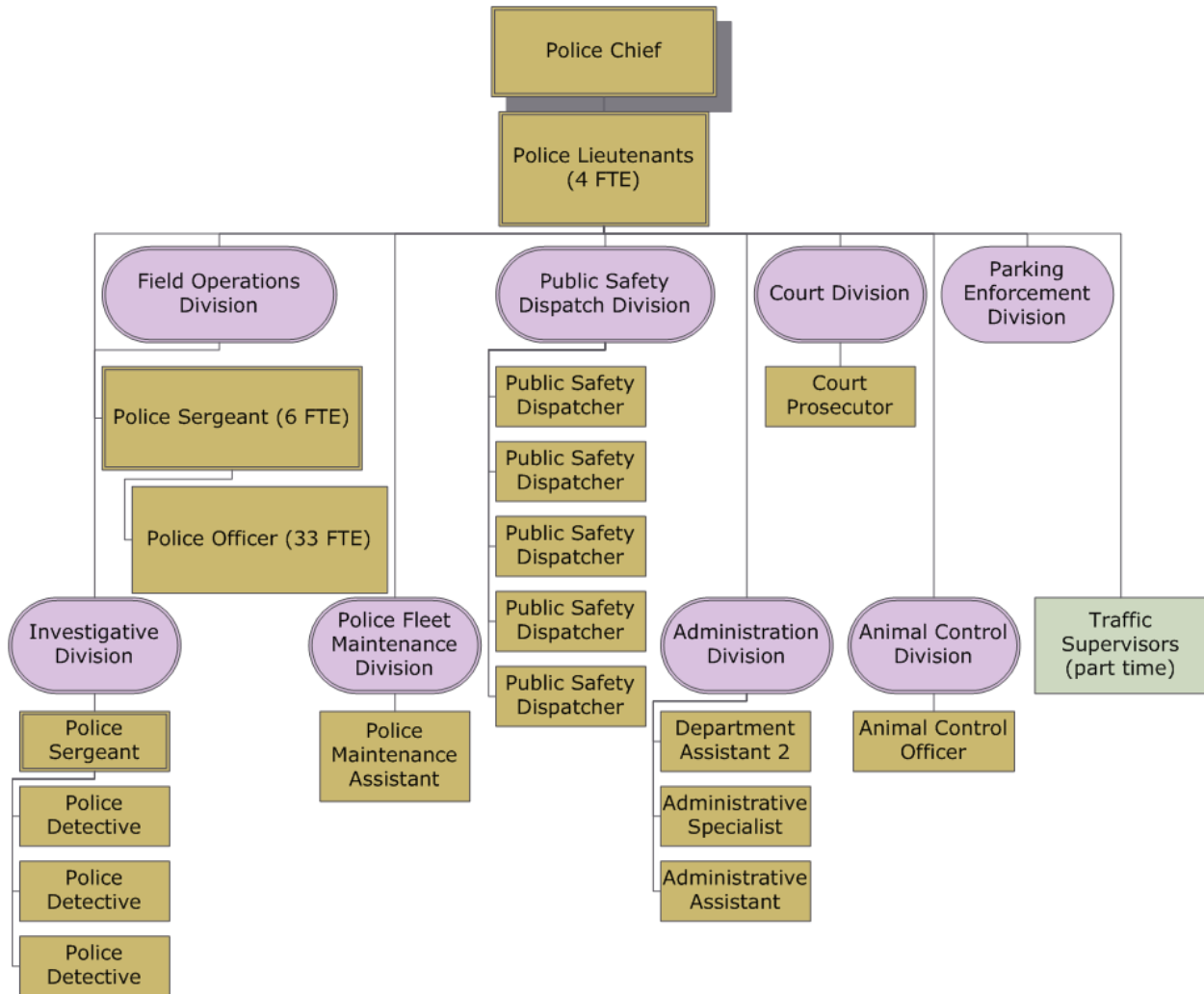
Department Budget Request and Expense History

Planning and Community Development	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	480,490		480,490		464,126	450,215.22	403,029.91	383,070.92
Salary & Wage Temporary	25,825		25,825		24,614	3,778.97	3,812.38	4,426.34
Salary & Wage Overtime	1,000		1,000		1,000	299.71		192.44
Salary & Wage Other	4,500		4,500		4,190			
TOTAL S&W	511,815		511,815	3.6%	493,930	454,293.90	406,842.29	387,689.70
Energy								
Non Energy Utilities								
Repairs and Maintenance							225.00	
Rental and Leases						622.20		
Other Property Related								
Professional & Technical	5,350		5,350		4,830	8,034.26	6,379.00	1,473.95
Communications	14,600		14,600		14,100	12,115.96	10,144.40	12,490.29
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	2,100		2,100		2,100	1,050.72	1,639.92	1,712.44
Building & Equipment Rprs/Sp	750		750		750	93.89		
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies						150.00	37.71	14.99
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	1,828		1,828		1,828	745.63	2,751.58	3,664.45
Governmental Charges	250		250		250	928.00	843.00	
Travel & Mileage	3,150		3,150		2,750	1,367.12	2,688.93	718.88
Dues & Subscriptions	2,100		2,100		2,000	1,178.00	1,879.00	1,093.00
Other								
TOTAL Expenses	30,128		30,128	5.3%	28,608	26,285.78	26,588.54	21,168.00
Capital								
Total Capital								
Grand Total	541,943		541,943	3.7%	522,538	480,579.68	433,430.83	408,857.70

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Department Organizational Chart

Police Department



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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, as well as maintain a safe and peaceful environment for all. We will perform our sworn duties ethically, maintaining respect for individual rights, human dignity, cultural diversity and community values			
On the Horizon			
Externally, the need for specific need based training has increased steadily over the years many which are mandated by the State and other entities. Use of force training and less lethal options (Taser) requires annual 4 hour block of training. The increased training has caused our training OT and supplied to increase i.e. Taser training rounds (\$1100). In addition to our 40 hour in-service training we have annual Narcan and active shooter training.			
A current goal for FY 17 and 18 is the creation of a training program that will incorporate live interactive training and address topics that need to be reviewed on a yearly basis i.e. use of force active shooter. Looking to address and reduce MV crashes annually in high incident locations through enforcement and location adjustment if needed. (Signs, signals, pavement markings etc.)			
In the next couple of years we will be looking address policy development and review which will require the attention of senior and middle management. As a department we will continue to develop programs to increase and foster positive community relations such as a teen police academy during the summer and a citizen police academy during the fall.			
Budget Statement			
Activity	FY2016	FY2015	FY2014
Calls for service	31,462	33,610	34,368
Priority 1	4,020	4,845	5,010
Incident/arrest reports	1,887	1,840	1,729
Arrest & Complaints			
Adult	293	299	317
Juvenile	38	26	41
Citations	3,519	2,939	3,491
Motor Vehicle Crashes	461	415	424
Priority 1 Calls (Immediate police response)			
Examples: Domestic disturbance, Physical Altercation, Accident with injury, Robbery, Suspicious Person			
FY 2018 Budget Request			
The FY 18 overall budget request of \$6,917,976 which is 415,139 above the FY 17 department budget. Included in the overall budget increase is a DSR4 request to fund 4 additional police officer positions at a cost of \$300,400; there would also be an increase in benefit costs of \$119,840 for the four new positions.			
Salary and Wages			
The salary and wage amount requested is \$6,139,368. The \$172,068 increase is a result of the following;			
Step increases for several members of the bargaining unit under the current collective bargaining agreement.			
New collective bargaining agreement for the Superior Officers unit COLA increase for civilian administrative staff and salary step increases for public safety dispatchers.			
Expenses			

Department Information DSR1	
Department	Police Department
The FY 18 overall expense request \$304,090 which is \$2,545 less than FY 17	
We had changes in the following line items;	
Under Repairs and Maintenance	
Under Lidar, Radar device and Bicycles	Increase of \$500
Lift Service/Inspection (New to Expenses)	Increase of \$1500
Vehicle Repairs/Maint	Decrease of \$200
Under Communications	
Printing and mailing	Increase of \$100
Under Recreational & Cultural Services	
This is a new addition to expenses to fund teen summer police academy	Increase of \$1000
Under Office Supplies	
	Increase of \$400
Under Vehicular Supplies	
Replacement Graphics (New to Expenses)	Increase of \$1500
Gasoline moved to new line item	Decrease of \$82,650
Gasoline & Diesel Fuel (New Line Item)	Increase of \$62,280
FY18 Rate per gallon \$2.24 reflects savings Of \$20,370	
Food and Service Supplies	
food and beverage for hosted meetings and training (New to Expenses)	Increase of \$400
Under Medical Supplies	
Station and cruiser kits	Increase of \$200
Narcan/Defib Supplies	Increase of \$2000
Under Other Supplies & Equipment	
New/Replacement Uniforms	Increase of \$1200
Dues & Subscriptions	
	Increase of \$1,105
Metro-Lec (\$500)	
Miscellaneous (\$605)	
<u>Capital Equipment Replacement</u>	
For FY 18 replacement of 5 vehicles is anticipated in accordance with the department's vehicle replacement schedule. The replacement vehicles are four marked patrol cars and one animal control vehicle.	
The capital equipment request is for \$174,118	
<u>Grants and Donations</u>	
The Department received reimbursement funding under the State 911, Department of Public	

Department Information
DSR1

Department	Police Department
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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 FY2016, the Department received \$59,894

The Department also received reimbursement funding under the State 911 to fund training for the EMD and regulatory compliance.

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 FY16, the Department received \$12,500 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.

Accomplishments and Activities

New School Resource officer in the elementary and middle school. The SRO is in place to develop positive relations with our kids through classroom instruction and positive interactions. We Have worked with the schools in developing an emergency school response plan. Through the development of this activity we will continue to train with the schools and town-wide departments.

We have increased our walk and talk activities in the Square, Heights and Business areas. Walk and talk consists of officers conducting a walking beat during their tour of duty.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,139,368	290,400	6,429,768
b) Expenses	304,090	10,000	314,090
c) Capital	174,118		174,118
d) Other town wide			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	6,617,576	300,400	6,917,976

V2018

Department Expenditure Detail DSR2										
Department				Police Department						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)			
	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		59.0	59		59.0	59		59.0	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count		PT Head Count
							x			
Are All Union Employees Covered by a CBA for FY2018?						Yes	x	No		
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							4,038,656		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							226,373		
c.	PRD1 Education							519,054		
d.	PRD1 Extra Holiday							11,167		
e.	PRD1 Longevity							59,726		
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation							26,310		
i.	PRD1 Budget Adjustments							37,549		
PRD1 Sub Total										
J	DSR3 Other Compensation									
Sub Total 1							4,918,835			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Matrons							1,553		
b.	Parking Enforcement							33,384		
c.	Traffic Supervisors							200,153		
d.										
e.	DSR3 Total									
Sub Total 2							235,090			
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)							541,504		
b.	Training and Development							167,770		
c.	Vacation and NOSL backfilling							242,214		
d.	Elections							6,000		
e.	DSR3 Total									
Sub Total 3							957,488			
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs							15,000		
b.	Pay In Lieu of Accrued Leave							12,955		
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
Sub Total 4							27,955			
5. Total Salary and Wages (1+2+3+4)										
							6,139,368			

DSR2B		
Object	Description	Amount
Repairs & Maintenance Services (524x – 525x)	PHOTOCOPIER (1200) LIDAR,RADAR DEVICES,BICYCLES(6000) COMMUNICATION SYSTEM (18,700) CJIS (3000) VEHICLE REPAIRS/MAINT(8,500) LIFT SERVIC/INSP (1500)	38,900
Rental & Leases (527X)	POSTAGE,TTY,COOLER (1,875) RANGE RENTAL (3,000) MOTORCYCLE LEASE (4,700)	9,575
Other Property Related Services (529x)	ANIMAL CONTROL,CREMATORY (2500)	2,500
Professional & Technical Services (530x – 531x)	EMPLOYEE TRAINING (2500) TRAINING/TESTING SERVICES (5000) CONSULTANT & TECHNICAL SERV(5400) ACO (100)	13,000
Communications (534x)	PR COMMUNICATIONS (4800) GENERAL POSTAGE (2200) 911 & LANDLINES (6700) WIRELESS (15000) PRINTING & MAILING (2000)	30,700
Recreational & Cultural Services (535x)	YOUTH & FAMILY (1000)	1,000
Other Purchased Services (538x)	VEHICLE CLEANING (800) TOWING (900) ACO TESTING (800)	2,500
Office Supplies (542x)	STATION WIDE OFFICE SUPPLIES (9000)	9,000
Building & Equipment Supplies (543x)	HARDWARE SUPPLIES (1,000)	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	SEASONAL, MISC SUPPLIES (700)	700
Vehicular Supplies (548x)	TIRES,BATTERIES,ACCESSORIES(15275) REPLACEMENT GRAPHICS (1500) VEH OIL (1800)	18,575
Gasoline and Diesel Fuel (5481)	GASOLINE (62280)	62,280
Food and Service Supplies (549x)	MEETINGS (400)	400
Medical Supplies (550x)	STATION/CRUISER KITS (4200) NARCAN/DEFIB SUPPLIES (4600)	8,800
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	EMERGENCY REPLACEMENT (8300) RANGE SUPPLIES(14200) PORTABLE RADIO BATERIES,PATROL TRAFFIC, TRAINING SUPPLIES (24700) NEW/REPLACEMENT UNIFORM (6400) LAB ITEMS & EVIDENCE SUPPLIES(1900) MAINT UNIFORM (500) DISPATCH UNIFORM(1000) TRAFFIC SPRVRS UNIFORM (6000) ANIMAL CONTROL UNIFORM(500)	63,500
Governmental Charges (569x)	COURT FILING FEES (160) EMT LIC (3000)	3,160
Travel & Mileage (571x – 572x)	CONFERENCES, SEMINARS, TRAINING, & COURT (3000)	3,000
Dues & Subscriptions (573X)	MEMBERSHIPS & DUES GBPC, METROLEC, IACP, SSPI, CHIEFS, PLYMOUTH COUNTY, FBI, ECT.	15,500
Other Expenses (574 X – 579x)	DETAIL CONTINGENT ACCOUNT	20,000

6. Total Expenses				304,090
DSR2C				
Capital Equipment Replacement (587X)	FOUR (4) MARKED CRUISERS (130176) ONE (1) ANIMAL CONTROL VEH (43942)			174,118
7. Total Operating Budget Capital				174,118
8. Total Base Request (Line 5 + Line 6 + Line 7)				6,617,576
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☒	NO	☐
V2018				

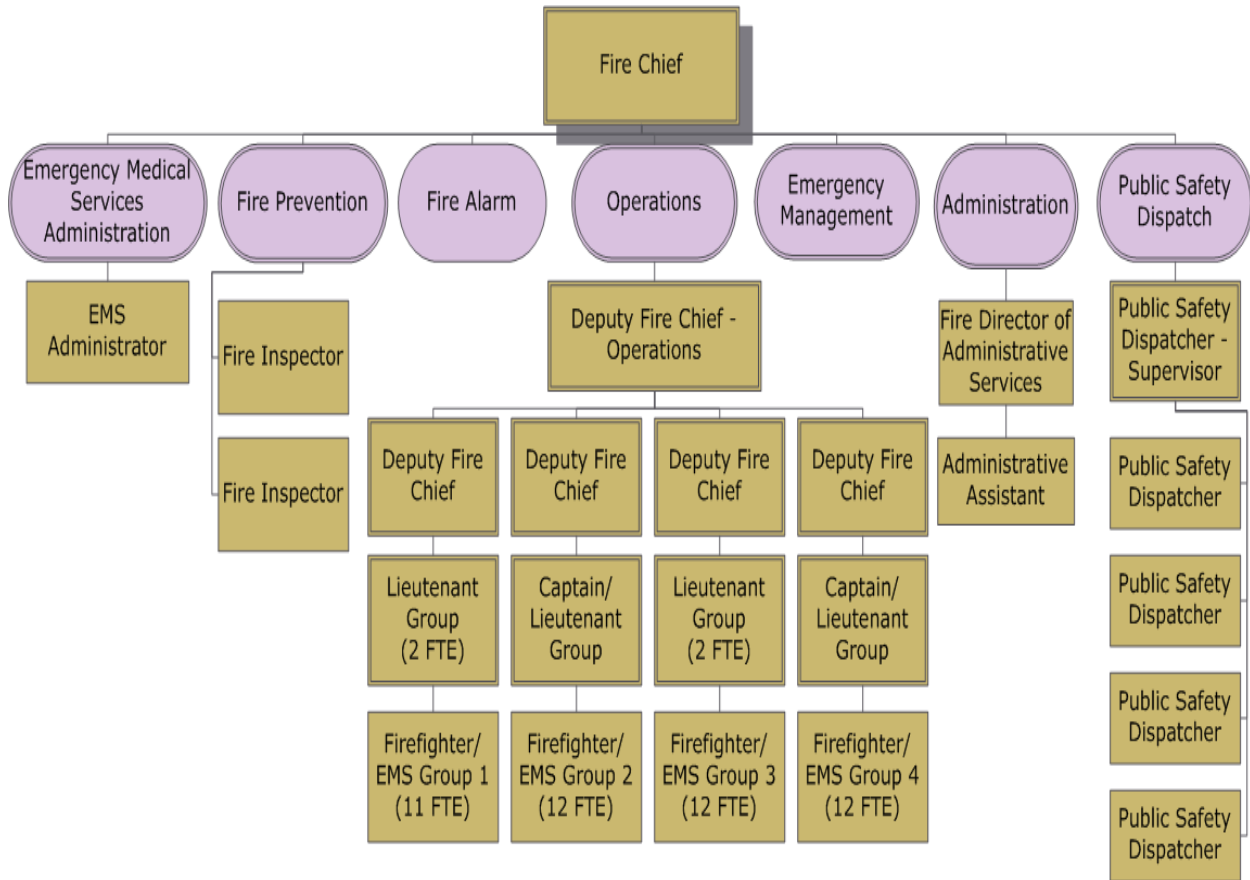
Performance Improvement Funding Request DSR4				
Department	Police Department			
Title	Police Officer	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	4	290,400		290,400
2. Expense			10,000	10,000
3. Operating Capital				
4. Department Total (1+2+3)	4	290,400	10,000	300,400
5. Other Costs		119,840		119,840
6. Grand Total (4+5)	4	410,240	10,000	420,240
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				☐ ☒
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				☐ ☒
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				☐ ☒
Does the request support activities which produce revenue for the Town?				☐ ☒
If the request is not approved, will current Town revenues be negatively impacted?				☐ ☒
Is there an increased exposure for the Town if the request is not approved?				☐ ☒
Is specialized training or licensing required (beyond the initial purchase)?				☐ ☒
Does this request address a documented health or safety issue?				☐ ☒
All "YES" responses must be explained in the narrative				
Description and Explanation				
The department is requesting 4 additional officers, one in FY 2019 and FY 2020, and two more in FY 2021. 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 officers 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. Needham Crossing is experiencing a growth in residential units and population, commercial development, and retail establishments. This is only one area that will increase demands for police services. According to a recent fiscal impact analysis report in relation to 390 residential units on a portion of the former General Dynamics site estimates a residential service cost to the Police Department of \$53,000 or 206 calls annually. The estimate of 206 calls is for the residential units and does not account for calls related to the retail establishments projected in the same location. In addition to the Needham Crossing residential growth there potential for an additional 250 units of Highland Ave near the Newton line and the 136 units associated with the Greendale Mews project. Not only is Needham Crossing adding new and innovative businesses it has attracted two new hotels to the area. The department seeks to increase the police presence/response to this area by adding additional personnel for a total of 53 officers				
V2018				

Department Budget Request and Expense History

Police Department	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	4,372,951	290,400	4,663,351		4,228,976	4,147,269.42	3,980,338.56	4,010,085.34
Salary & Wage Temporary	235,090		235,090		227,140	23,702.01	21,032.22	10,292.33
Salary & Wage Overtime	957,488		957,488		912,763	574,612.26	578,207.04	509,189.22
Salary & Wage Other	573,839		573,839		598,421	566,641.69	558,799.21	548,191.67
TOTAL S&W	6,139,368	290,400	6,429,768	7.8%	5,967,300	5,312,225.38	5,138,377.03	5,077,758.56
Energy								
Non Energy Utilities								
Repairs and Maintenance	38,900		38,900		37,100	28,994.22	23,407.50	23,842.43
Rental and Leases	9,575		9,575		9,575	2,451.58	7,070.00	10,612.20
Other Property Related	2,500		2,500		2,500	150.00		843.76
Professional & Technical	13,000		13,000		13,000	17,050.00	10,554.00	3,595.00
Communications	30,700		30,700		30,600	31,153.22	27,096.61	17,657.46
Recreation	1,000		1,000					
Other Purchased Services	2,500		2,500		2,500	489.59	5,820.74	4,900.00
Energy Supplies								
Office Supplies	9,000		9,000		8,600	15,004.50	9,106.95	7,837.68
Building & Equipment Rprs/Sp	1,000		1,000		1,000		1,105.58	1,143.39
Custodial Supplies								
Grounds Keeping Supplies	700		700		700	178.18	183.86	499.00
Vehicular Supplies	18,575		18,575		17,075	6,047.22	9,115.78	12,629.42
Gasoline/Diesel	62,280		62,280		74,530	45,234.29	60,534.60	70,297.62
Food & Service Supplies	400		400					83.54
Medical Supplies	8,800		8,800		6,600	4,708.03	6,113.61	2,798.52
Educational Supplies								2,250.00
Public Works Supplies						1,608.65		
Other Supplies & Equipment	63,500	10,000	73,500		62,300	85,511.07	45,572.68	61,267.57
Governmental Charges	3,160		3,160		3,160	1,735.00	1,677.30	290.00
Travel & Mileage	3,000		3,000		3,000	1,639.21	2,765.41	824.08
Dues & Subscriptions	15,500		15,500		14,395	9,119.00	10,655.00	11,120.00
Other	20,000		20,000		20,000	3,719.66	512.69	2,930.42
TOTAL Expenses	304,090	10,000	314,090	2.4%	306,635	254,793.42	221,292.31	235,422.09
Capital	174,118		174,118		228,902	164,373.20	170,112.40	152,917.75
Total Capital	174,118		174,118	-23.9%	228,902	164,373.20	170,112.40	152,917.75
Grand Total	6,617,576	300,400	6,917,976	6.4%	6,502,837	5,731,392.00	5,529,781.74	5,466,098.40

Department Organizational Chart

Fire Department



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Department Information DSR1	
Department	Fire Department
Department Mission	
To provide the Town of Needham with an effective, well trained team of professionals to protect the lives and property of its residents. This mission is achieved through providing fire suppression, emergency medical services, emergency disaster preparedness, fire inspections and, fire safety education in the most cost-effective manner possible.	
On the Horizon	
For over 100 years, the Needham Fire Department has been able to provide the people it serves with a high level of fire and emergency medical services. As the Town has grown, so has the Department. However, planned growth and development within Town, especially in the Needham Crossing District will place significant pressures on those services in the coming years. This will be especially true for EMS in the Station 2 service area. In order to meet those demands, it is the goal of the Department to station a second full-time ambulance at Station 2 to provide greater response time capabilities for that service zone. In addition, it provides a secondary ambulance ready to respond anywhere in Town within a moment's notice. This will require adding personnel to the current Fire Department roster. Over the past several years, the Department has seen a tremendous amount of personnel turnover, which will continue over the next year or two. It is the goal of the Department to encourage fitness and overall wellness of its personnel. Much has been written about the benefits of a healthy workforce and nowhere are those benefits more important than in the fire service. Thus, the Department is in the early stages of developing a voluntary wellness program developed by the people who will be using and benefiting from the program. The Department received a \$10,000 seed money grant to get the program underway. In an effort to maintain and advance the program over the coming years, the Department will be seeking on-going funding. Firefighting is a very physical activity and can lead to injury and illness. There have been a number of studies recently looking at the link between firefighters and occupational cancer. Many of these studies have identified the gear firefighters wear as becoming highly carcinogenic over time as contaminants build up. Currently, each firefighting member of the Department is issued one set of turnout gear. Having only one set of gear makes it difficult to clean and maintain after fires, since to do so would require the gear and firefighter to be put out of service. To resolve this issue, the Department will be requesting that each member of the Department be issued a second set of gear, so that one set will be clean and ready to go at all times without any service interruptions. Most of the Fire Departments within the Metro Fire district already do this. This will help the Fire Department achieve the goal of reducing the risk of occupational cancer. By taking steps towards the overall health and wellness of all its personnel, the Needham Fire Department will be actively working to reduce personnel injury and illness costs and provide better service to the Town. This will result in greater on duty personnel and fewer costly disability retirements. Further, it will likely result in a more engaged workforce for many years to come.	
Budget Statement	
The Fire Department has three main sources of revenue for the Town: the ambulance(s), fire inspection permits and fire alarm permits. In FY16 we collected \$632,684 in revenue from the ambulance(s), \$57,889 in revenue from fire inspection permits and actual inspections and \$58,250 from fire alarm master box fees, permits and inspections. In FY16, we were, once again, successful in receiving a Student Awareness of Fire Education	

Department Information DSR1	
Department	Fire Department
grant in the amount of \$4,837 and a Senior SAFE grant in the amount of \$2,917. This money helps us to provide lifesaving education not only in the classroom, but at local events and fairs, and for the seniors of our community. Salaries The salary/wage line item includes contractual raises for Local 1706, Units A & C, as well as step and longevity increases. It also includes contractual raises for ITWA/LIUNA Local 272 members. The overtime line item on the DSR2 includes overtime for Units A and C. In order to cover all Vacations and Personal Days, as well as half the personal nights for Deputies, Captains, Lieutenants and Firefighters, we will need approximately \$691,525. In addition, we estimate that we will need about \$165,000 for unscheduled overtime. This includes sick coverage, callbacks, holdovers, mutual aid, storms, EMS work/meetings, mechanics repair time, etc. An additional \$11,000 has been added for civilian Fire Administration overtime. This is due to the large volume of special projects which have been undertaken including data entry into Tri-Tech, website development and maintenance and scanning of all our past and present Fire Prevention documents. Services and Supplies The following highlights changes (+/- \$100 up or down) to the services and supply portion of our budget. Repair and Maintenance ~ +3,055 • Copy machine service agreement ~ 1,234 up from 1,119 (+115) • Repair and maintain FF equipment ~ 14,567 up from 12,344 (+2,223) • Vehicle Inspections ~ 6,010 up from 5,390 (+620) • Defibrillation contract ~ 5,814 up from 5,709 (+105) Professional and Technical Services ~ +3,769 • Monthly Metro Fire, FCAM & Norfolk County meetings ~ 1,680 up from 1,530 (+150) • Annual Chief Conferences and Fire Alarm seminars ~ 14,190 up from 11,725 (+2,465) • Ambupro (EMS) Software License User Fee ~ 6,186 up from 5,100 (+1,086) • EMT/Paramedic Refresher/ACLS/12 Lead ~ 12,300 up from 11,900 (+400) • RAVE – Emergency Notification System ~ 6,358 down from 8,042 (-1,684) - change in vendor from Swiftreach • Callback Staffing Solutions ~ 1,520 (+1,520) - computer generated callback system Office Supplies ~ -150 • Office supplies ~ 2,100 down from 2,250 (-150) Vehicle Parts and Supplies ~ +4,783 • Vehicle parts and supplies ~ 25,452 up from 20,669 (+4,783) - more in-house repairs Gasoline and Diesel Fuel ~ +1,029 • Gasoline and Diesel Fuel ~ 27,538 up from 26,509 (+1,029) - utilized FY16 consumption (unleaded fuel 3,920.30 gallons X 2.24/gal and diesel	

Department Information DSR1	
Department	Fire Department
fuel 7,298.40 gallons X 2.57/gal Other Supplies and Equipment ~ -4,339 • FF supplies and equipment ~ 44,255 down from 48,425 (-4,170) • FF work and dress uniforms ~ 41,077 down from 41,920 (-843) • Public Education supplies ~ 2,000 up from 1,375 (+625) Governmental Charges ~ +3,760 • Ambulance License ~ 1,200 up from 1,000 (+200) - additional ambulance being licensed • EMT/Paramedic State/National Recertification ~ 8,445 up from 4,885 (+3,560) Travel and Mileage ~ +2,482 • Travel and Mileage ~ 6,960 up from 4,478 (+2,482) - additional conferences, tolls, meals, etc. Dues and Subscriptions ~ +845 • Dues and Subscriptions ~ 5,939 up from 5,094 (+845)	
Accomplishments and Activities	
The Fire Department has begun the task of converting the Town's hard wired Fire Alarm system to a notification system which travels over a radio frequency. The current system was first put in place over one hundred years ago and is in need of significant repair and requires constant maintenance. The radio box system will not be compromised by storm damage as the current hard wired system is, thereby reducing repair costs significantly. Our dispatch center is now equipped to receive these signals and the first radio alarm box has been installed in the new St. Mary's pumping station. Over the next several years the entire hard wired system will be converted to a wireless radio system. The Department was awarded a number of grants this past year including an Assistance to Firefighters grant from FEMA for \$47,273 and a grant for \$104,000 from the Commonwealth of Massachusetts. These grants will be used to purchase three power load and power stretcher systems for our ambulance fleet. Not only will this equipment provide for smoother and safer transfers and transports for patients, but they will likely significantly reduce the number of lifting related back injuries experienced by Department personnel over time. These types of injuries often lead to great expenditures of money and lost time for the Department even resulting in early retirements. We believe the addition of power loading and power stretchers will result in a healthier workforce. We were also awarded a Working on Wellness grant for \$10,000 from the Commonwealth of Massachusetts as seed money to create a wellness program. The program is currently in the early stages of development, but already there has been great interest and buy in by personnel. The scope of the program will include fitness training, diet, resiliency and mental health. The goal of our wellness program is to improve the health and well-being of all our personnel, thereby creating a more engaged workforce, reduce injuries/illnesses and transform the overall	

Department Information DSR1			
Department	Fire Department		
culture to a more positive model.			
Finally, the Department, in conjunction with the Commonwealth of Massachusetts Department of Fire Services S.A.F.E. program, has expanded from the traditional school based fire safety education model to include our senior citizens. Seniors have been identified as a vulnerable group when it comes to fire safety and the Senior S.A.F.E. program is designed to address this. Our personnel will be presenting talks and demonstrations to seniors on safe practices around the home. Further, our Senior S.A.F.E. trained personnel will be making home visits, when requested, to inspect and point out potential dangers and how to correct them. During these home inspections, we will check smoke and carbon monoxide detectors to ascertain they are working properly and replace them free of charge when needed.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	7,552,956	328,900	7,881,856
b) Expenses	337,372	44,680	382,052
c) Capital	30,646		30,646
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	7,920,974	373,580	8,294,554
V2018			

Department Expenditure Detail DSR2									
Department				Fire Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							4,953,422	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							347,863	
c.	PRD1 Education							326,160	
d.	PRD1 Extra Holiday							444,652	
e.	PRD1 Longevity							117,717	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							520	
h.	PRD1 Other Compensation							54,174	
i.	PRD1 Budget Adjustments							48,035	
PRD1 Sub Total								6,292,543	
J	DSR3 Other Compensation								
Sub Total 1								6,292,543	
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)							856,525	
b.	Training and Development							286,828	
c.	Fire Alarm Overtime							10,000	
d.	Fire Civilian Administrative and Dispatch Overtime							66,355	
e.	DSR3 Total								
Sub Total 3								1,219,708	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs Ass't Director of Emg Mgt							1,500	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade							12,800	
f.	DSR3 Other Compensation								
Sub Total 4								14,300	
5. Total Salary and Wages (1+2+3+4)								7,552,956	

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (1,234) Repair/maintain FF 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 (14,567) Vehicle inspections (6,010) Outside vehicle repairs including, but not limited to: towing/service calls, motor, chassis, brakes, exhaust, body, pump and aerial electrical repairs, as well as scheduled maintenance (22,642) Municipal Fire Alarm system outside repairs (10,848) Radio maintenance contract (4,392) Radio repairs (1,800) Defibrillator maintenance contract (5,814)	67,307
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 (1,680) Annual Conferences including MMA, IAFC, FDIC, Fire Prevention; Fire Alarm seminars and Fire Chiefs' Professional Development seminar, and Professional Development training for officers and FF's (14,190) AmbuPro Software License User Fee (6,186) Medical Oxygen (1,075) EMT/Paramedic Refresher/ACLS/12 Lead (12,300) Monthly EMS Continuing Education Program (4,000) Police details (384) Instructor's fees (4,500) E911 16 hour continuing Education for 5 Dispatchers (2,134) RAVE (6,358)	57,647

	Callback Staffing Solutions (1,520)	
Communications (534x)	All wireless communications (8,232) All phones/repeater lines (4,105) Postage (335) Printing/mailing (385)	13,057
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, paper clips, tape, staples, etc. (2,100)	2,100
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch, flowers, other plantings (385)	385
Vehicular Supplies (548x)	Vehicle parts and supplies including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (25,452)	25,452
Gasoline and Diesel Fuel (5481)	Gasoline and Diesel fuel (27,538)	27,538
Food and Service Supplies (549x)	Meeting refreshments (700)	700
Medical Supplies (550x)	Medical supplies for the rescues 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, hose tester, nozzles, tools, SCBA facepieces and accessories, gas and hydrogen cyanide meters, Amkus tool, ice rescue sled, etc. (44,255) 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. (41,077) NFPA Codes on-line (1,305) Fire Prevention supplies (300) Public Education supplies (2,000) Fire Alarm supplies (2,390) Emergency Management supplies (275)	91,602
Governmental Charges (569x)	Ambulance license (1,200) Food and Drug License (300) EMT/Paramedic State/National Recertification (8,445)	9,945
Travel & Mileage (571x – 572x)	Mileage, hotels, airfare, parking and tolls for all conferences and meetings (6,960)	6,960
Dues & Subscriptions (573X)	Fire Chiefs' Assoc of MA (400) Norfolk County Fire Chiefs (250)	5,939

	IAFC (1,524) NFPA (875) Fire Prevention Assoc of MA (100) MetroFire (2,500) Haz-Mat Team (120) IMSA (170)	
Other Expenses (574 X - 579x)		
6. Total Expenses		337,372
DSR2C		
Capital Equipment Replacement (587X)	Promotion/New Firefighter Structural Firefighting Protective Gear	30,646
7. Total Operating Budget Capital		7,920,974
8. Total Base Request (Line 5 + Line 6 + Line 7)		
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐ ☐ NO ☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐ ☐ NO ☒
V2018		

Performance Improvement Funding Request DSR4					
Department	Fire Department				
Title	New Copier Machine			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				\$9,876	\$9,876
3. Operating Capital					
4. Department Total (1+2+3)				\$9,876	\$9,876
5. Other Costs					
6. Grand Total (4+5)				\$9,876	\$9,876
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
Our current copy machine, a Konica 350, will be 11 ½ years old. It was purchased in December 2006 and serves simply as a black and white copy machine. This machine has served us very well, however, it is old, has limited capabilities and the service contract has become increasingly more expensive. With more and more regulations, policies and procedures which need to be provided to our members, it would make sense to purchase a machine that could keep up with our new demands. We are requesting a color mid-volume multifunction printer which collates, has duplex, can scan to folder, email and USB and also has fax capabilities. This would eliminate the need for a new fax machine and scanner. This purchase would include delivery, installation, training and a 9-5 help desk. We think that this is a prudent request and respectfully request your support.					
V2018					

Performance Improvement Funding Request DSR4				
Department	Fire Department			
Title	Wellness Program	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage				
8. Expense		5,000		5,000
9. Operating Capital				
10. Department Total (1+2+3)				
11. Other Costs				
12. Grand Total (4+5)		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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
Massachusetts Working on Wellness is a statewide initiative funded by the Massachusetts Prevention and Wellness Trust Fund which provides seed money to help employers create and maintain a workplace wellness program. The Massachusetts Department of Public Health oversees the fund and has contracted with Health Resources in Action to manage the project. The goal of the project is to help Massachusetts employers successfully develop, implement and maintain comprehensive policies and programs that promote and protect all aspects of the health of their employees. The Fire Department has been awarded \$10,000 in seed money to design and begin implementation of a wellness program for its members. Our request of \$5,000 is to continue the implementation and subsequent evaluation of the program. The ability to create and maintain an atmosphere of overall wellness and fitness could not only improve employee engagement, but reduce on the job illness and injury.				
V2018				

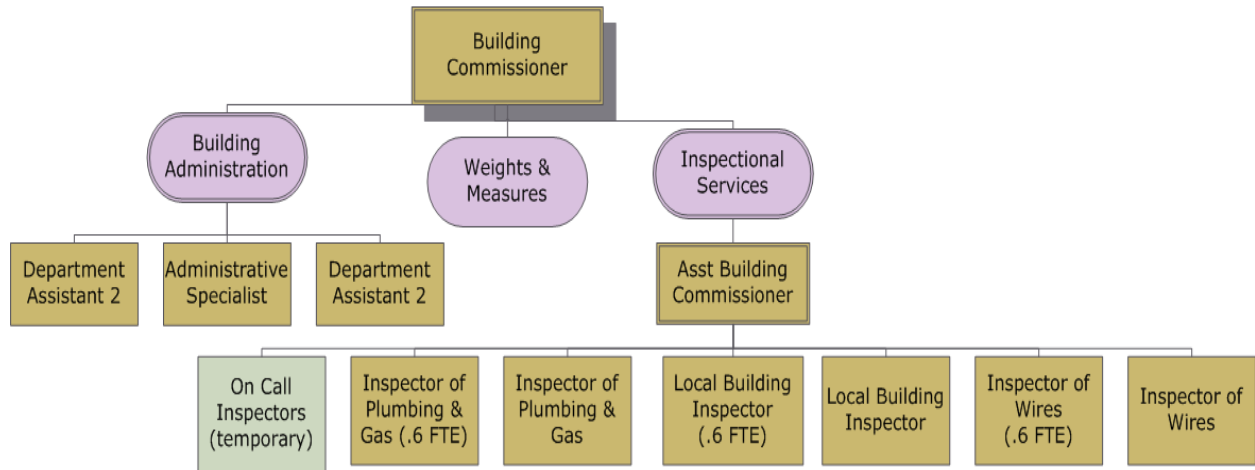
Performance Improvement Funding Request DSR4				
Department	FIRE			
Title	Staffing for Permanent Ambulance at Station 2	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
13. Salary and Wage	4	328,900		328,900
14. Expense		7,900	21,904	29,804
15. Operating Capital				
16. Other Costs		130,100		130,100
17. Total (1+2+3+4)		466,900	21,904	488,804
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 an additional 4 Firefighter/Paramedics to staff a second full time ambulance at Station 2 (Needham Heights). The recurring amount includes Salaries, Personal/Vacation and Training. It includes \$6,500 for extra medical supplies and equipment necessary to operate the ambulance on a more frequent basis, as well as \$1,400 for the replacement of work uniforms, as needed. Other costs refer to the cost of Town benefits (i.e. health, 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 1 (Needham Square) location. By housing a second full time ambulance at Station 2 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. These mutual aid calls result in lost revenue to the Town. This request supports activity which will produce additional revenue for the Town, while providing more immediate patient care.				
V2017				

Department Budget Request and Expense History

Fire Department	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	5,937,087	328,900	6,265,987		5,752,003	5,224,597.03	5,257,503.17	5,264,133.69
Salary & Wage Temporary	26,405		26,405		26,405	9,225.85	2,177.43	
Salary & Wage Overtime	932,880		932,880		851,168	723,670.72	893,501.36	809,255.80
Salary & Wage Other	656,584		656,584		543,881	511,082.46	499,197.23	429,400.63
TOTAL S&W	7,552,956	328,900	7,881,856	9.9%	7,173,457	6,468,576.06	6,652,379.19	6,502,790.12
Energy								
Non Energy Utilities								
Repairs and Maintenance	67,307		67,307		64,252	36,602.72	42,206.89	48,415.12
Rental and Leases	240		240		240	239.76	234.00	239.76
Other Property Related								
Professional & Technical	57,647	7,360	65,007		53,878	45,561.00	35,246.75	25,343.81
Communications	13,057		13,057		13,155	11,161.01	10,298.08	8,979.51
Recreation								
Other Purchased Services	500		500		500	2,065.00	1,691.50	1,300.50
Energy Supplies								
Office Supplies	2,100	9,876	11,976		2,250	1,838.94	1,596.98	1,308.17
Building & Equipment Rprs/Sp								61.98
Custodial Supplies								12.49
Grounds Keeping Supplies	385		385		385	6,450.00	186.14	113.33
Vehicular Supplies	25,452		25,452		20,669	38,196.58	23,037.93	18,603.47
Gasoline/Diesel	27,538		27,538		26,509	22,569.88	29,689.48	34,929.76
Food & Service Supplies	700		700		700	524.14	630.93	143.06
Medical Supplies	28,000	6,500	34,500		28,000	23,248.05	26,773.02	23,391.19
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	91,602	20,944	112,546		95,941	91,529.52	67,577.29	45,561.00
Governmental Charges	9,945		9,945		6,185	5,015.00	4,370.00	4,950.00
Travel & Mileage	6,960		6,960		4,478	2,659.35	1,846.75	1,069.46
Dues & Subscriptions	5,939		5,939		5,094	4,723.00	3,933.00	3,649.00
Other								70.29
TOTAL Expenses	337,372	44,680	382,052	18.6%	322,236	292,383.95	249,318.74	218,141.90
Capital	30,646		30,646		23,835	20,311.00	29,247.00	
Total Capital	30,646		30,646	28.6%	23,835	20,311.00	29,247.00	
Grand Total	7,920,974	373,580	8,294,554	10.3%	7,519,528	6,781,271.01	6,930,944.93	6,720,932.02

Department Organizational Chart

Building Department



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Department Information DSR1	
Department	Building Department
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.	
On the Horizon	
Currently there are several major projects; 106,875 sq. ft., 134 guest unit Hotel and retail stores; 91,000 sq. ft., 128 guest unit Hotel; A 260,429 sq. ft. bldg. and a 160,000 sq. ft. bldg. for office renovation estimated to be approx. 618,000 square feet of construction. In addition, (2) 40B projects consisting of a 475,00 sq. ft., 390 residential unit development on A Street & a 282,293 sq. ft., 136 residential unit development on Greendale Avenue. Also slated for construction, new Rosemary Pool and the new Hillside Elementary School. Additionally, there are new Planning Board subdivisions; Belle Lane with (7) lots; Rockwood Lane (9) lots and Sunrise Terrace (6) lots.	
Budget Statement	
The Building Department is funded by its fiscal operational budget. The FY14 operational budget was \$559,654.00 The FY15 operational budget was \$582,350.00 The FY16 operational budget was \$606,494.00 The FY17 operational budget is \$702,367.00 The FY18 budget submittal is \$742,482.00 The Department increased its staff with 1 part time Plumbing & Gas Inspector and 1 part time Wiring Inspector. This staff increase benefits the Department by meeting the increased inspections demand created by current major projects and scheduled future major projects.	

Department Information DSR1	
Department	Building Department
Accomplishments and Activities	
Monies generated by the Building Department are by means of permit fees, and misc. fees. Total fees collected in FY14-\$1,975,200 Total fees collected in FY15-\$1,391,043 Total fees collected in FY16-\$1,995,869 Fees collected July-October FY17-\$835,148 Building Activity- New Construction: 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 Residential Single Family Dwellings-104 FY16 Residential Two Family Dwellings-6 FY16 Non-residential Buildings-4 FY17 July-October Residential Dwellings-35 FY17 July-October Non-residential Buildings-1 Demolition: FY15 Residential-83 FY15 Commercial-1 FY16 Residential-96 FY16 Commercial-2 FY17 July-October-Residential 37 FY17 July-October-Commercial 3 Fiscal year 2016 Needham property owners reported they spent \$182,274,222.00* to construct or remodel 1,618,103 square feet to buildings and structures. This reflects a 1.6% increase in monies spent in FY15. This amounted to a monthly average of \$15,189,519.00 * This amount does not include dollar values of mechanical permits without building permits. Number of total permits issued: FY14-5,092 FY15-5,091 FY16-5,307 4%+ increase Total number of requested inspections performed: FY14-9,941* FY15-10,373* FY16-10,158* 2% decrease# #In an effort to assist tradespersons expedite their projects, the Building Department will offer combined inspections when possible, for example 'rough and insulation'; 'demo and excavation';	

Department Information DSR1			
Department		Building Department	
or 'footing and foundation'. Also, the State requirement regarding the need for a separate sheet metal permit for an existing residential bath remodel changed. This reflected a 16% decrease in sheet metal permits issued & separate inspection required.			
* These numbers do not reflect emergency calls from Police & Fire Depts., nor do they reflect repeat visits within the same day.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$691,441		\$691,441
b) Expenses	\$51,040		\$51,040
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$742,481		\$742,481
V2018			

Department Expenditure Detail DSR2									
Department				Building Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	8.6	8	3	9.8	8	3	9.8
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Are All Union Employees Covered by a CBA for FY2018?						Yes	x	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$654,112	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$1,200	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							\$5,041	
PRD1 Sub Total									
J	DSR3 Other Compensation								
Sub Total 1								\$660,353	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage. Coverage for vacation and sick leave for Building, Wiring, Plumbing & Gas Inspectors. Coverage to assist during high volume inspection periods.							\$20,842	
b.									
c.									
d.	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	
d.									
e.	DSR3 Total								
Sub Total 3								\$10,247	
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.	DSR3 Other Compensation								
Sub Total 4									
5. Total Salary and Wages (1+2+3+4)								\$691,442	

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Registration fees for monthly continuing education seminars & meetings. (\$3231) Annual conferences (\$2000) Fire Protection Engineer Consultant (\$20,000)	\$25,231		
Communications (534x)	Cell phones (\$2200) Postage & Constable Service (\$685) Printing services for State permit applications, and business cards (\$3284)	\$6,169		
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	\$3,149		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Jackets, vests, shirts, safety glasses, safety boots, flashlights, first aid supplies	\$1,500		
Governmental Charges (569x)	Contract with Massachusetts Division of Weights & Standards	\$12,000		
Travel & Mileage (571x – 572x)	Mileage, lodging, meals, tolls, parking & transportation for conferences and education seminars.	\$2,111		
Dues & Subscriptions (573X)	Annual membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAIEI. Updated Code books & Amendments	\$880		
Other Expenses (574 X – 579x)				
6. Total Expenses		\$51,040		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		742,482		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to	YES	☐	NO	☒

provide services?				
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2018				

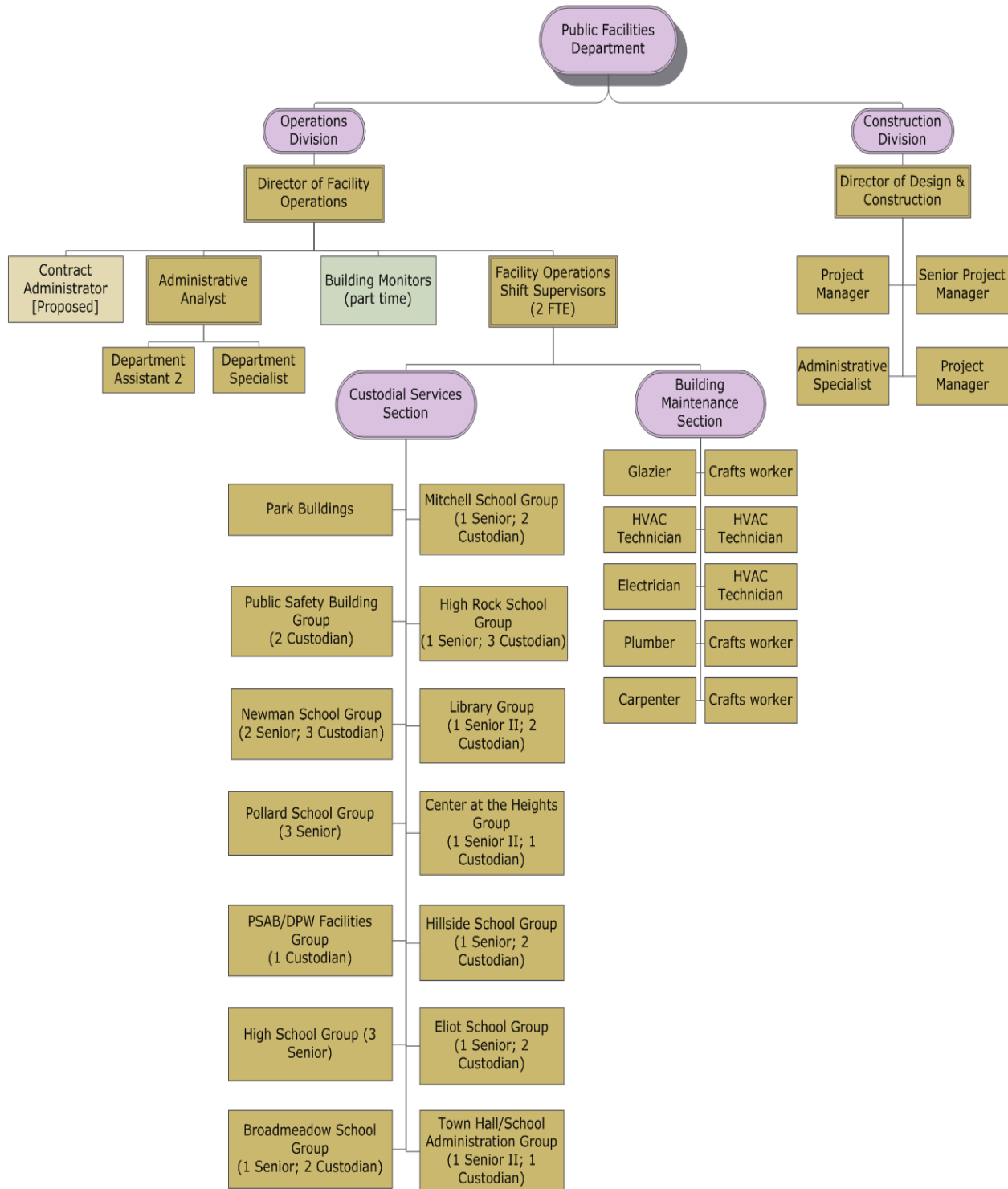
Department Budget Request and Expense History

Building Department	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	660,353		660,353		623,641	514,023.14	522,470.54	485,581.15
Salary & Wage Temporary	20,842		20,842		20,842	8,151.00	15,240.56	12,293.60
Salary & Wage Overtime	10,247		10,247		10,247	12,829.71	3,601.73	12,755.15
Salary & Wage Other								
TOTAL S&W	691,442		691,442	5.6%	654,730	535,003.85	541,312.83	510,629.90
Energy								
Non Energy Utilities								
Repairs and Maintenance						368.73		
Rental and Leases								
Other Property Related								
Professional & Technical	25,231		25,231		25,231	2,100.00	1,500.00	2,024.00
Communications	6,169		6,169		5,169	4,155.65	1,859.69	3,426.79
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	3,149		3,149		4,149	1,784.11	2,736.60	5,081.42
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	1,500		1,500		1,500	422.30	1,682.46	1,928.68
Governmental Charges	12,000		12,000		12,000	12,000.00	12,390.00	12,100.00
Travel & Mileage	2,111		2,111		2,111	511.08	599.93	839.52
Dues & Subscriptions	880		880		880	190.00	70.00	380.00
Other								
TOTAL Expenses	51,040		51,040		51,040	21,531.87	20,838.68	25,780.41
Capital								
Total Capital								
Grand Total	742,482		742,482	5.2%	705,770	556,535.72	562,151.51	536,410.31

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Department Organizational Chart

Department of Public Facilities



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Department Information DSR1	
Department	Public Facilities
Department Mission	
Operations: Public Facilities Department – Operations Division provides scheduled and routine maintenance to all Town and School buildings. The division is also responsible for managing major building related capital projects and capital improvements with costs under \$500,000. The division also is responsible for all Town custodial operations, as well as scheduling and renting school gyms, auditoriums, and other spaces to non-profit groups, private organizations, individuals, and Town and School activities. The division includes all maintenance trades in support of all Town and School buildings. There are presently five elementary schools, one sixth grade center, one middle school, Needham High School, the Town Library, Public Safety Building, Needham Heights Fire Sub Station, the School Administration Office building, Daley Building, DPW Complex, Ridge Hill, Senior Center, Chestnut St. Annex, Public Services Administration Building, Town Hall, 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.	
On the Horizon	
Operations: The Public Facilities Operations Division is changing capital project timing to better complete projects. By asking for funding in the Spring one year prior to the project start date, the Division is able to better utilize designer services to work towards better project planning of major capital projects as well as enable contracts to be executed earlier to provide additional time to order parts early enough in the year. This opens up more time for communication between the Division, the Schools, and the contractors in preparation for the project. Additionally, the DSR4 request for a Contract Administrator will help to better monitor outside contractors who work with the Division. The new position will work to schedule projects, write comprehensive scopes, manage contractors, and ensure compliance, thus freeing up the Shift Supervisors to focus on the Town staff. The Division is looking to address some of the challenges it has had recently. It is looking to better retain trades staff and minimize turnover. The Division is also looking for better opportunities to train custodial staff and keep our staff educated about the different systems within the buildings and the constantly changing technology. There has been an increase in permitting during the summer as well as after hours, especially for sports and theatre events, therefore decreasing the time Public Facilities has to maintain and repair the buildings. With increases in outside contractors and changing staff, we are looking at improving communication and coordination within the Division as well as with other Departments. With a push to better utilize the SchoolDude system, there is a noticeable need for mobile technology so that the staff in the field can track their work in real time, thereby improving communication with the Division as well as with the Schools and the Town as to the condition of work orders. There has been an	

Department Information DSR1	
Department	Public Facilities
increase in SchoolDude users throughout the Town, thus demanding more effective tracking in the system. The Division is looking to increase and better utilize consulting work for design services, including obtaining on call designer services to better look at the condition of our buildings and suggest more sustainable, cost effective repairs and improvements. At this current time, the Division has an acting director. Without a permanent director, it is hard to talk about the direction of the department. The Division hopes to tackle the challenges that it is currently facing and to better equip the staff to deal with the high expectations that are placed on Public Facilities. Between a new Contract Administrator position, a new permanent Director, and progress towards increasing communication and coordination, the Division looks to more efficiently handle the needs of all the School and Town buildings in a way that reduces staff turnover. Additionally, the Division is looking to start utilizing time clocks in order to help expedite the payroll process as well as more effectively track how much time is required in each buildings to do repairs and maintenance. Construction: In addition to the ongoing funded project at the Hillside Elementary School at Central Avenue Site, a new Public Safety Building and satellite Fire Station (FS#2), the Memorial Park Building & Grounds Feasibility Study and the Rosemary Pool Complex, the Department is expecting to support 2017 Annual Town Meeting funded projects for the study of full day kindergarten, Hillside Elementary School at Central Avenue outdoor play area and trails, Hillside Elementary School and Pollard Middle School renovation options, Seasonal Storage and Material Handling facility and the construction of a new DPW Fuel Island. Future projects include a Mitchell Elementary School Feasibility Study and a Pollard Middle School Feasibility Study. The Construction Division works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with. In order to handle these projects an additional project manager position is being requested.	
Budget Statement	
Operations: Salaries & Wages increased by \$134,263, 4% Expenses & Services increased by \$134,853, 5.3% Total Budget increased by \$269,116, 4.6% <u>Salaries</u> The increase in the salary request is due to the BCTIA renegotiating their contract this past year. The BCTIA took several months to sign the contract, therefore pushing COLA increases as well as contract increases to take place quickly. This increased salary budget reflects the 3 year increase that was agreed upon in the BCTIA contract. Regular salaries & wages increased by \$169,111, taking into account the new base salary increases as well as personnel changes. The overtime salaries & wages increased by \$35,150. This is due to not accounting for the BCTIA salary increases with regards to overtime in previous budgets. Temporary salaries increased assuming a \$1,782 increase.	

Department Information DSR1

Department**Public Facilities**Expenses & Services

While the overall budget for expenses and services increased by 5.3%, this is primarily due to an additional, temporary service that we must account for. The chiller at the High School is currently being rented, which caused an increase in the budget. Not accounting for the costs to rent the chiller, the expenses and services budget only increased 1.9%. Most of the increase in budget for expenses and services is due to increased contract pricing or keeping consistent with inflation.

Rentals of Specialty Equipment

The budget for rentals of specialty equipment increased significantly due to the need for a rental chiller. The budget includes a \$93,000 line item for the rental of the chiller until it can be replaced. Otherwise, there was only a minor increase based on historical costs and contract changes. The current chiller at the High School is inoperable. This provides cooling to the majority of the building. A temporary chiller is currently being utilized until a permanent solution can be found.

Professional & Technical Services

There was an increase in professional and technical services. This is partly due to splitting the budget for door access systems between repairs and professional and technical services, as part of it is programming. The schools and town buildings operate with FOBs, or an electronic key card to enter the building. This system is installed and repaired by an outside contractor who troubleshoots the programming. The installation and repair consists of both physical repairs as well as programming repairs. We are also budgeting for increased licensed professional and engineering services to provide more informed decision making towards the repairs required in the Town.

Energy

	5 Year Average	FY 18 Gallons	FY18 Unit Price	FY18 Budgeted Amount	Difference from Prior Year	% Difference
Heating Oil	44,144	43,407	\$2.68	\$116,331	-\$8,387.00	-6%

Vehicle Supplies

	3 Year Average	FY 18 Gallons	FY18 Unit Price	FY18 Budgeted Amount	Difference from Prior Year	% Difference
Gasoline	7,480	7,480	\$2.24	\$16,755.20	\$-857.80	-5%

Changes by Line Item

Line Item	Description	Change	Comments	Net Change
Energy	Oil	(17,848)	Based on 3 Year Average	(17,848)

**Department Information
DSR1**

Department**Public Facilities**

Line item	Description	Change	Comments	Net Change
Repairs & Maintenance Services	Alarm and Sprinkler Servicing	46,480	FY18 contract pricing adjusted for FY16 spending	15,370
	Building Repairs	66,949	FY18 contract pricing adjusted for FY16 spending + inflated FY16 non contract spending	
	Door Access Systems	(34,108)	FY18 Contract pricing 1/2 here	
	Door Repairs	(15,512)	FY17 contract pricing, inflated + inflated non contract spending	
	Electrical Repair	3,904	FY18 contract pricing adjusted for FY16 spending	
	Elevator Maintenance	(13,633)	FY18 contract pricing + increased non contract spending	
	Equipment Repair	(6,444)	Based on FY16 spending, inflated for FY18 estimated cost	
	Exterior Lighting Repairs	(3,304)	Moved to town budget	
	Extinguisher Service	(7,232)	Based on FY16 spending, inflated for FY18 estimated cost	
	Floor Repair	(24,274)	Moved to correct line	
	General Repair	(51,722)	Based on FY16 spending not covered in contracts	
	Generator Repair	(8,207)	Based on maintenance costs - FY17 cost w/ inflation	
	Hardware Maint. Agree	33,932	FY18 contract pricing adjusted for FY16 spending	
	HVAC Maintenance	451	FY18 contract pricing adjusted for FY16 spending	
	Masonry Repair	66,564	FY18 contract pricing adjusted for FY16 spending	
	Mech. Electric. Plumb.	9,000	FY16 spending not included in contract, inflated for FY18	
	Plumbing Repairs	(1,156)	FY18 contract pricing adjusted for FY16 spending	

**Department Information
DSR1**

Department**Public Facilities**

Line item	Description	Change	Comments	Net Change
Repairs & Maintenance Services (cont.)	Roof Repairs	(23,121)	Based on FY16 spending, inflated for FY18 estimated cost	
	Telephone Maintenance	(34,113)	Moved to correct line	
	Vehicle Repair	(2,400)	Based on FY16 spending, inflated for FY18 estimated cost	
	Welding Repairs	13,316	FY18 contract pricing adjusted for FY16 spending	
Rentals and Leases	Rentals of Specialty Equipment	93,362	Based on FY16 spending, inflated for FY18 estimated cost + chiller	93,362
Other Property Related Services	Fence Repairs	(10,177)	Based on FY16 spending, inflated for FY18 estimated cost	(1,565)
	General Services	3,717	Based on FY16 spending, inflated for FY18 estimated cost	
	High School Contract Cleaning	8,689	FY18 contract pricing	
	Irrigation Systems	3,753	Based on FY16 spending, inflated for FY18 estimated cost	
	Landscaping	(6,022)	Based on FY18 contract pricing 1/2 year + inflated FY18 cost	
	Other Prop Related Service	6,901	Based on FY16 spending, inflated for FY18 estimated cost	
	Pest Control Services	(11,540)	Based on FY16 spending, inflated for FY18 estimated cost	
	Pollard Contract Cleaning	4,553	FY18 contract pricing	
	Window Washing	(1,439)	Based on FY17 spending, inflated	

Department Information DSR1				
Department		Public Facilities		
Line item	Description	Change	Comments	Net Change
Professional & Technical Services	HVAC Programming	(7,369)	Based on FY16 spending, inflated for FY18 estimated cost	35,239
	Licensed Professional Services	4,000	FY16 spending, increased to reflect additional LSP services	
	Professional & Technical	34,108	Moved 1/2 door access budget here - FY18 contract	
	Seminars & Training	(1,000)	Based on spending	
	Software Licenses	5,500	Based on increase from FY16 to FY17, plus inflation for FY18	
Communications	Cable/Internet	(400)	FY16 spending	(180)
	Landline Telephone	770	Based on FY16 & FY17 Spending	
	Legal Notices	(500)	FY16 spending	
	Postage	350	FY16 spending	
	Printing & Mailing	(400)	FY16 spending	
Other Purchase of Service	Other Purchase of Service	8,000	Based on FY16 spending, inflated for FY18 estimated cost	8,110
	Water Filtration	110	Based on FY16 spending, inflated for FY18 estimated cost	
Custodial Supplies	Custodial Supplies	9,768	Based on FY16 spending, inflated for FY18 estimated cost	9,768
Grounds Keeping Supplies	Grounds Keeping Supplies	(2,796)	FY16 spending	(2,796)
Vehicular Supplies	Vehicle Supplies	150	FY16 spending	150
Gasoline & Diesel Fuel	Gasoline	(4,569)	3 year average	(4,569)
Food & Service Supplies	Food & Service Supplies	(250)	FY16 spending	(250)

Department Information DSR1				
Department		Public Facilities		
Line item	Description	Change	Comments	Net Change
Medical Supplies	Medical Supplies	(500)	FY16 spending	(500)
Other Supplies & Equipment	Uniforms	282	Based on FY16 spending, inflated for FY18 estimated cost	1,062
	Flags	780	Based on FY16 spending, inflated for FY18 estimated cost	

DSR 4

The final area of major budget increase is fully explained in the DSR4. The Division is asking for an additional position, a Contract Administrator. This person would help to ease the burden on current Shift Supervisors in working with our increasing amount of contractors. The increase is seen in both salaries as well as expenses, as they will need new office supplies and a new phone.

Construction:

The budget request represents an addition of a "field" project manager to current staff in order to satisfy the objectives of both the construction of the Hillside Elementary School at Central Avenue and Rosemary Pool Complex, as well as DPW Fuel Island Relocation & Upgrade entering into construction in FY18. This individual is anticipated to transition from the Hillside Elementary School at Central Avenue project to the Police and Fire Station reconstruction in FY20.

The Salary & Wages costs for current staff have increased from FY17 due to the addition of a project manager position and pay and step increases. The pay and step increase in Salary & Wages from last year is \$12,941, an increase of 3.5%. The salary of the additional project manager brings the total increase up by \$103,589. The Department is requesting funding for an additional Project Manager for FY18. This will increase the Salary & Wages costs. During FY16 approximately 20% of the Salary and Wage line item was charged to project funds. It is anticipated that this trend will continue.

The Construction Divisions expense request remains at the same level as FY17.

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

Accomplishments and Activities**Operations:**

In addition to preventative maintenance, responsive maintenance, and general cleaning, the Public Facilities Department – Operations Division took on numerous other projects. The Division was responsible for renting the chiller at the High School. Other notable accomplishments include: replacing the combustion chamber on RTU 3 at Broadmeadow; repairing the chiller, the sidewalk, banisters, and the sewage pumps at the Library; repairing lights at the Library, Public Safety Building, and Hillside; installing Lexan in and repairing the stairwells at Hillside; repointing and sealing the grand stairwell at the High School; installing roof purlins at the RTS 3 bay garage and tipping floor building; repairing piping and system for boilers and condensate system at Hillside; installing a split AC at the Public Safety Building; repairing the boiler stack, flue system,

Department Information DSR1			
Department		Public Facilities	
and barometric dampers at the Broadmeadow; painting balconies at the High School; repairing windows at Mitchell, Hillside, and Eliot; repairing wall cracks at the Daley building; installing hand dryers in the Memorial Park bathrooms; installing insulated shades at Hillside; installing an electric motor for the basketball hoops at Mitchell; installing a new water bottle station at the Needham High School cafeteria; and repairing columns at Town Hall. Additionally, the Division has started hosting SchoolDude trainings for school staff as well as senior custodians. This will lead to better tracking of work orders as well as increased communication.			
Construction: In FY17 the Department will have overseen the completion of the High School Cafeteria Expansion, the St. Mary Street Pump Station as well as continuing design efforts regarding Hillside Elementary School at Central Avenue, the Rosemary Pool Complex, the Public Safety Building and Fire Station #2 Feasibility Study, the DPW Feasibility Study of Facilities, Memorial Park Field House & Grounds Feasibility Study and the study to evaluate needed classroom space at Needham High School. In addition it supported the completion of the solar array at the RTS.			
The total for the Construction Division is expected to be brought down by about \$250,000, which will be charged to projects once FY18 funding is appropriated at the 2017 Annual Town Meeting.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	3,972,394	164,995	4,137,389
b) Expenses	2,696,730	7,615	2,704,345
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	6,669,124	172,610	6,841,734
V2018			

Department Expenditure Detail DSR2									
Department				Public Facilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	57		57	57		57	58		58
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Are All Union Employees Covered by a CBA for FY2018?						Yes	x	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base: Operations (2,938,545); Construction (477,636)							3,416,181	
b.	PRD1 Differentials (Conditions, Requirements, Shifts): Operations							44,928	
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity: Operations (21,200); Construction (400)							21,600	
f.	PRD1 Snow Program: Operations							47,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation: Construction							9,000	
i.	PRD1 Budget Adjustments: Operations (23,475); Construction (3,746)							27,221	
PRD1 Sub Total							3,565,930		
J	DSR3 Other Compensation								
Sub Total 1							3,565,930		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Operations: Temporary Trades							17,472	
b.									
c.									
d.									
e.	DSR3 Total							21,230	
Sub Total 2							38,702		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.	DSR3 Total: Operations							348,962	
Sub Total 3							348,962		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs Operations: Sick Incentive							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)							3,972,394		

DSR2B		
Object	Description	Amount
Energy (521x)	Oil	116,331
Repairs & Maintenance Services (524x – 525x)	Alarm & Sprinkler Servicing (79,119) Building Repairs (76,290) Door Access Systems (34,108) Door Repairs (22,681) Electrical Repair (66,476) Elevator Maintenance (45,783) Equipment Repair (12,000) Extinguisher Service (12,268) General Repair (13,000) Generator Repair (10,243) Hardware Maint. Agree (33,932) HVAC Maintenance (95,444) Masonry Repair (82,632) Mech. Electric. Plumb. (9,000) Plumbing Repairs (19,822) Roof Repairs (16,124) Vehicle Repair (12,000) Welding Repairs (13,316)	654,238
Rental & Leases (527X)	Rentals of Specialty Equipment	98,100
Other Property Related Services (529x)	Energy Upgrades (32,000) Fence Repairs (12,400) General Services (25,200) Contract Cleaning Services High School (349,465) Pollard (195,921) Hazardous Waste Disposal (5,500) Irrigation Systems (7,918) Landscaping (52,748) Other Prop Related Services (6,901) Pest Control Services (14,060) Window Washing (10,200)	712,313
Professional & Technical Services (530x – 531x)	Operations: - Engineering Consulting (31,000) - HVAC Programming (56,900) - Licensed Prof. Services (45,000) - Professional & Technical (34,108) - Seminars & Training (9,000) - Software Licenses (22,500) Construction (6,200)	204,708
Communications (534x)	Operations: - Cable/Internet (3,000) - Landline Telephone (147,700) - Legal Notices (1,500) - Postage (1,350) - Printing & Mailing (400) - Wireless Communications (11,500) Construction (3,500)	168,950
Recreational & Cultural Services (535x)		

Other Purchased Services (538x)	Operations: - Other Purchase of Service (8,000) - Water Filtration (5,010) Construction (1,600)	14,610		
Office Supplies (542x)	Operations (2,500) Construction (1,000)	3,500		
Building & Equipment Supplies (543x)	Carpentry Supplies (51,500) Custodial Equipment (20,000) Electrical Supplies (82,500) Flooring & Carpet Supplies (10,000) Glass & Glazier Supplies (10,500) HVAC Supplies (135,500) Misc. Supplies (31,500) Plumbing Supplies (62,000)	403,500		
Custodial Supplies (545x)	Custodial Supplies	245,700		
Grounds Keeping Supplies (546x)	Ground Keeping Supplies	9,100		
Vehicular Supplies (548x)	Vehicle Supplies	750		
Gasoline and Diesel Fuel (5481)	Gasoline	16,755		
Medical Supplies (550x)				
Other Supplies & Equipment (558x)	Operations: - Bubblers (25,000) - Flags (780) - Uniforms (7,200) Construction (300)	33,280		
Governmental Charges (569x)	Boiler Inspection	2,500		
Travel & Mileage (571x – 572x)	Operations: - Conference In-State (500) - Mileage Reimbursement (1,250) - Conference Out-State (1,500) 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		2,696,730		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		6,669,124		
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☒	NO	☐
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2018				

Department Personnel Supplement DSR3												
Department			Public Facilities Operations									
	Description	Amount	Amount Reflected DSR2A Section									
			1	2	3	4						
1	Custodians – Saturday Coverage at NHS and Library	12,558				x						
2	Custodians/Trades – Snow & Ice Program	48,339				x						
3	Custodians/Trades – Landscaping	35,905				x						
4	Custodians/Trades – Man Out Coverage	80,775				x						
5	Custodians/Trades – Boiler	51,981				x						
6	Custodians/Trades – Saturday Program	119,404				x						
7	Building Monitors Town Hall	10,615			x							
8	Building Monitors PSAB	5,307			x							
9	Building Monitors CATH	5,308			x							
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												
21												
22												
23												
24												
25												
I	Total	370,192	X									
Sections												
	Amount Reported Under DSR2A Section 1											
	Amount Reported Under DSR2A Section 2	21,230										
	Amount Reported Under DSR2A Section 3	348,962										
	Amount Reported Under DSR2A Section 4											
II	Total	370,192										
V2018												

Performance Improvement Funding Request DSR4				
Department	Public Facilities Operations			
Title	Contract Administrator	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1.0	74,780		74,780
2. Expense		615	7,000	7,615
3. Operating Capital				
4. Department Total (1+2+3)	1.0	75,395	7,000	82,395
5. Other Costs		26,921		26,921
6. Grand Total (4+5)	1.0	102,316	7,000	109,316
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				x
Does the request support activities which produce revenue for the Town?				x
If the request is not approved, will current Town revenues be negatively impacted?				x
Is there an increased exposure for the Town if the request is not approved?				x
Is specialized training or licensing required (beyond the initial purchase)?				x
Does this request address a documented health or safety issue?				x
All " YES " responses must be explained in the narrative				
Description and Explanation				
The Department of Public Facilities Operations has 53 employees and manages an operating expense budget of approximately \$3 million and various capital and special projects ranging from \$25,000 to \$500,000. To manage this staff, the Department currently has 1 Director and 2 Shift Supervisors with an Administrative Analyst who supervises 2 administrative staff. That means that 3 managers are supervising 10 trades and 37 custodial staff working across 2 shifts and managing all outsourced projects. Over the past 10 years the square footage that the Department is responsible for maintaining has increased, which has included an increase in staff reporting to the Department. This has put an increased demand on the Shift Supervisors, resulting in an increased need for a person to primarily communicate with contractors. The buildings in the Town are becoming more sophisticated. Older buildings are in need of more attention and more upgrades while the newer buildings will need updating in the near future. This increase in demand has resulted in a need for more contracted repairs and improvements. In order to handle all the additional contracted work and provide better oversight for Town staff, this request is for a Contract Administrator. This position will oversee all of the contracted work done by Public Facilities Operations. It will free up the two Shift Supervisors to concentrate on the 47 staff and to interact with the building occupants. This would help				

Performance Improvement Funding Request DSR4			
Department	Public Facilities Operations		
Title	Contract Administrator	Priority	1
manage the number and value of change orders, help the Department better meet time lines, and lead to better communication with the School Department and the Town. The additional position would help free up other supervisors to manage Department staff. The Contract Administrator would be able to provide more detailed specifications and allow the Department to undertake more complicated projects. Under the general supervision of the Director of Public Facilities Operations, the Contract Administrator will develop and coordinate all of the contracts within the Department of Public Facilities Operations. The Contract Administrator will provide a liaison between the Department and the vendors contracted to do work for the Town and will ensure compliance with all parts of the contract, including notifications and meetings, coordinating schedules, tracking project milestones, determining applicability of any requirements, coordinating and facilitating pre-bid meetings, site visits, and bid openings, overseeing bid review and qualification determinations, developing contracts and specifications, coordinating pre-construction conferences, monitoring construction schedules, monitoring compliance with contract documents, and project close-out. The Contract Administrator will coordinate project schedules, develop work procedures consistent with Town policies, and supervise work performed by consultants or contractors in order to meet established goals, objectives, and target dates. They will serve as the primary source of contact between all contractors and the Town. There will be a one-time set up cost for office supplies, cell phone, and office space. There is currently no office space available in the Public Facilities Department office. We will create a space at the Daley Building until a space frees up in the Public Facilities office. There will also an additional recurring cost for a car allowance and a phone. The IT department will assist in setting up the Contract Administrator.			
			V2018

Performance Improvement Funding Request DSR4				
Department	Public Facilities Department - Construction			
Title	Project Manager	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage	1.0	90,215		90,215
8. Expense				
9. Operating Capital				
10. Department Total (1+2+3)	1.0	90,215		90,215
11. Other Costs		28,418		28,418
12. Grand Total (4+5)	1.0	118,633		118,633
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
Site Representative: Benefits of Town Employee vs. 3rd Party <u>Financial Benefit</u> Hillside - ~\$400,000 savings over life of project Other Municipal Projects - ~\$1,350,000 savings over next 5-7 years <u>Operational Benefit</u> Greater control, reporting, and administration flexibility <u>Sustainability</u> Hillside (FY'17-18) => Police/Fire (FY'19-21 => DPW (FY'22-24) The Hillside Elementary School at Central Ave project requires a full time (and part time) Site Representative; this position can be more effectively provided by a Town Employee, which is an option Needham has that other communities do not have. The individual is expected to be at the Hillside Elementary School at Central Ave site thru mid-2019 and then would fulfill similar responsibilities for the construction of the Public Safety Building and Fire Station #2 thru 2021. PFD Budget Considerations <u>Additional Project Manager added to staff</u>				

Performance Improvement Funding Request DSR4			
Department	Public Facilities Department - Construction		
Title	Project Manager	Priority	2
No additional Department (salary) budget required <u>Department Budget</u> (Projection \$491,000 w/current staff) With additional employee and project expenditure offset: FY'18 : \$581,000 - \$130,000 = \$451,000 (Hillside only) FY'18 : \$581,000 - \$250,000* = \$331,000 *if CIP projects approved at '17 ATM 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. The assistance of another department, ITC, would be required to provide a cell phone. Yearly Benefits for the new position are estimated at \$29,556. A yearly Auto Allowance for a new project manager would be \$3,000.			
			V2018

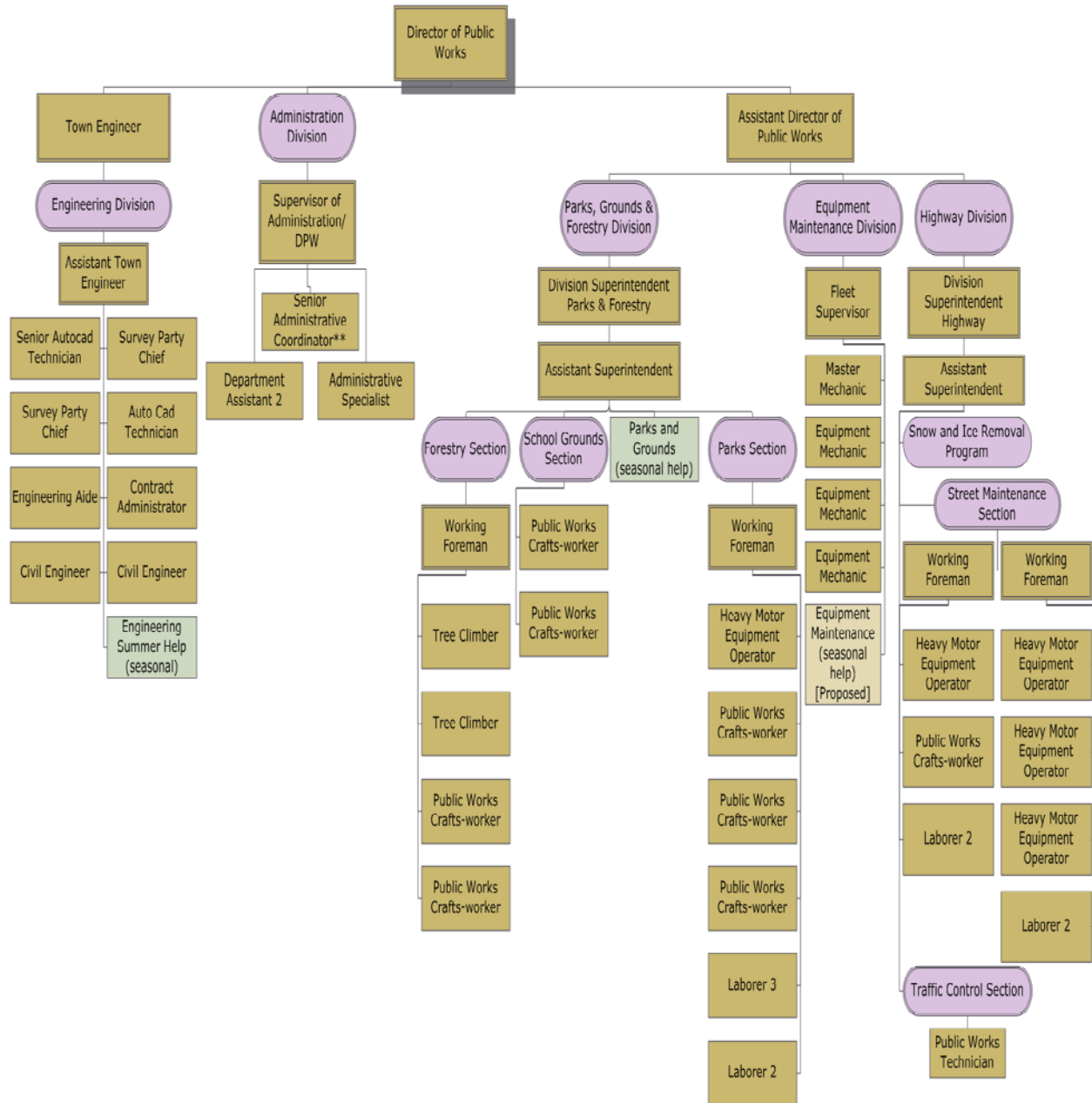
Department Budget Request and Expense History

Public Facilities Department	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	3,556,930	161,995	3,718,925		3,412,353	2,934,996.97	2,831,186.57	2,786,855.37
Salary & Wage Temporary	38,702		38,702		36,920	32,999.60	24,169.04	28,500.35
Salary & Wage Overtime	348,962		348,962		313,812	355,519.55	368,221.33	319,908.44
Salary & Wage Other	27,800	3,000	30,800		24,800	56,014.33	49,666.12	46,550.00
TOTAL S&W	3,972,394	164,995	4,137,389	9.2%	3,787,885	3,379,530.45	3,273,243.06	3,181,814.16
Energy	116,331		116,331		134,179	2,480,618.97	2,583,839.63	2,419,985.86
Non Energy Utilities								
Repairs and Maintenance	654,238		654,238		638,868	730,180.13	610,038.44	657,428.41
Rental and Leases	98,100		98,100		4,738	50,155.70	173.00	3,300.00
Other Property Related	712,313		712,313		713,878	639,262.22	609,389.24	589,477.60
Professional & Technical	204,708		204,708		169,469	115,790.84	129,307.27	114,886.49
Communications	168,950	615	169,565		169,130	160,504.78	178,097.38	181,832.02
Recreation								
Other Purchased Services	14,610		14,610		6,500	21,647.50	5,292.53	13,246.96
Energy Supplies								
Office Supplies	3,500	7,000	10,500		4,000	1,950.09	1,455.36	3,172.51
Building & Equipment Rprs/Sp	403,500		403,500		403,500	372,007.87	330,466.62	339,379.98
Custodial Supplies	245,700		245,700		235,932	128,053.15	155,584.42	174,773.86
Grounds Keeping Supplies	9,100		9,100		11,896	8,757.95	7,317.81	1,100.00
Vehicular Supplies	750		750		600	705.03	3,001.64	775.00
Gasoline/Diesel	16,755		16,755		21,324	19,816.33	24,939.98	30,318.45
Food & Service Supplies					250	43.91		95.91
Medical Supplies					500			550.00
Educational Supplies								
Public Works Supplies						500.00		
Other Supplies & Equipment	33,280		33,280		32,218	16,502.26	28,503.08	11,552.00
Governmental Charges	2,500		2,500		2,500	12,200.00	2,050.00	2,500.00
Travel & Mileage	8,250		8,250		8,250	5,622.90	5,592.27	6,046.64
Dues & Subscriptions	4,145		4,145		4,145	1,745.50	1,842.50	1,729.50
Other						9,025.54	162.41	150.00
TOTAL Expenses	2,696,730	7,615	2,704,345	5.6%	2,561,877	4,775,090.67	4,677,053.58	4,552,301.19
Capital							48,150.00	
Total Capital							48,150.00	
Grand Total	6,669,124	172,610	6,841,734	7.7%	6,349,762	8,154,621.12	7,998,446.64	7,734,115.35

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Department Organizational Chart

Department of Public Works



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Department Information DSR1	
Department	Department of Public Works
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, Fleet, & 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).	
On the Horizon	
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year. <u>Parks & Forestry</u> In the upcoming fiscal year, the Parks & Forestry Division will begin maintaining new plantings as part of the Downtown Improvement Project. The Division plans to review options for replacing the synthetic turf at both Memorial and DeFazio fields. The safety netting at the Memorial Park baseball diamond should also be replaced. Cricket Fields' turf and irrigation system are targeted for replacement. <u>Administration</u> Administration plans to work with PeopleGIS on developing and implementing a work orders system and a project tracking management database on PeopleForms throughout the next fiscal year. The Division will also be researching a technology solution for street permits and the water, sewer and drains cards. The Pilot LED Streetlight Program is another significant project in which the Administration Division will take point on during the next fiscal year. <u>Engineering</u> In FY18, the Engineering Division will be dedicating significant resources to the 2016 NPDES MS4 Stormwater Permit. The completion of the Downtown Improvement Project Phase 1 (two intersections between Great Plain Ave. at Chestnut St. and Chapel St. and Great Plain Ave. at Dedham Ave. and Highland Ave.) and starting the design for Phase 2 (from Great Plain Ave. at Chestnut St. and Chapel St. to Linden St.) will also take place. The following major Engineering projects are scheduled to be completed: Sanitary Sewer System Evaluation Phase 2, Reservoir A Pumping Station – Construction and the Central Ave. /Elliot St. Bridge. The Division will also be working on the construction of Greendale Ave. Drainage Project Phase 2 (Avon Cir. towards High St.) and the construction of First Ave. and Highland Ave. traffic signals. <u>Highway</u> The Highway Division plans to complete the town-wide sidewalk study and perform systematic additional sidewalk improvement work in the new fiscal year. The Division will research technologies and Geographic Information System (GIS) modeling in order to conduct a new Pavement Condition Index (PCI) analysis. An inventory of all signs that are in compliance with	

Department Information
DSR1

Department**Department of Public Works**

Manual Uniform Traffic Control Devices (MUTCD) is another project on the horizon for Highway along with upgrading regulatory and then non-regulatory signs, in that priority. The Division will work on the proposal to retrofit video detection at traffic signals. The Highway Division remains committed to implementing, where feasible, Complete Streets principles.

Fleet

The Fleet Division will continue performing updates to the garage as well as the tools and equipment used by personnel. Over the course of the next fiscal year, the Division will work on taking vehicle and equipment maintenance to an elevated level in order to meet the prescribed longevity and safety goals. The Division plans to increase the level of training for technicians to become current with emerging vehicle technologies. Two significant upcoming purchases include an update for the fleet management software and a light/medium duty vehicle scan tool. The Fleet Division also seeks to initiate a refurbishment program for DPW vehicles and equipment in the new fiscal year.

Budget Statement

Salaries & Wages Increased by \$49,289, 1.36%
Expenses & Services Decreased -\$93,374, -5.62%
Operating Capital Increased \$3,416, 8.8%
Total Budget Submission Decreased by \$40,669, -0.77%

There is presently no contract for the NIPEA employees that are under this budget. The increase in regular salaries is a result of step increases and cost of living increases for non-represented employees which results in an increase of \$45,881.

The Salary and Wage Overtime line item service hours are the same as the FY 16 request. With step increases and staff changes this has increased \$1,810. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY17 request, and are based on the current class C schedule assuming a \$1,598 increase for temporary hires. The Other Salary and Wage Expenses are the same as the prior year.

Expenses & Services**Vehicular Supplies**

Division	Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Parks & Forest	Diesel	11,542	\$2.57*	\$29,663	-\$2,883
Parks & Forest	Gasoline	2,593	\$2.24**	\$5,808	-\$294
Highway	Diesel	17,368	\$2.57*	\$44,636	-\$4,108
Highway	Gasoline	1,828	\$2.24**	\$4,095	-\$268
Fleet	Diesel	1,191	\$2.57*	\$3,061	\$1,528
Fleet	Gasoline	6,129	\$2.24**	\$13,729	-\$2,206
Admin	Gasoline	641	\$2.24**	\$1,436	\$17
Engineering	Gasoline	892	\$2.24**	\$1,998	\$101

*decrease from last year's budgetary figure of \$2.68 (-4.1% difference)

**decrease from last year's budgetary figure of \$2.40 (-6.67% difference)

Department Information DSR1	
Department	Department of Public Works
<u>Highlighted Changes:</u> For consistency and simplicity all specified training and conferences have been consolidated into a new description Seminars & Training, all licenses and certificates have been combined into Licenses and Certificates, and all various professional organization memberships have been consolidated into Prof. Assoc. Memberships. <u>Parks & Forestry</u> The changes in the Parks & Forestry are minimal and their impacts are mitigated by the one-time request from the prior year of additional fencing work (-\$30,000) at parks from the prior year not being continued in FY 18. The main change is the contractual increase in the Fertilizer, Seed, and Grub Control contract. This was rebid in FY 17 and due to new requirements from MassDEP regarding products that can be used for commercial application, such as phosphorus and a new Grub Control product that is biological; the cost of this agreement has increased 25% (\$28,151) from the prior year's budgeted figure. Additionally, the Parks & Forestry division has created a program that is specific to each field to customize the applications, to provide the best surfacing that is safe for play, at the most efficient cost. Other changes are minor in nature. Net Change: -\$950 <u>Administration</u> Small changes in this budget have been made to account for additional utilization of PeopleForms (\$450). PeopleForms allow the department to create and use complex databases to track things like, snow expenses, contractor licenses and water restriction violators. This program will expand in the future to include work orders, stormwater tracking for NPDES reports, and project tracking and management. Net Change: \$967 <u>Engineering</u> The main change in Engineering is that a one-time request to relocate fence to the property line of the HS (-\$120,000) is not being requested for this fiscal year. Other changes are minor in nature. Net Change: -\$119,349 <u>Highway</u> For consistency and simplicity all the sidewalk and curb work has been combined into one line item. The changes to in Highway are almost all related to changes in contract amounts. Based on market data, established contracts, and patterns in price increases the following increases were made: Roadway Markings 1% (\$395), Roadway Paving 2% (\$4,988), Road Surface Treatments 2% (\$1,908), Disposal of Street Sweepings 3% (\$740), Street Sweeping 1.5% (\$370), Sidewalk Curb, and HP Improvements 10% (\$5,767), Asphalt 2% (\$2,239), and Granite Curbing 10% (\$466). Other changes are minor in nature. Net Changes: \$15,261	

**Department Information
DSR1**

Department	Department of Public Works
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Fleet

The Fleet budget is being increased in minimal ways across several lines to address some of the issues that were identified in a study by Fleet Counselor Services in the Spring of 2016. These changes include additional Welding Supplies (\$2,500), and Shop Equipment (\$3,000). Additionally, there were shortfalls in prior budgets identified in Vehicle & Equipment Inspections (\$3,000), Annual Licensing for Electronic Diagnostic Tool (\$1,500) RTA Training & Maintenance Agreement (\$1,250). Other changes are minor in nature.

Net Changes: \$10,697

Snow

There has been an additional increase of 1% (\$4,081) over the prior year's submission.

Line Item	Div.	Description	Change from FY 17	Comments	Net Change
Repairs & Maint Services	P & F	Equipment Repair	\$2,000	Based on FY 16 Spending	\$8,395
	Hwy	Repairs & Maintenance to Traffic Signals	\$3,000	Reallocate for Inspectional Services	
	Hwy	Roadway Markings	\$395	Increase 1% no contract for FY 18	
	Fleet	Equipment Repair	(\$5,000)	Reallocate to Vehicle Repair	
	Fleet	Vehicle Repair	\$5,000	Reallocate from Equipment Repair	
	Fleet	Vehicle & Equipment Inspections	\$3,000	Based on FY 16 Spending	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Div.	Description	Change from FY 17	Comments	Net Change
Other Property Related Services	P & F	Fence Repair	(\$30,000)	One time increase for DSR4	(\$115,907)
	P & F	Fertilizer & Grub Control	\$19,880	New contract increase 25% due to new DEP requirements	
	P & F	Field Work	\$1,358	Increase 4% contract for half of FY 18	
	P & F	Power Wash Pool	(\$1,750)	No pool in operation in FY18	
	P & F	Top Dressing	\$832	Increase 4% contract for half of FY 18	
	Hwy	Roadway Paving	\$4,988	Increase 2% based on contract	
	Hwy	Road Surface Treatments	\$1,908	Increase 2% based on contract	
	Hwy	Disposal of Street Sweepings	\$740	Assume 3% increase, contract pricing in place for half of FY 18	
	Hwy	Street Sweeping	\$370	Assume 1.5% increase based on history, no contract yet for FY 18	
	Hwy	Sidewalk Curb, and HP Improvements	\$5,767	Assume 10% increase based on history, not contract yet for FY 18	
	Eng	One-time amount for HS Fence Work	(\$120,000)	One time increase	

Department Information DSR1					
Department		Department of Public Works			
Line Item	Div.	Description	Change from FY 17	Comments	Net Change
Professional & Technical Services	Admin	PeopleGIS - PeopleForm Licenses	\$225	Increased use of PeopleForms program to manage operations	\$750
	Admin	PeopleGIS - PeopleForms Development Support	\$225	Increased use of PeopleForms program to manage operations	
	Eng	Conferences & Seminars	\$550	Based on FY 16 Spending	
	Fleet	Annual Licensing for Electronic Diagnostic Tool	\$1,500	Licensing for electronic code reader used to diagnose problems in heavy equipment	
	Fleet	Seminars and Training	\$1,000	Increased for RTA training	
	Fleet	RTA Software Maintenance Agreement	\$250	Increased fees for RTA system	
	Hwy	Inspection Services	(\$3,000)	Reallocate to Repairs & Maintenance to Traffic Signals	
Communications	Admin	Cell Phones	\$500	Based on FY 16 Spending	\$520
	Hwy	Cell Phones	\$20	Based on FY 16 Spending	
Other Purchased Services	P & F	Police Details	\$336	Increase in Union Contract for Details	\$2,856
	Hwy	Police Details	\$2,520	Increase in Union Contract for Details	
Grounds Keeping Supplies	P & F	Seed	\$8,271	New contract increase 25% due to new DEP requirements	\$9,271
	P & F	Trees & Shrubs	\$1,000	Based on FY 16 Spending	

Department Information DSR1					
Department			Department of Public Works		
Line Item	Div.	Description	Change from FY 17	Comments	Net Change
Vehicular Supplies	Hwy	Sweeper Brooms & Wear Parts	\$224	Increased 4% based on contract pricing	\$224
Gasoline & Diesel Fuel	P & F	Diesel	(\$2,833)	Based on 3 Year Average	(\$8,063)
	P & F	Gasoline	(\$294)	Based on 3 Year Average	
	Admin	Gasoline	\$17	Based on 3 Year Average	
	Eng	Gasoline	\$101	Based on 3 Year Average	
	Hwy	Gasoline	(\$268)	Based on 3 Year Average	
	Hwy	Diesel	(\$4,108)	Based on 3 Year Average	
	Fleet	Gasoline	(\$2,206)	Based on 3 Year Average	
	Fleet	Diesel	\$1,528	Based on 3 Year Average	
Public Works Supplies	Hwy	Asphalt	\$2,239	Assume 2% increase based on history, no contract yet for FY 18	\$5,205
	Hwy	Granite Curbing	\$466	Assume 10% increase based on history, not contract yet for FY 18	
	Fleet	Welding Supplies	\$2,500	Based on FY 16 Spending	
Other Supplies & Equipment	Fleet	Shop Equipment	\$3,000	Upgrades to shop equipment as identified in FCS study	\$3,000

Department Information DSR1					
Department			Department of Public Works		
Line Item	Div.	Description	Change from FY 17	Comments	Net Change
Governmental Charges	P & F	Licenses and Certifications	\$250	Increase to account ISA certificate for Superintendent	\$375
	Fleet	Licenses and Certifications	\$125	Increase to account for hoising lic. for lead mechanic	

Operating Capital

Rototiller

Replacement of Unit A001 which is no longer functional. This Parks & Forestry unit tills the tree nursery and the community gardens.

Portable Water Tank

The current liquids sprayer, Unit 202, is no longer functional. This Parks & Forestry tank will be used to water roadside plantings in roadway islands and in parking lots, water street trees and supplements irrigation.

Artificial Turf Brush

This new piece of equipment will attach to the Parks & Forestry utility vehicle and be used primarily to groom the synthetic turf at Memorial Park.

Upfront Rotary Mower

Replacement of Unit 340 which is no longer functional. This Parks & Forestry mower is primarily used to trim out approximately half of the Town's fields, particularly for small spot trim outs such as in the Commons.

Replacement Chainsaws

This Parks & Forestry program will replace 3 chainsaws per year out of a total of 15 chainsaws. These chainsaws are used daily and only have a lifecycle of 5 years or less.

Trailer 129

This trailer is a Highway trailer that is used to transport highway equipment and materials including the skid-steer loader, pavers, berm machines, etc. and large materials. This trailer was originally purchased in 2000. The Fleet Division has set a goal of replacing trailers every 10-12 years.

Trailer 328

This trailer is a Parks & Forestry trailer that is used to haul mowers, tractors, diamond renovators, sports goals, and other equipment, supplies, and materials as needed. This trailer was originally purchased in 1998 and is beyond its useful life. The Fleet Division has set a goal of replacing trailers every 10-12 years.

Department Information DSR1	
Department	Department of Public Works
DSR4s <u>Fleet Summer Help</u> This 12 week summer position would be similar in nature to the summer positions in other divisions. It would provide additional support in summer months, when many staff members take their vacations. This person could assist with organizing and filing, assist mechanics and pick-up parts. <u>Highway Overtime</u> The Highway Division is requesting funding for 4 additional hours of street sweeping per week, for 40 weeks a year. This additional street sweeping is essential to the maintenance of the new Downtown Improvement Project features which must be swept more frequently as the stamped concrete is prone to trapping debris. This increased sweeping will also help the Town comply with its' MS4 NPDES Permit. <u>Supplemental School Grounds Program</u> This will add 4 school grounds to the Town's fertilizer, plant protectant and cultural practice program. It will also provide irrigation repairs to reestablish irrigation at 3 schools. <u>Highway HMEO</u> The Highway Division is requesting 1 additional HMEO to address needs throughout the Town. This staff would insource sweeping services currently being provided by outside contractors, would help address the increased maintenance needs of the revitalized downtown and address the additional maintenance requirements of the sidewalks as a result of the sidewalk study. <u>Debris Management Plan</u> The Town presently does not have a comprehensive plan on how it would collect, process, and dispose of debris during a major weather event. This plan is a requirement of FEMA for certain reimbursement programs.	
Accomplishments and Activities	
The divisions performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The divisions also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix. <u>Parks & Forestry</u> The Parks & Forestry Division reviewed and made significant recommendations on the Downtown Improvement Project. The Division celebrated the one year anniversary of the new Blue Tree and led the Arbor Day Celebration. At Brock Field, Parks & Forestry collaborated with Needham Soccer Club to install bleachers. In-ground hose reels were installed at the marquis fields in the four, 90 ft. baseball diamonds. The wetting agent program was successfully implemented at DeFazio and Memorial on the sand based fields. Preparations were completed at the Memorial Park Garden by Town staff. The Division was instrumental in the addition of the following dog park amenities including benches, trees and hardscaping. Both Cricket Field House and the dugouts at Mills Fields were painted. The completion of the Newman Field reconstruction project, Eastman Trail and Rail Trail were significant accomplishments for the Parks & Forestry Division. <u>Administration</u>	

Department Information DSR1	
Department	Department of Public Works
The Administration Division oversaw the installation of the Permanent Variable Message Board at the RTS. The Division provided assistance to Public Facilities during the absence of an Administrative Analyst. The Division completed its' first full season of utilizing SnowOps for Snow and Ice expense tracking. Administration worked on FEMA reporting for the January 2015 storm. A new Miscellaneous Engineering RFQ was completed for Recreational Facilities, Environmental Compliance, Hazardous Materials, Waste Management and Related Projects. Contracts were executed for the design of the Reservoir Trail and for the removal of the rails for the Bay Colony Rail Trail. <u>Engineering</u> The Engineering Division managed the construction of 1.7 miles of the Bay Colony Rail Trail. The Division designed and began construction of the Greendale Ave. drainage project. Engineering assisted in the reduction in number of units at the Greendale Mews project. Review of both the TripAdvisor and Normandy 128 East projects were completed. Engineering removed Infiltration/Inflow from the Sanitary Sewer System at various locations and completed Phase 1 Evaluation of the Sanitary Sewer System. The Watershed Management Plan was created. The Division reviewed and oversaw the design and construction of the Rockwood Lane subdivision. <u>Highway</u> The Highway Division staff milled and paved sections of High Rock St., Great Plain Ave., Central Ave., South St. and Lindbergh Ave. in order to prepare the roads for surface preservation treatments. The staff reconstructed dozens of sidewalk sections to remove tripping hazards. The sidewalk inventory study and subsequent analysis began. The Division completed Tier 1A of Complete Streets. Intersection reconstruction was completed at Highland Ave. and Hunnewell St. including handicap access, road resurfacing and sidewalk improvements. <u>Fleet</u> A Fleet Supervisor was hired in the Fleet Division. The Fleet Counselor Services (FCS) study results were published and reviewed by appropriate Departments. An electronic device to diagnose large equipment was purchased and put into service at the garage. Two electric vehicles were added to the fleet. The Division was instrumental in the installation of the replacement fuel system.	

Department Information DSR1			
Department		Department of Public Works	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	3,660,327	67,714	3,728,041
b) Expenses	1,569,015	101,220	1,670,235
c) Capital	42,216		42,216
d) Other Snow & Ice	412,120		412,120
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	5,683,678	168,934	5,852,612
V2018			

Department Expenditure Detail DSR2									
Department				Department of Public Works					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes		No	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							3,254,903	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							73,320	
f.	PRD1 Snow Program							42,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							9,900	
i.	PRD1 Budget Adjustments							26,000	
PRD1 Sub Total							3,406,123		
J	DSR3 Other Compensation								
Sub Total 1							3,406,123		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer & Winter Help – Engineering (2 people for 12 weeks)							13,107	
b.	Summer Help – Parks (6 people for 12 weeks)							39,320	
c.	Vacation Fill-in – Admin							3,756	
d.	Summer Help – Highway (2 people for 12 weeks)							13,107	
e.	DSR3 Total								
Sub Total 2							69,290		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							20,147	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							153,567	
Sub Total 3							173,714		
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)									
							3,660,327		

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Administration - Copiers, Printers & Typewriter Repair (6,000) Engineering - Large Document Copies & Survey Equipment Repair (930) Fleet - Equipment Repair (10,000) - Fuel Tank Maintenance (4,000) - Vehicle Repair (40,000) - Vehicle & Equipment Inspections (10,000) Highway - Roadway Markings (39,861) - Specialty Signs (2,305) - Repairs & Maintenance to Traffic Signals (17,999) Parks & Forestry - Equipment Repair (9,800) - Electrical Repair (4,000) - Irrigation Repair (10,000)	154,895
Rental & Leases (527X)	Fleet Shop Supplies, Gas & Welding Supplies	1,500
Other Property Related Services (529x)	Highway - Roadway Paving (254,368) - Road Surface Treatments (97,294) - Crack Seal (65,810) - Disposal of Street Sweepings (25,414) - Street Sweeping (25,018) - Fence/Guardrail (10,500) - Sidewalk Curb, and HP Improvements (63,440) Parks & Forestry - Contracted Mowing (30,000) - Crane Work – Trees (9,600) - Fence Repair (3,400) - Fertilizer & Grub Control (99,401) - Field Work (35,319) - Invasive Weed Control – Carol Brewster (4,900) - Power Wash Pool (0) - Sod Installation (4,000) - Soil Sampling (1,673) - Top Dressing (21,620) - Tree Spade (2,000)	768,357

	• Wetting Agent (11,500) • Winter Moth Spray (1,100) • Xeriscape Plantings (2,000)	
Professional & Technical Services (530x – 531x)	Administration • Seminars & Training (8,000) • PeopleGIS – PeopleForm Licenses (5,225) • PeopleGIS – PeopleForms Development Support (5,225) Engineering • Seminars & Training (1,000) • Right-of-Way & Property Surveys (30,000) Fleet • Seminars & Training (3,000) • Annual Licensing for Electronic Diagnostic Tool (1,500) • RTA Software Maintenance Agreement (2,000) Highway • Seminars & Training (2,500) • Inspection Services (2,000) Parks & Forestry • Seminars & Training (2,000) • Consulting (4,000)	66,450
Communications (534x)	Cell Phones (16,380) Legal Ads (2,250) Postage (1,290) Printing (500) Telephones (1,105)	21,525
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Fleet • Towing Services (6,100) Police Details • Parks & Forestry (2,736) • Highway (20,520)	29,356
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) Parks & Forestry • Seed (41,355) • Infield Mix (5,000) • Irrigation Supplies (5,000)	75,955

	• Loam, Sod & Soil Additives (5,000) • Marking Lime (400) • Mulch (2,900) • Quick Dry Clay (1,200) • Rubber Crumb Top Dressing (4,500) • Sand (350) • Tools (4,250) • Trees & Shrubs (5,000)	
Vehicular Supplies (548x)	Fleet • Vehicle Repair Parts & Batteries (74,050) • Vehicle Tires (25,000) Highway • Sweeper Brooms & Wear Parts (5,813) • Cutting Edges and Related Accessories (10,000) Parks & Forestry • Parts & Supplies, Fuel Additives (2,100)	116,963
Gasoline and Diesel Fuel (5481)	Diesel (77,360) Gasoline (27,066)	104,426
Food and Service Supplies (549x)		
Medical Supplies (550x)	First Aid Kits & Supplies • Parks & Forestry (750) • Highway (100) • Fleet (2,000)	2,850
Public Works Supplies (553x)	Engineering • Drafting, Engineering & Surveying Supplies (1,100) Fleet • Welding Supplies (3,500) • Hardware Supplies (1,000) Highway • Asphalt (114,209) • Granite Curbing (5,124) • 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 • Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (12,550)	168,387

Other Supplies & Equipment (558x)	Administration (1,200) Engineering • Plan Size Copy Paper, Large Toner Bar, Books & Manuals (1,100) Fleet • Clothing Supplies (1,000) • Shop Equipment (3,000) • 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)	34,436
Governmental Charges (569x)	Engineering • Registry of Deeds Fees (1,000) Licenses & Certifications • Fleet (250) • Highway (505) • Parks & Forestry (1,510)	3,265
Travel & Mileage (571x – 572x)	Administration (2,000) Engineering (500) Fleet (50) Parks & Forestry (250)	2,800
Dues & Subscriptions (573X)	Professional Association Memberships • Administration (1,200) • Engineering (1,100) • Fleet (700) • Highway (400) • Parks & Forestry (2,000)	5,400
Other Expenses (574 X – 579x)		
6. Total Expenses		1,569,015
DSR2C		
Capital Equipment Replacement (587X)	Parks & Forestry • Unit A001 Rototiller (3,500) • Unit 202 Portable Water Tank (5,800) • Artificial Turf Brush (5,900) • Upfront Rotary Mower (7,400) • Replacement Chainsaws (2,600) • Trailer – 328 (5,000)	42,216

	Highway • Trailer - 129 (12,016)			
7. Total Operating Budget Capital		42,216		
8. Total Base Request (Line 5 + Line 6 + Line 7)		5,271,558		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	X	NO	
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	X	NO	
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
V2018				

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	7,903			X		
2	P & F – Dog Park Maintenance	5,268			X		
3	P & F – July 4 th Support – Sunday	4,392			X		
4	P & F - Mowing, Leaves, Watering, Diamond Work	22,390			X		
5	P & F - Problems Relating to irrigation systems or buildings, such as electrical/plumbing, vandalism	659			X		
6	P & F - Pruning, Removals, Planting	5,927			X		
7	P & F – Special Events	1,317			X		
8	P & F – Storm Damage Clean-up	7,903			X		
9	Admin – Complete Overflow Work	8,584			X		
10	Engineering – Contractor Oversight	4,097			X		
11	Engineering – Complete Overflow Work	1,593			X		
12	Highway – Animal Pick-up	4,029			X		
13	Highway – Street Sweeping	12,863			X		
14	Highway – Contractor Oversight	12,398			X		
15	Highway – DPW Pavement Markings	11,568			X		
16	Highway – Emergency Overtime	8,059			X		
17	Highway – Maintenance of Public Ways	5,424			X		
18	Highway – Special Events	6,199			X		
19	Highway – Sign Program	3,329			X		
20	Highway – Traffic Signal Repair	2,996			X		
21	Fleet – Seasonal Equipment Services	8,335			X		
22	Fleet – RMV Pre-Inspection	2,778			X		
23	Fleet – PM Service	5,556			X		
24							
25							
I	Total	153,567					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	153,567					
	Amount Reported Under DSR2A Section 4						
II	Total	153,567					
V2018							

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Fleet - Summer Help		Priority	1
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage		6,553		6,553
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		6,553		6,553
5. Other Costs				
6. Grand Total (4+5)		6,553		6,553
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
The Fleet Division does not currently hire additional help in the summer months. This request is to hire 1 summer help for 12 weeks during the summer in order to backfill vacation time. The requirements of DPW employees during the winter months limits their use of vacation time and results in many employees in the Fleet Division taking time off during the summer. This additional temporary staff would assist in department clerical duties such as filing and organizing vehicle repair and purchasing records. This person would also assist in organizing and cleaning for the garage shop, parts and related areas. This position would assist the mechanics in performing repairs on Town vehicles, equipment and picking-up parts.				
V2018				

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Highway – Overtime	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage		6,658		6,658
8. Expense				
9. Operating Capital				
10. Department Total (1+2+3)		6,658		6,658
11. Other Costs				
12. Grand Total (4+5)		6,658		6,658
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
The Highway Division is requesting \$6,658 in overtime. This will fund 4 additional hours of street sweeping per week, for 40 weeks a year. This additional street sweeping is an essential maintenance operation for the new Downtown Improvement Project in order to comply with regulatory requirements and for aesthetics. Features such as pavers and stamped concrete can collect dirt and waste and need to be swept more frequently.				
V2018				

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Parks Supplemental School Grounds Program	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
13. Salary and Wage				
14. Expense		28,220	10,000	38,220
15. Operating Capital				
16. Department Total (1+2+3)		28,220	10,000	38,220
17. Other Costs				
18. Grand Total (4+5)		28,220	10,000	38,220
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
This inclusive program will help address desires from the School Department, Physical Education and Parks to elevate the level of care on the following 4 elementary school fields/grounds: Broadmeadow, Elliot, Hillside and Mitchell. These are the fields that are not part of the larger marquis field program. This program has a fertilizer and cultural practices plan which will help provide a thicker, denser, healthier stand of turfgrass that is aerated, deep tined and overseeded on an annual basis. Lastly, there is a one-time expense to evaluate and repair older irrigation systems located at the Elliot and Broadmeadow Schools.				
V2018				

Performance Improvement Funding Request DSR4				
Department	Department of Public Works			
Title	Highway – Additional Staff	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
19. Salary and Wage	1	54,503		54,503
20. Expense		1,000		1,000
21. Operating Capital				
22. Department Total (1+2+3)	1	55,503		55,503
23. Other Costs		23,485		23,485
24. Grand Total (4+5)	1	78,988		78,988
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All “YES” responses must be explained in the narrative				
Description and Explanation				
The Highway Division is requesting an additional HMEO. The Highway Division presently operates with 10 union staff. With that staff, it maintains 260 lane miles of roadway, 140 linear miles of sidewalk and 246 miles of grass, curbing and parking lots. The work is accomplished with a combination of Town staff and contractors. In FY16, due to budgetary constraints and an open winter, the Highway Division conducted the spring street sweeping with Town staff and equipment, saving approximately \$25,000. Due to the success of this program, the Highway Division wants to in-house the street sweeping for the Town. Currently the DPW hires contractors to provide spring sweeping (\$25,018 Highway budget) and fall sweeping (\$25,756 Drain budget). This item would reduce contractor services by \$50,774 per year. The Town would allocate 3 staff to street sweeping, twice per year. This will take approximately 2,000 hours annually. In order to in-house this service and maintain the normal workload for the Highway Division, an additional staff person is necessary. This additional staff person would also support the Snow and Ice Program. During major events, the Town depends on all DPW staff, not just union employees, for snow removal				

Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	Highway – Additional Staff	Priority	4
operations. Even though union staff is limited in the amount of vacation they can take during the winter months, there is inevitably some absenteeism due to vacation or sick time. This staff person would be an additional CDL driver. In FY19, when the first phase of the Downtown Improvement Project is complete, the Highway Division will be requesting an additional HMEO. The features that are being installed as part of this project will include additional maintenance that cannot be provided by the existing staff. • Seasonal watering of planters • Additional trash barrel pickup • Cleaning of the alley ways and Town property • Inspection, maintenance and repair of beautification features such as lights, pollards, planters, benches and hardscapes • Placement of street scape features such as benches, tables, bike racks in the spring and removal and storage of features for the winter • Enhanced snow and ice operations in the Downtown • Additional sweeping above the additional 4 hours requested in the DSR4 for Highway Overtime 2 or 3 times per week			
V2018			

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Debris Management Plan	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
25. Salary and Wage					
26. Expense			62,000	62,000	
27. Operating Capital					
28. Department Total (1+2+3)			62,000	62,000	
29. Other Costs					
30. Grand Total (4+5)			62,000	62,000	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
This project is to hire a consultant to create a plan to manage debris for the Town in the event of a major catastrophic event such as a hurricane or major snow storm. This will prepare the Town to remove debris from public ways and collect and manage the debris from various sources. The debris management plan shall comply with FEMA/EMMA and MassDEP guidelines. The Plan will call for a completed debris forecasting model in accordance with FEMA guidelines, this will allow the Town to seek reimbursement funding for debris management in the case of a catastrophic event that is declared by FEMA. The Plan will also identify physical areas in Town where debris can be managed. This plan will be used in the event of an extreme weather condition or other anomalous event that would generate significant debris in public ways and private property. This plan would provide guidance to the Town on how to collect, manage and dispose of debris generated according to FEMA guidelines.					
V2018					

Department Budget Request and Expense History

Public Works	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	3,406,123	54,103	3,460,226		3,360,242	3,042,261.37	3,015,374.81	2,855,220.35
Salary & Wage Temporary	69,290	6,553	75,843		67,692	45,631.68	46,961.78	56,419.64
Salary & Wage Overtime	173,714	6,658	180,372		171,904	220,839.96	220,855.70	215,422.48
Salary & Wage Other	11,200	400	11,600		11,200	46,189.15	43,444.22	61,244.52
TOTAL S&W	3,660,327	67,714	3,728,041	3.2%	3,611,038	3,354,922.16	3,326,636.51	3,188,306.99
Energy						40,355.00	41,907.00	45,854.87
Non Energy Utilities								
Repairs and Maintenance	154,895		154,895		146,500	130,818.29	115,080.50	141,831.91
Rental and Leases	1,500		1,500		1,500	3,601.61	2,055.61	3,029.40
Other Property Related	768,357	28,220	796,577		884,264	727,119.91	718,257.27	592,321.09
Professional & Technical	66,450	62,250	128,700		65,700	68,063.69	63,397.34	60,819.23
Communications	21,525		21,525		21,005	16,755.11	15,728.31	16,707.93
Recreation								
Other Purchased Services	29,356		29,356		26,500	28,465.68	16,841.84	19,804.60
Energy Supplies								
Office Supplies	12,100		12,100		12,100	6,810.21	5,196.30	7,855.15
Building & Equipment Rprs/Sp	350		350		350			7,101.98
Custodial Supplies								
Grounds Keeping Supplies	75,955	10,000	85,955		66,684	87,387.88	80,409.94	76,139.35
Vehicular Supplies	116,963		116,963		116,739	137,856.56	134,949.21	125,737.67
Gasoline/Diesel	104,426		104,426		112,489	73,131.36	67,559.33	143,666.77
Food & Service Supplies								70.00
Medical Supplies	2,850		2,850		2,850			137.12
Educational Supplies								
Public Works Supplies	168,387		168,387		163,182	166,730.76	156,969.28	120,243.70
Other Supplies & Equipment	34,436	500	34,936		31,436	15,800.62	21,576.63	21,593.26
Governmental Charges	3,265	250	3,515		2,890	2,507.00	2,739.50	2,237.00
Travel & Mileage	2,800		2,800		2,800	4,070.62	3,261.27	3,393.95
Dues & Subscriptions	5,400		5,400		5,400	3,960.00	3,651.00	3,397.50
Other						4,150.00		435.00
TOTAL Expenses	1,569,015	101,220	1,670,235	0.5%	1,662,389	1,517,584.30	1,449,580.33	1,392,377.48
Capital	42,216		42,216		38,800	17,848.00	6,275.00	7,750.00
Total Capital	42,216		42,216	8.8%	38,800	17,848.00	6,275.00	7,750.00
Snow and Ice	412,120		412,120		408,039	775,061.20	1,713,369.93	1,106,634.75
Grand Total	5,683,678	168,934	5,852,612	2.3%	5,720,266	5,665,415.66	6,495,861.77	5,695,069.22

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.			
On the Horizon			
The Town remains committed to maintaining the six municipal lots in and around the business districts.			
Budget Statement			
Total Budget Submission increased by \$ 4,041, 4.0% There are very small changes in FY 18 budget for Municipal Parking. There is presently no contract for NIPEA employees that do the overtime work for this program. Transitions in the Parks & Forestry Division have actually led to a small decrease in this budget of \$59, -0.28%. The other changes are in the Other Services. Paint Markings were increased \$4,000 to account for the increased number of parking lots that have been constructed in the past few years and the need for redoing markings. Outsourced Mulching of All Six Lots were increased \$2,000 because the Spring cleanups and initial mulching of the lots are done under contract. There was a decrease in Seed by \$400 and Mulch by \$1,500 because a contractor does the initial mulching of the lots. <u>Salary and Wage Overtime</u> The Highway and Parks and Forestry Divisions provide essential services to all six municipal lots. Kimball and Eaton Square require additional services to maintain the features and landscapes at these newer lots. Highway sweeps the lots and maintains traffic markings. Parks and Forestry are responsible for mulching, weeding, shrub and tree work, Spring and Fall cleanups as well as minor season plantings at the six municipal lots.			
Accomplishments and Activities			
Accomplishments last year revolved around the installation of a new sign at the Kimball Lot. In addition to the signage, the Town added large scale landscaping improvements there as well. The Town continues to work collaboratively with representatives from the Farmers' Market on landscaping improvements at the Eaton Square lot too.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	21,385		21,385
b) Expenses	82,520		82,520
c) Capital			
d) Other			
e) Other			
f) Total DSR2 & DSR4 Request (a through f)	103,905		103,905
V2018			

Department Expenditure Detail DSR2									
Department				Municipal Parking					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	No	No	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								21,385
							Sub Total 3		21,385
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)									21,385

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)	Lease for Dedham Ave. (12,000) Lease for Library Lot (12,000) Lease for MBTA Center (17,820)	41,820		
Other Property Related Services (529x)	Fixtures and Surface Repair (10,000) Paint Markings (9,000) Miscellaneous (5,000) Outsourced Planting Care of Eaton Square (1,400) Plantings – Xeriscape (5,000) Outsourced Mulching of All Six Lots (6,000)	36,400		
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 (1,500) Seed (0)	1,500		
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Sign, Patching and Fence Repair (1,800) Parking Meter Supplies (1,000)	2,800		
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
6. Total Expenses		82,520		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		103,905		
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2018				

Department Personnel Supplement DSR3							
Department		Municipal Parking					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Servicing of Six Municipal Lots – Highway	3,719			X		
2	Servicing of Six Municipal Lots – Parks and Forestry	7,903			X		
3	Kimball Lot Additional Services – Highway	930			X		
4	Eaton Square Lot Additional Services – Highway	930			X		
5	Eaton Square Lot Additional Landscaping Services – Parks and Forestry	7,903			X		
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	21,385	X				
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	21,385					
	Amount Reported Under DSR2A Section 4		X				
II	Total	21,385					

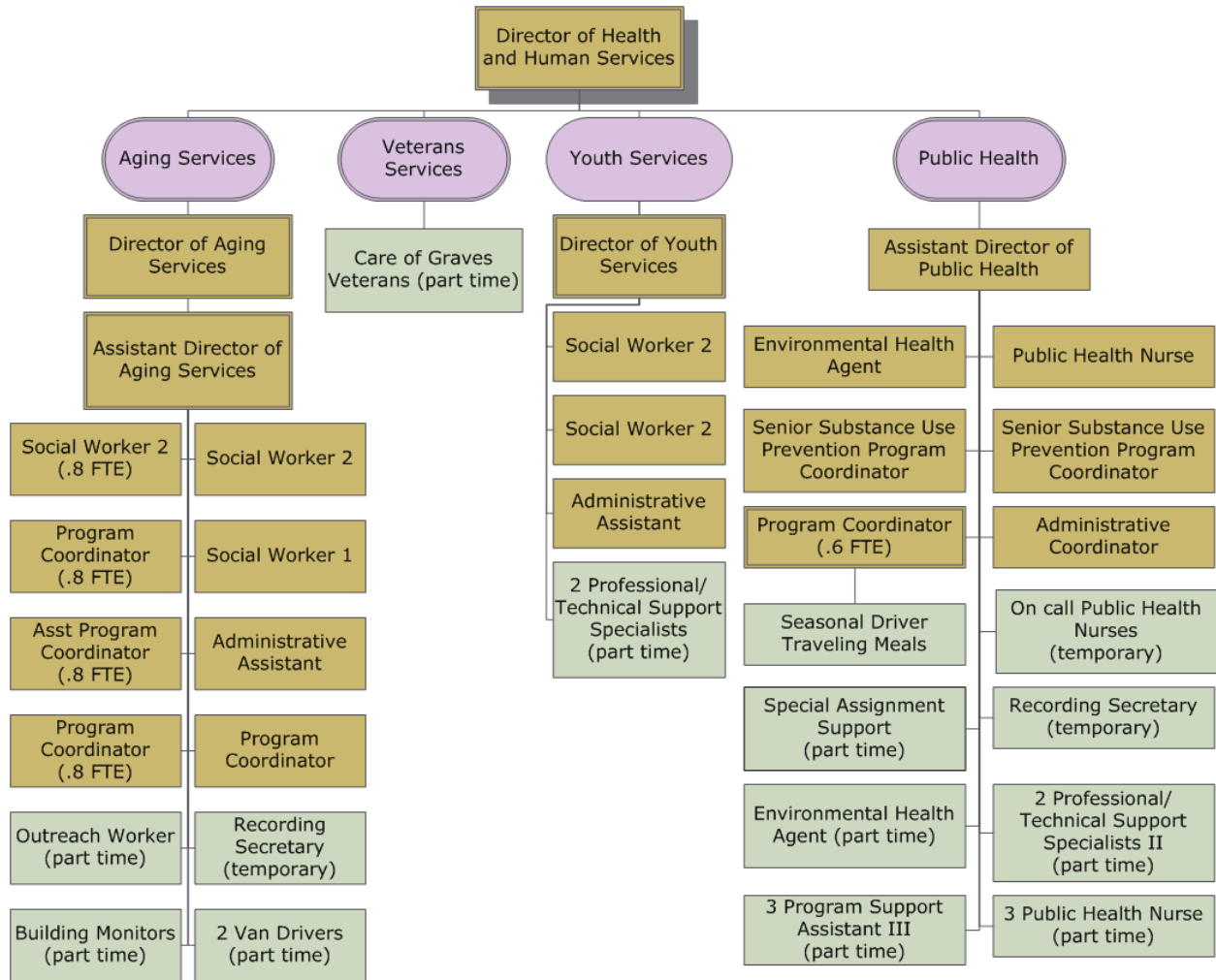
V2018

Department Budget Request and Expense History

Municipal Parking Program	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular								
Salary & Wage Temporary								
Salary & Wage Overtime	21,385		21,385		21,444	17,553.08	10,954.41	8,540.37
Salary & Wage Other								
Energy						347.28		400.00
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases	41,820		41,820		41,820	35,415.00	29,436.23	28,580.91
Other Property Related	36,400		36,400		30,400	28,993.13	11,606.34	27,539.09
Professional & Technical								
Communications								
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies								
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies	1,500		1,500		3,400	5,135.00	2,850.00	2,530.00
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies	2,800		2,800		2,800	1,000.00	5,940.00	
Other Supplies & Equipment						678.55		
Governmental Charges								
Travel & Mileage								
Dues & Subscriptions								
Other								
Capital								
Grand Total	103,905		103,905	4.0%	99,864	89,122.04	60,786.98	67,590.37

Department Organizational Chart

Health and Human Services



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Department Information DSR1	
Department	Health & Human Services
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. 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 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 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	

Department Information
DSR1

Department**Health & Human Services**

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 Division 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 Division is to prevent disease, promote health, and protect the public health and social well-being of the residents of Needham, especially the most vulnerable. The staff of the Public Health Division pursue 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

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 such as Memorial Day and Veterans' Day.

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

Department Information DSR1	
Department	Health & Human Services
reimbursement. The District has not notified Needham of its FY2018 Assessment, so I am using a 3% increase for Veterans' Services and the District Assessment at this time. This budget is preliminary, as the WSVD Board will begin its FY2018 budget discussions towards the end of the calendar year. The current Expense (non-salary) budget for Veterans' Services is \$124,135 and with a 3% increase (in dollars \$3,538) the recommendation for FY2018 totals \$127,673. * * * * * 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	
On the Horizon	
Council on Aging According to demographic information maintained by the Needham Town Clerk, in 2015 24% 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 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 15 % in Needham over the next five years according to demographic projections from the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27% of the Town's residents, and a decade later will hit 31%. Needham's older residents, like those in many suburban communities, face numerous challenges to remaining in their homes as they age. In an August 2016 report, Assessment of Housing and Transit Options for Needham Seniors, several significant barriers to aging in place were identified. The challenges to seniors who wish to continue to live in Needham generally fall into two categories: housing and transit. Respondents indicated both interest and challenges in making modifications to improve the age-friendliness of their homes. Some indicated that they were not able to make desired modifications due to cost, architectural limitations, and other barriers. One primary focus the division will have in FY18 and beyond is increasing the access to information and resources that will enable our residents to make choices that will help them remain in the community and retain their optimal level of health and wellness. Another focus will be transportation. As the Town of Needham anticipates a significant increase in its elderly population, it must also prepare for more people who do not drive and who will benefit from increasing transportation options. In addition to the above it has been a goal of the Selectmen and the Town Manager, as well as the staff, to increase access to programs and services in the evening. The Executive Director and staff have become increasingly aware that the population they serve is segmented—there are those individuals who are able to access services at the CATH during its Monday to Friday operating hours of 8:30 a.m. to 5:00 p.m., and there is a growing segment of the senior population that are unavailable during normal business hours. To this end in FY16 the Center at The Heights hosted a Healthy Aging Series to include but not limited to information on Medicare	

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and changing the way we age through exercise, healthy eating and mindfulness. We also offered a "Train the Brain" program and partnered with the YMCA to offer a LiveStrong Program and the Needham Educational Cooperative's "Shakespeare Rocks."

To continue in our quest for expanded services in FY 16 we pursued a Healthy Aging Grant in collaboration with the Health Department through The MetroWest Health Foundation.

The Needham Council on Aging believes that there is a need to provide additional social support and behavioral health services to the community. Through this award we were able to hire a licensed clinical social worker to offer evening office hours and educational presentations related to senior mental health. These expanded services will be offered outside of traditional operating hours in FY17 in an effort to address the needs of the full spectrum of Needham's over 60 residents, and we hope will continue in FY18.

* * * * *

Public Health

The Public Health Division and the Board of Health are constantly looking ahead to new programs and services that may be offered to support Needham and its residents. It is always challenging to balance the maintenance of existing programs and services (and, indeed, the continuous quality improvement of such!) with the addition of new responsibilities.

The Public Health Division has been fortunate to receive a tremendous amount of grant funding and donations in support of its activities, which has allowed the Division to continue the delicate balance between the competing demands.

One of the Division's most exciting initiatives is the Community Crisis Intervention Team (CCIT), a group of Town personnel that convene to bring resources and services to bear for some of Needham's most challenging residents. CCIT is a joint initiative of the Public Health Division and the Needham Police Department, and includes the active participation of the Fire Department and the Council on Aging.

On the horizon, the Public Health Division hopes to make the transition to electronic inspection processes, electronic applications, and electronic payments in the FY 2019 or FY 2020. The Division also wishes embrace and enhance its culture of quality improvement, and pursue education and training opportunities for staff members so that they may grow in their jobs and better serve the residents of Needham.

* * * * *

Veterans

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

* * * * *

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Youth Services During FY 2018, Youth Services will celebrate its 50 th year of service to Needham youth and families! This is simply shared to alert others of the occasion, and has no budget implications.	
Budget Statement	
Council on Aging Funding for the Council on Aging and the many services and programs that we offer comes from varied sources. The Town continued to fund part or all of some salaried positions and allocated a sum to purchase services and expenses. As an adjunct to town funding the Council on Aging received funds through the State Formula Grant which continued to support some professional staff hours and expenses up to \$58,481. The Needham Council on Aging continued to administrate the SHINE Grant (Serving the Health Information of Everyone) for 22 cities and towns in the MetroWest region. The funding received, over \$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 56 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 6700 in FY 16 and anticipate further growth 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. As mentioned the growing number of seniors has generated more requests for resources and support, and the Council on Aging staff members have begun to handle more complex behavioral health service issues for that 60-plus population and their families. Many of the requests for support and assistance that are managed by the Council on Aging and other departments such as 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 losing a spouse. 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. While the Needham Council on Aging provides a range of programs and social and behavioral health support services for those residents we saw the need to offer social support and behavioral health services that could expand to limited evening hours. To this end in collaboration with the Health Department we applied for and were awarded grant funds to add a licensed clinical social worker to our team for thirty hours a week for a 16 month period. The funding for this position will be approximately \$50,000 in FY17 and take us	

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partially into FY. The Friends of the Center at The Heights continue to support the programs and services provided by this division. In FY 16 they provided over \$18,000 of funding towards the production and dissemination of the Newsletter that is a primary resource for older adults to learn of the program and service offerings that can contribute to health and wellness and additionally approximately \$50,000 in support of programs being offered to include the Fitness Center. For FY 2018, the Council on Aging's expense budget is proposed to change in the following ways: • <i>5245-Hardware Maintenance Agreement: Increased from \$0 to \$1,000</i> to incorporate maintenance and repair contract for COA copier. Copier was originally purchased as part of CATH construction. Coming off warranty and need funds for future maintenance. (+\$1,000) • <i>5340-Communications: Increased from \$700 for postage to \$800</i> for postage, and increased from \$0 to \$1,600 for a pair of smart phones with data plans for Director and Assistance Director, and from \$0 to \$400 for vendor-sourced Printing. (+\$2,100) • <i>5480-Vehicular Supplies: Increased from \$1,000</i> for COA van supplies such as tires, brakes, batteries, and inspections stickers to \$1,500 to reflect the fact that two vans will be used in tandem in FY 2018 since the non-handicap accessible van will be replaced in FY 2017. Currently only one COA van is operated on a regular basis. (+\$500) • <i>5481-Gasoline and Diesel Fuel: Increased from \$3,400 for COA gasoline and fuel to \$4,000</i> to reflect the fact that two vans will be used in tandem in FY 2018 since the non-handicap accessible van will be replaced in FY 2017. Currently only one COA van is operated on a regular basis. (+\$600) • <i>5550-Medical Supplies: Increased from \$50 to \$100</i> for first aid kits and medical supplies for Council on Aging exercise classes. (+\$50) • <i>5580-Other Supplies and Equipment: Increased from \$70 to \$250</i> for Special Event and Public Recognition Expenses. (+\$180) • <i>5711-Mileage and In-State Training: Increased from \$100 to \$1,000</i> for staff travel and in-state training costs to reflect increase in COA staff members (+3.0 FTE and .8 grant funded social worker by Spring 2017) and additional training and professional development expenses for those employees. (+\$900) * * * * * Public Health In addition to a FY 2016 budget of \$583,119¹, the Public Health Division received \$335,383.58 in grants and donations and \$92,353.50 from permits and licenses for a total of \$427,737.08. 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. • 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 was a 1.73 % increase over FY 2014 and 2.25 % increase over FY 2013.	

¹ \$466,354 in Salaries, and \$116,765 per Annual Town Meeting Appropriation, for a fiscal year total of \$583,119.

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- o In FY 2016, the department took in \$92,353.50 in permits and fees and \$335,383.58 in grants and donations for a total of \$427,737.08. **This is a 131 % increase over FY 2015.**
- The Public Health Department aggressively pursues external funding opportunities including state and federal grants, grants from foundations, and donations from community agencies and organizations. Grants and donations included:
 - o two emergency planning grants totaling \$8,400;
 - o a suicide prevention grant for \$3,500;
 - o healthy aging/healthy communities grant \$8,000
 - o NC-7 climate control adaption grant \$10,000
 - 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.

The Public Health Division 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, as well as other line adjustments (office supplies, mobile phone) to account for increased expenses of new staff members. The amount requested for mileage is reduced modestly, although that is due to the request for auto allowances for those staff members who most frequently use private vehicles to conduct Town business such as septic system installations and restaurant inspections. The largest increase relates to the statutory requirements for the posting of legal notices every time the Board of Health adopts a new regulation or revises an existing regulation. The Board of Health adopted or revised three regulations in calendar year 2015, and so far in calendar 2016 it has adopted or revised six regulations. The projected funding of \$4,000 for legal notices would provide sufficient funding for up to six regulations to be adopted or revised in FY 2017.

Category	Weekly	Times	Total
Legal Notice Pre 2 Weeks	\$300.00	\$138.00	\$438.00
Legal Notice Post 1 Week	\$150.00	\$69.00	\$219.00
Total			\$657.00

For FY 2018, the Public Health Division's expense budget is proposed to change in the following ways:

- 5303-Professional & Technical-Seminars & Trainings: **Decreased from \$3,000 to \$2,000**, a reduction to the amount of funding available for internal and external (TIPS, 21 Proof, etc) trainings in effort to reduce costs. (-\$1,000)
- 5305-Professional & Technical-Software Licenses & User Fees: **Increased from \$0 to \$660**, to reflect the true costs of division operations including an account for both Constant Contact and for Survey Monkey. For past two fiscal years, costs for these

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services have been supported through one-time grant funds or through donations from private groups in the community. While those generous donations are always appreciated, my long-term budget goal is to not support routine operating expenses from any source other than the operating budget (unless it is a temporary measure). (+\$660) • 5309-<i>Professional & Technical-Licensed & Professional Services</i>: Increased from \$81,350 to \$85,100 to reflect modest increases (approximately 5%) to existing contracts including Riverside Behavioral Health After-Hours Support, and Fuss & O'Neil environmental testing for Public School and Park & Recreation synthetic turf fields. Contracts have not been adjusted for inflation since FY 2014. (+\$1,750) • 5311-<i>Professional & Technical-Advertising & Communications</i>: Increased from \$2,500 to \$3,000 to support the costs of advertising (in Hometown Weekly and Needham Times) for certain public health initiatives including flu clinics, wellness clinics, and community forums. (+\$500) • 5340-<i>Communications</i>: Decreased from \$9,500 to \$2,000 to better reflect the cost categories in which expenses are properly sited. The \$2,000 that remains in line 5340-<i>Communications</i> will be used to support the hiring of a graphic designer to create the visuals for community education materials and public health awareness campaigns. Please note this change is fairly substantial because it was originally planned that in FY 2017 only complicated graphic design work would be outsourced to a vendor and that simple designs might be created in-house. But in the absence of software to fulfill in-house design work, for FY 2018 the assumption is that all graphic design work will need to be outsourced. (-\$7,500) • 5341-<i>Postage</i>: Increased from \$1,000 to \$1,500 to accommodate Board of Health policy change (adopted March 2016) about timely renewal of applications. Late renewals are now penalized; this change necessitated that applications be sent out certified return receipt, so that there is a record in the Public Health Division which shows that all vendors received their renewal applications in time. (+\$1,500) • 5344-<i>Wireless Communication Systems</i>: Increased from \$0 to \$5,000 to cover costs of smart phones for Director, Public Health Nurse, Public Health Specialist, Environmental Health Agent, Emergency Management Coordinator, and Substance Use Prevention Specialists, as well as non-smart phone for Traveling Meals Program Coordinator. Please note that this funding line of approximately \$5,000 was budgeted in FY 2017 under line 5340-<i>Communications</i>. (+\$5,000) • 5345-<i>Mailing, Printing, & Photocopying</i>: Increased from \$3,000 to \$3,250 for both internal (photocopier) and external printing (includes printing of inspection forms, business cards, and posters). (+\$250) • 5347-<i>Legal Notices</i>: Increased from \$0 to \$4,000 for mandated posting of Board of Health regulations in compliance with M.G.L. Chapter 111, Section 31. Every time the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week (recommended two week) posting period post hearing, which costs at least \$657 to post in the Needham Times and Hometown Weekly. Funding in the amount of \$4,000 would allow six regulations to be revised or adopted in FY 2018. Please note that this funding line of approximately \$4,000 was budgeted in FY 2017 under line 5340-<i>Communications</i>. (+\$4,000) • 5380-<i>Other Purchased Services</i>: Increased from \$0 to \$1,000 for community nuisance abatement costs, including emergency sharps disposal and animal trapping services. For past two fiscal years, costs for these services have been supported through one-time grant funds or donations from private groups in the community. While those generous donations are always appreciated, my long-term budget goal is to not support routine	

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operating expenses from any source other than the operating budget (unless it is a temporary measure). (+\$1,000) • 5420-Office Supplies: Decreased from \$4,500 to \$4,250 a reduction to the amount of office supplies available to staff in effort to reduce costs. (-\$250) • 5500-Medical Supplies: Increased from \$1,250 to \$1,500, a slight increase to Medical supplies and health materials, largely to reflect additional educational material costs for CPR trainings, which are jointly conducted by Public Health and Police for Town employees. (-\$250) • 5690-Governmental Charges: Increased from \$75 to \$150 to pay for the annual cost for Environmental Health Agent licensure from MA Division of Professional Licensure. Historically this has covered one Environmental Health Agent. With the Fall 2016 Special Town Meeting appropriation for a second full-time environmental health agent, the cost of licensure has doubled. (+\$75) • 5710-Travel: Decreased from \$10,000 to \$9,500, a reduction to the amount of funding available for mileage, travel, in-state and out-of-state expenses in effort to reduce costs despite the increase in FY 2017 of one full-time environmental health agent that makes multiple daily trips to a variety of locations within Needham and in the MetroWest region. (-\$500) There are three DSR4 submissions requesting additional funding, two of which are specifically for the Public Health Division and one of which is intended to benefit the Health & Human Services Department as a whole. 1) Data Gathering--\$20,000 is requested annually to support the development, conduct, evaluation, and analysis of surveys and focus groups on a variety of topics including healthy aging, parental attitudes and perceptions, middle age wellness, and other topics. This is intended as an HHS-wide project. 2) Education, Training, and Compliance--\$38,765 annually is requested to support a comprehensive program of vendor education and training, which will be complimented by compliance checks, for all of the Town's vendors who sell intoxicating or addictive substances. 3) Public Health Accreditation--\$6,000 is requested annually to support the preparation and organizational development steps necessary to apply for public health accreditation. A necessary pre-cursor to a full application for accreditation, this project would fund staff and contractor time to develop a Public Health Division strategic plan, codify existing policies and procedures into a formal manual, conduct a community health improvement plan (CHIP), and other actions. * * * * * Veterans Changes from the FY2107 Budget to the FY2018 Request: Government Charges (WSVD Assessment) increase of \$2,233 Other Expenses (Veterans' Benefits) increase of \$1305 * * * * * Youth Services Youth Services has demonstrated considerable sensitivity to keep our request "lean" and in	

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consideration of the financial constraints of the Town. Aside from the increases as determined by contract for staff and granted by the Town Manager for the Director's position, the salary line budget will be unchanged. In addition, the expense budget will remain at the same amount that it has been for many, many years. The division has focused 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 FY2017 as described below: <i>GRANTS, FEES, AND DONATIONS</i> 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: June, 2016 (next review will be in June, 2017) Babysitter Training Seminars Estimate of Amount Generated: \$2,500 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017) Employment Program Estimate of Amount Generated: \$750 Source: Fee Amount of Fee: \$10 Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017) Peer Tutor Program Estimate of Amount Generated: \$1,800 Source: Fee Amount of Fee: \$45 Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017) A Conversation...For Parents of Teens Estimate of Amount Generated: \$500 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017) Project VAN Estimate of Amount Generated: \$800 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017)	

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Make A Statement Day Estimate of Amount Generated: \$3,000 Source: Donation Amount of Fee: (none) Fees Reviewed/Changed: June, 2016 (next review will be in June, 2017) Miscellaneous gifts, donations, and grants Estimate of Amount Generated: \$3,000 Source: Individuals and businesses <i>SUPPLEMENTAL SOURCES OF SUPPORT</i> 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 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 2016 Statistical Summary of Services indicate, the volume of work for such as a small division is anything but small --- we provided 1,005 hours of individual/family therapy (an increase of 200 hours), 193 hours of group therapy, and recorded 2,435 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 therapist has 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 information, lists our services (including program evaluations), and much more. The Youth Services website can be found at www.needhamma.gov/youth. We also maintain a presence on Facebook, and our address is www.facebook.com/NeedhamYouthServices.	

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Accomplishments and Activities	
Council on Aging FY 16 was a year of continued growth for the division: • With funding support from Town Meeting we welcomed the first Administrative Assistant that the division has had since we officially became a recognized Council on Aging Department in 1957 • After submitting a grant to the MetroWest Health Foundation we were awarded funding to expand access to care and hired a licensed social worker 30 hours a week to extend our services to evening hours on Monday and Wednesday nights • SHINE evening hours were also added to our list of service offerings • Since we opened the Center at The Heights we have gone from serving 3,303 meals in 2014 to over 5400 in FY16 • Appointments with the SHINE Program at CATH (Serving the Health Insurance Needs of Everyone) about Medicare, Medicaid and Prescription Drug coverage rose to <u>612 in FY16</u> as compared to 496 in FY 15 and <u>205 in FY14b</u> With an <u>estimated saving to Needham Residents of over \$400,000 in FY 16</u> as compared to approximately \$340,000 in FY 15 • SHINE <u>client contacts in the 22 Town Region</u> rose from <u>6569 in FY 15</u> to <u>6747 in FY 16</u> with an estimated <u>cost savings to the region of \$5,783,020 in FY15 to \$6,086,170 in FY16</u> • In <u>FY16 the average monthly program sessions available was 329</u> with <u>at least 4900 seats filled</u> • In <u>June FY14 we offered 56 planned programs</u>, in <u>2015 there were approximately 66 planned programs and classes offered</u> and in <u>June FY16 approximately 78.</u> • Evening Programs and serves increased in FY 16 to include Monday night SHINE and Social Service appointments, a Healthy Aging Educational Series, LiveStrong in collaboration with the Y, Train the Brain and Shakespeare Rocks in collaboration with NEC • In <u>FY 15 8588 rides</u> were provided in <u>FY16 8889</u> with approximately 2300 related to our grocery shopping program • In collaboration with the Public Health Department conducted an Assessment of Housing and Transit Options for Needham Seniors * * * * * Public Health The Public Health Division continues its efforts to prevent disease, promote health, and protect the public health and social well-being of the residents of Needham, especially the most vulnerable. With a committed and considerate staff, the Public Health Division tackles the challenges of substance use and misuse, mental health, suicidality, domestic violence, infectious diseases, food-borne illness, environmental health, elder nutrition and a host of other programs and activities. Specific initiatives of the Public Health Division include: 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	

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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.



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
MASSACHUSETTS
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 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 Division 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

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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.

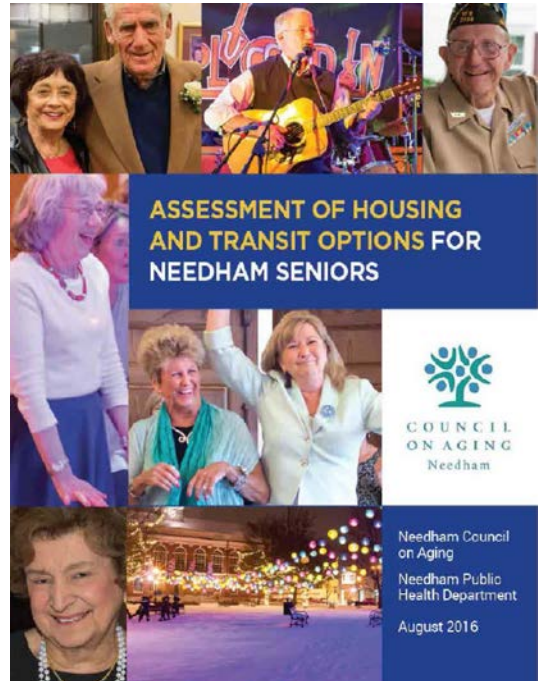
The Town of Needham partnered with the Melanoma Foundation of New England on a public information initiative and a community sunscreen placement project aimed at reducing the incidence of melanoma, the deadliest form of skin cancer. On the Town side, Needham's Public Health, Park and Recreation, and Parks and Forestry Divisions cooperated to provide Needham residents with six sunscreen dispensers for public use. The

program is part of the Melanoma Foundation's [Practice Safe Skin](#) initiative. Dispensers were placed at Rosemary Pool, DeFazio Park, and at Greene's Field. When the swimming season concluded, the dispensers at Rosemary Pool were moved to Cricket Field and Memorial Park. A Needham Cable Channel news segment on the project is available [here](#).

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 cooperative Healthy Aging through Healthy Community Design project was a joint initiative of the Public Health Division and the Council on Aging. A Needham Channel News segment on the Healthy Aging through Healthy Community Design project was filmed in mid-May. The video is available here: <https://youtu.be/ogkHdb9in8A>, a full copy of the report is available at <http://www.needhamma.gov/DocumentCenter/View/13894> and a copy of the front cover of the report is included on the page above.

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



**Department Information
DSR1**

Department**Health & Human Services**

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 FY 2016 increased sharply up over the totals from 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	FY201 5	FY201 6	FY 15 to 16
Jul	684	855	25%
Aug	682	791	16%
Sep	655	794	21%
Oct	667	800	20%
Nov	529	672	24%
Dec	629	829	32%
Jan	594	757	27%
Feb	558	791	42%
March	733	970	32%
April	704	800	14%
May	730	778	7%
June	894	800	-11%
Totals:	8,059	9,637	20%

Currently the Public Health Department Chairs the Housing Committee, Co-Chairs the Needham Coalition for Suicide Prevention with the Public School Guidance Department, Co-Chairs the Local Emergency Planning Committee with the Fire Chief, Co-Chairs the Domestic Violence Action Committee with the Police Department, Leads the Needham Youth Substance Abuse Prevention Coalition, and Coordinates the Medical Reserve Corps and 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.

Department Information DSR1	
Department	Health & Human Services
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.
* * * * *	
Veterans	
In FY2016 there were six (6) clients totaling \$33,386.69 in benefits paid. In FY2017 July 1, 2016 through October 31, 2016 we have six (6) clients totaling \$8,831.63 with a projected cost through June 30, 2017 being within the appropriation.	
* * * * *	
Youth Services	
Over the past years the division identified the following goals, and below is a summary of these as well as if they were accomplished	
Five Years Ago:	
1)	Work with the High Rock/Pollard PTC on a new parenting program. Achievement: This was accomplished.
2)	Maintain services to as close to last year's levels as possible given that the division was short staffed this year due to medical leaves. Achievement: This was accomplished.
3)	Create and distribute updated Safe Surf Internet Booklets and updated Needham Youth Cards. Achievement: This was accomplished.
Four Years ago:	
1)	Implement the new Bullying Intervention Program. Achievement: This was accomplished.
2)	Implement the new VIP Program for youth. Achievement: This was accomplished.
3)	Investigate new programs as part of the Youth Education subcommittee of the Suicide Prevention Coalition. Achievement: This was accomplished and is still ongoing.
Three Year Ago:	
1)	Revise, update, and re-evaluate Bullying Intervention Program. Achievement: 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). Achievement: This was accomplished.
3)	Implement Single Parent Support Group Program. Achievement: This was accomplished.
Two 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. Achievement: This was accomplished.

Department Information DSR1			
Department		Health & Human Services	
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. Achievement: 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. Achievement: This was accomplished.		
One year ago, the town initiated a new system of performance measures. This was an involved process of identifying activities selecting outputs, and measuring these. Youth Services exceeded target goals in all selected areas -- clinical services, programmatic services, prevention/wellness, and in community collaboration. Please contact the Youth Services office for a copy of this logic model.			
In the coming year we are working with the Town Manager and a subcommittee to further refine the logic model/performance measures for FY 2018.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[1,390,100]	[36,810]	[1,426,910]
b) Expenses	[276,873]	[27,955]	[304,828]
c) Capital	[]	[]	[]
d) Other []	[]	[]	[]
e) Other []	[]	[]	[]
f) Other []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[1,666,973]	[64,765]	[1,731,738]
V2018			

Department Expenditure Detail DSR2									
Department				Health and Human Services					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	14	2	15.2	14	2	15.7	15	2	15.7
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			8
Are All Union Employees Covered by a CBA for FY2018?						Yes	No	No	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,133,327	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							7,463	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4,500	
i.	PRD1 Budget Adjustments							11,375	
PRD1 Sub Total							1,156,665		
J	DSR3 Other Compensation								
Sub Total 1							1,156,665		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Council on Aging—Van Drivers @ \$34,445, Building Monitor @ \$11,710, Recording Secretary @ \$855 plus DSR3 costs listed below							47,010	
b.	Public Health—Temporary Office Coverage @ \$3,500, Recording Secretary @ \$2,960, After Hours Assessments @ \$14,110, and Program Support Assistant @ \$32,525 plus DSR3 costs listed below							53,095	
c.	Veterans—Care of Graves @ \$2,500 and Seasonal Assistance @ \$500							3,000	
d.	Youth Services—Part-time Social Workers, Graduate Student Social Workers @ \$22,280							22,280	
e.	DSR3 Total							95,750	
Sub Total 2							221,135		
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							7,800	
c.	Program Stipend							2,500	
d.	Tuition Reimbursement								
e.	Working Out of Grade								

f. DSR3 Other Compensation		
Sub Total 4		10,300
5. Total Salary and Wages (1+2+3+4)		1,390,100
DSR2B		
Object	Description	Amount
Energy (521X)		
Repairs & Maintenance Services (524x – 525x)	5240 – Maintenance @ \$1,500 Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections @ \$500 (PH) Maintenance on CATH's copier @ \$1,000 (COA)	1,500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 – Pest Control @ \$500 (PH) Veterans' Event @ \$1,400 (Vet)	1,900
Professional & Technical Services (530x – 531x)	5303- Seminars & Trainings @ \$2,000 (PH) 5305 – Software License & User Fees @ \$1,760 Annual license costs for Survey Monkey, Constant Contact, and other software licenses \$660 (PH) Annual Maintenance for MySeniorCenter @ \$1,100 (COA) 5309 – Licensed & Professional Services @ \$85,100 (Riverside, Fuss&O'Neil, etc.) (PH) 5311 – Advertising of flu clinics, public health forums, healthy notes @ \$3,000 (PH) To purchase programmatic and clinical consultation services @ \$1,500 (Youth)	93,360
Communications (534x)	5340 – Graphic Design @ \$2,000 to support the design of community education materials and public health awareness campaigns (PH) 5341 – Postage @ \$3,400 for mailing permits and licenses and renewal applications (PH)	20,850

	Postage @ \$1,500 for mailing permits and licenses and renewal applications (PH) Postage @ \$800 (COA) Postage @ \$100 (Vet) Postage @ \$1,000 (Youth) 5344 – Wireless Communications Systems @ \$6,600 Wireless Communications @ \$5,000 covering costs of smart phones for Director, Public Health Nurse, Public Health Specialist, Environmental Health Agent, Emergency Management Coordinator, and Substance Use Prevention Specialists, as well as non-smart phone for Traveling Meals Program Coordinator (PH) Wireless Communications @ \$1,600 covering costs of smart phones and data plans for Director and Assistant Director (COA) Wireless Communications @ \$800 covering costs of smart phone and data plan for Director (Youth) 5345 – Mailing, Printing, and Photocopying @ \$4,050 Photocopying @ \$400 for external printing, includes printing of certain program flyers or materials that cannot be produced "in-house) as well as business cards (COA) Photocopying @ \$400 for external printing of brochures and program flyers or materials that cannot be produced "in-house) as well as business cards (Youth) Photocopying @ \$3,250 for both internal (photocopier) and external printing (includes printing of inspection forms, business cards, and posters) (PH)	
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	5347 – Legal Notices @ \$4,000 for mandated posting of Board of Health regulations... everytime the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week posting period post hearing, which costs at least \$657 to post in the Needham Times and Hometown Weekly (PH)	
Recreational & Cultural Services (535x)	Memorial Day Luncheon @ \$500 (Vet) Program instructors or vendors @ \$500 (COA)	1,000
Other Purchased Services (538x)	5380 – Nuisance Abatement @ \$1,000 (PH)	1,000
Office Supplies (542x)	5420 – Office Supplies and equipment for 5.6 full time and 6 part-time/per diem employees, as well as for three committees – Domestic Violence Action Committee, Coalition for Suicide Prevention, and Coalition for Youth Substance Abuse Prevention @ \$4,250 (PH) Supplies and equipment necessary for the program and service delivery such as but not limited to paper, pens, files, labels @ \$2,500 (COA) To purchase basic office supplies --- paper, pens, folders, mailers, etc @ \$800 (Youth) Office Supplies @100 (Vet)	7,650
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Parts such as tires, brakes, batteries, inspection stickers for COA Vans @ \$1,500	1,500
Gasoline and Diesel Fuel (5481)	Gas and oil for the COA Vans @ \$4,000 (COA)	4,000
Food and Service Supplies (549x)	Supplies related to program operation @ \$250 (COA) To purchase food, water, etc. for program participants @ \$100 (Youth)	350
Medical Supplies (550x)	5500 – Medical Supplies and health	1,600

	materials, largely for public health nursing purposes @ \$1,500 (PH) Supplies related to medical purposes such as first aid kits @ \$100 (COA)	
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5580 – Other Supplies & Equipment @ \$6,665 Other Supplies & Equipment @ \$2,175 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. (PH) Flags and Holders @ \$4,000 (Vet) For a variety of expenses including program materials, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues and treatment @ \$240 (Youth) Special Event and Public Recognition Expenses @ \$250 (COA)	6,665
Governmental Charges (569x)	5690 – Governmental Charges for the annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ \$150 (PH) West Suburban Veterans' District Assessment @ \$76,658 (Vet)	76,808
Travel & Mileage (571x – 572x)	5710 – In-State Travel Expenses @ \$2,000 for in-state registration fees (PH) In-State Travel Expenses @ \$500 for in-state registration fees (COA) 5711 – Mileage @ \$2,500 for 5.6 full time and 6 part-time/per diem employees (reduced because of transition to Auto Allowance for heaviest	11,375

	travelers – Public Health Specialist, Environmental Health Agent, and Director) (PH) Mileage @ \$500 (COA) Mileage @ \$825 (Youth) Mileage @ \$50 (Vet) 5720 – Out-of-State Travel Expenses @ \$5,000 for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials Annual Meeting or the CADCA Leadership Institute in Washington D.C			
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$2,425 (PH) Veterans' Association @ \$60 (Vet) Professional Subscriptions @ \$25 (Youth)	2,510		
Other Expenses (574 X – 579x)	5740 – Veterans' Benefits @ \$44,805 (Vet)	44,805		
6. Total Expenses		276,873		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,666,973		
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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2018				

Department Personnel Supplement DSR3							
Department		Health and Human Services—Public Health					
	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	1,700		X			
9	Parking Clerk						
10	Part-time Public Health Nurse, as well as On-Call and Per Diem Nurses	55,840		X			
11	Town Counsel						
12	Town Meeting Workers						
13	Traffic Supervisors						
14	Traveling Meals Program Summer Drivers	9,855		X			
15	COA Outreach Worker	14,355		X			
16	Transfer Social Worker from CR-JM Delta	14,000		X			
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	95,750					
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						

V2018

Performance Improvement Funding Request DSR4					
Department	Health and Human Services – Public Health				
Title	Data Collection, Evaluation, and Analysis			Priority	1
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		4,000		4,000	
2. Expense		16,000		16,000	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
6. Grand Total (4+5)		20,000		20,000	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All “YES” responses must be explained in the narrative					
Description and Explanation					
“What gets measured, gets managed.” ~ Peter Drucker The Town of Needham’s Health and Human Services Department seeks funding to support the collection and analysis of qualitative and quantitative data about the health and wellness of the Needham community. This is an HHS-wide project, so it will include data gathering about seniors, youth & families, veterans, as well as the community at large on an annual basis. This project is intended to inform the HHS Department and its divisions about community conditions, and that information will then be used to design, implement, and evaluate programs and activities to address those community conditions. An added function of this project is that it will provide a rich source of data upon which to base applications for grant funding from governmental and foundation sources. Data gathering and evaluation will not only improve competitiveness for funding, support the design, implementation, and evaluation of effective public programs, it will also help inform goal setting and program activities for other town departments such as Park & Recreation and Conservation (in surveys and focus groups that address physical activity and wellness), and the					

Performance Improvement Funding Request DSR4			
Department	Health and Human Services – Public Health		
Title	Data Collection, Evaluation, and Analysis	Priority	1
Police and Fire Department (in surveys and focus groups that address substance misuse, mental health, and domestic violence). If approved, the funding in this project will be allocated towards conducting focus groups and key informant interviews, designing surveys, and analyzing and producing reports of the collected data. Specifically, \$4,000 will be used for part-time salary costs for interns and temporary helps to conduct the focus groups and to help publicize the surveys. The remaining \$16,000 will be used to hire contractors for the design of surveys as well as for the analysis of the data and final report preparation. \$16,000 will support between two and three in-depth surveys each fiscal year. This proposed project addresses the Board of Health’s Community Health Goal # 6 to “Develop processes and accrue resources to support the continual gathering of qualitative and quantitative data to inform the activities of the Public Health Division”. The Council on Aging and the Public Health Division have both previously outsourced data gathering and evaluation, which has had a substantial positive impact on our community. The COA and Public Health worked with a contractor to design and administer a survey on the barriers to healthy aging in Needham for the Town’s seniors. That data formed the basis of the Healthy Aging report, which was released by the Council on Aging (COA) and Public Health Division in September 2016. And the Public Health Division has used an evaluation expert to craft its biennial <i>Parent Survey of Norms, Attitudes, and Behaviors</i>. There are many areas in which the divisions within Health & Human Services do not have valid and current data upon which to base decisions and to target limited resources. For example: • The substance use prevention team does not currently have community data about the adult and older adult populations in regards to substance use and misuse. Through focus groups and administering a survey, the team would be able to gather invaluable data. This data could be used to implement evidence-based, effective public health programs to lessen the use and misuse of substances and the associated health risks, and would support the Public Health Division and COA, as well as the Needham Police Department. • The group mostly likely to attempt suicide or to complete a suicide is white males in the 45 to 64 age bracket. Mental health, depression, and suicide prevention are major areas of public health concern, and in those areas the Town only has data on youths. <u>Needham has NO quantitative or qualitative data on adults or seniors</u>, the groups most at-risk of suicide. With better data, the Public Health Division, the COA, and the Needham Police and Needham Fire should be able to design education and awareness programs for residents, and to work on mental health awareness trainings for all of Needham’s first responders. • The Town is largely unaware of the nutrition status of Needham’s residents, especially lower income individuals and families, residents of Needham Housing, and isolated elders. A survey, combined with focus groups and key informant interviews, would help inform the Town and those departments and divisions (Public Health, Youth & Family Services, Schools, Needham Housing Authority, Council on Aging) which help to support and assist those groups.			

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services – Public Health		
Title	Data Collection, Evaluation, and Analysis	Priority	1

Given the nature of data gathering and evaluation, surveys and focus groups would not be repeated annually but would be set up on a rotating schedule every three to five years. One possible format for that rotating schedule could be:

Year	Surveys	Focus Groups & Key Informant Interviews
1	Personal and Family Emergency Preparedness Parent Survey of Norms, Attitudes, and Behaviors	Personal and Family Emergency Preparedness (4 focus groups) Parental Norms, Attitudes, and Behaviors (4 focus groups)
2	Exercise and Wellness for All Age Residents <i>-- No corresponding Veterans Survey; data gathering will be strictly qualitative</i> Fresh Food Access and Resident Nutrition Survey	Exercise and Wellness (4 Focus Groups and 4 Key Informant Interviews – conducted in concert with Park & Recreation Department) Targeted Veterans Assessment of Health and Wellness (8 focus groups and 2 key informant interviews) Fresh Food Access and Resident Nutrition (2 focus groups and 4 key informant interviews – conducted in concert with the Needham Farmers Market)
3	Community Health Needs Assessment	Community Health Needs Assessment (5 focus groups and 15 key informant interviews)
4	Fresh Food Access and Resident Nutrition Survey Barriers to Senior Friendly Transit and Housing	Fresh Food Access and Resident Nutrition (3 focus groups and 6 key informant interviews – conducted in concert with the Needham Farmers Market) Senior Housing & Transportation (4 focus groups & 12 Key Informant Interviews)

V2018

Performance Improvement Funding Request DSR4									
Department		Health and Human Services – Public Health							
Title		Vendor Training and Education, Combined With Compliance Checks for Intoxicating or Addictive Substances				Priority		2	
DSR4									
Expenditure Classification		FTE	Frequency				Total Amount (A + B)		
			Recurring Amount (A)		One Time Only Amount (B)				
7. Salary and Wage			30,810				30,810		
8. Expense			7,955				7,955		
9. Operating Capital									
10. Department Total (1+2+3)			38,765				38,765		
11. Other Costs									
12. Grand Total (4+5)			38,765				38,765		
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?								X	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?							X		
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								X	
Does the request support activities which produce revenue for the Town?							X		
If the request is not approved, will current Town revenues be negatively impacted?							X		
Is there an increased exposure for the Town if the request is not approved?							X		
Is specialized training or licensing required (beyond the initial purchase)?								X	
Does this request address a documented health or safety issue?							X		
All "YES" responses must be explained in the narrative									
Description and Explanation									
The proposed project would be a joint initiative of the Needham Police Department and the Public Health Division, and it would expand and broaden those two departments collaborative work beyond tobacco compliance checks to include all other intoxicating and addictive substances regulated in Needham. This project proposes to treat all intoxicating or addictive substances regulated in Needham (that is, alcohol, tobacco, and other drugs including marijuana) with a comprehensive program of vendor training and education, supplemented with semi-annual inspections and undercover compliance checks. Compliance checks are already conducted quarterly on tobacco vendors, at an annual cost of \$2,600 to the Police Department and the Public Health Division, although there is no funding specifically allocated for those activities. The largest changes to existing practice if this project is approved would occur on alcohol compliance checks, which would be conducted semi-annually at all on-premise and off-premise									

Performance Improvement Funding Request DSR4			
Department	Health and Human Services – Public Health		
Title	Vendor Training and Education, Combined With Compliance Checks for Intoxicating or Addictive Substances	Priority	2
licensees as well as periodically for special event license holders. Additionally, the Public Health Division, with support from the Needham Police Department, would institute a comprehensive program of vendor training and education, which to this point has been conducted informally every few years and has relied upon one-time revenues and grant funds. In FY 2017, the projected revenue from all intoxicating or addictive substances regulated in Needham is at least \$96,030. This figure does not include non-guaranteed revenue from one-day and special event licenses as well as the fees accrued when establishments change owners or new establishments enter the marketplace. In FY 2017, the Town expects to generate \$72,130 from on-premise alcohol vendors, \$12,000 from off-premise alcohol vendors, \$8,400 from tobacco vendors, and \$3,500 for a registered medical marijuana dispensary. Of note, this does not include tax revenue from meals that include drinks at restaurants. This is just the licensing and permit revenue the Town of Needham receives. I propose to use just over one-third of that generated revenue to educate and inform Needham's vendors about all applicable state and local regulations, and to ensure that they follow those regulations; the Public Health Division and the Police Department will follow-up with inspections and compliance checks. Currently the only substance regulated so closely is tobacco with the goal of preventing youth access. This project is aligned with BOS and BOH goals, and protects Needham's revenue sources (because an informed vendor is hopefully one that follows all the regulations and is at no-risk to have its license or permit suspended or revoked) as well as the public's health and safety by limiting or eliminating intoxicated drivers. Underage alcohol use continues to be an area of concern among Needham's youth. Current alcohol use rates have remained constant over the past five years with more than one-third of Needham High School students reporting using alcohol within the past 30 days, according to the results of the 2014 Metrowest Adolescent Health Survey. In contrast, Needham has experienced a dramatic reduction in youth smoking rates over the past ten years, due to regulations governing the sale of tobacco that serve as a model for successfully limiting the access and availability to youth. According to the June 2015 issue of academic peer-reviewed journal <i>Tobacco Control</i>, from 2006 to 2014 teen smoking in Needham dropped almost in half—from 13 to 8 percent—a significantly greater decline than in the comparison communities where smoking decreased from 15 to 12 percent. This larger decline was consistent for males and females, whites and nonwhites, and students in grades 10, 11, and 12. "Needham is an example for other communities considering policy changes to reduce youth smoking," said EDC's Shari Kessel Schneider, the study's lead author. The same downward trend was not found for alcohol use rates in Needham, suggesting that the notable decline in smoking was likely related to Needham's comprehensive approach to tobacco regulations. These regulations - including routine tobacco compliance checks, semi-annual site inspections, required retailer trainings, defined penalties for selling to minors (and the enforcement thereof) and the increase in minimum sales age in Needham (from 18 to 21 years old) - appear to be directly associated with the declining rates of youth smoking. The changes in the youth smoking rates are not consistent with a broader decline in overall substance use rates			

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services – Public Health		
Title	Vendor Training and Education, Combined With Compliance Checks for Intoxicating or Addictive Substances	Priority	2

in Needham, further supporting the attribution of these developments to the comprehensive regulation and enforcement practices in place. Current prevention research indicates that strategies including policy changes, regulation and enforcement are effective approaches to reducing youth substance use. **If the Town views the prevention of underage drinking as a priority of equal importance to youth tobacco use prevention, then it must actively pursue the reduction of underage drinking rates by employing strategies similar to those utilized for tobacco control.**

This proposed project addresses with Board of Selectmen Goal Number 5, Objective 6 to "Review policies, regulations and resources to address the challenge of underage drinking."

This proposed project also addresses the Board of Health's Substance Use Prevention Goal #1 – Expand community support for addressing alcohol compliance in the same fashion as tobacco compliance, with increased inspections (goal of semi-annual) and compliance checks (long-term goal of quarterly, interim goal of semi-annual).

Cost estimates for the proposed project are available in a separate document. Included below are samples of some charts from that comprehensive cost estimate.

It is estimated that 12 tobacco vendors can be checked in a 4-hour time block. (Of note, where a Public Health Division staff members assigned time is 0 hours, that does not represent 0 hours worked only 0 hours charged as it is part of his/her already assigned duties)

Tobacco Compliance Check Block (Underage Compliance Check)				
<u>Direct Compliance Activities</u>	<u># of Staff</u>	<u>Hours per Staff</u>	<u>Hourly Rate</u>	<u>Total</u>
Police Officer*	1	4	\$45.00	\$180.00
Environmental Health Agent	1	0	\$45.00	\$0.00
			<i>subtotal:</i>	\$180.00
<u>Preparation and Administrative Activities</u>	<u># of Staff</u>	<u>Hours</u>	<u>Hourly Rate</u>	<u>Total</u>
Police Officer*	1	0	\$45.00	\$0.00
Environmental Health Agent	1	2.5	\$45.00	\$112.50
			<i>subtotal:</i>	\$112.50
<u>Supplies and Equipment</u>		<u>Number</u>	<u>Cost Per Unit</u>	<u>Total</u>
Incentives for Youth**		3	\$50.00	\$150.00
Miscellaneous Program Supplies		1	\$30.00	\$30.00
			<i>subtotal:</i>	\$180.00
TOTAL				\$472.50

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services – Public Health		
Title	Vendor Training and Education, Combined With Compliance Checks for Intoxicating or Addictive Substances	Priority	2

It is estimated that 3 on-premise alcohol licensees can be checked in a 4-hour time block, given the challenges of simulating a natural shopping experience.

On-Premise Alcohol Compliance Check Block (Underage Compliance Check)				
<u>Direct Compliance Activities</u>	<u># of Staff</u>	<u>Hours per Staff</u>	<u>Hourly Rate</u>	<u>Total</u>
Police Officer*	1	4	\$45.00	\$180.00
Environmental Health Agent	1	0	\$45.00	\$0.00
			<i>subtotal:</i>	\$180.00
<u>Preparation and Administrative Activities</u>	<u># of Staff</u>	<u>Hours</u>	<u>Hourly Rate</u>	<u>Total</u>
Police Officer*	1	0	\$45.00	\$0.00
Environmental Health Agent	1	2.5	\$45.00	\$112.50
			<i>subtotal:</i>	\$112.50
<u>Supplies and Equipment</u>		<u>Number</u>	<u>Cost Per Unit</u>	<u>Total</u>
Incentives for Youth**		3	\$50.00	\$150.00
Miscellaneous Program Supplies		1	\$30.00	\$30.00
			<i>subtotal:</i>	\$180.00
TOTAL				\$472.50

Here's some background on it that is important to simulate a natural shopping experience:

In early October, Environmental Health Agent Tara Gurge along with Officer Vin Springer and Officer Ryan O'Leary (the new Middle School Resource Officer) from the Needham Police Department conducted quarterly compliance checks at all 12 of the Town's licensed Tobacco vendors. The compliance checks involved a pair of young people attempting to purchase both a regulated tobacco product (Blu e-cigarette or Marlboro Lite cigarette pack) along with another product (gum, candy, etc).

That tactic—using the purchase of a product above and beyond the tobacco product to more accurately simulate a natural shopping experience (a co-buy)—has been used by frequently by the Public Health Division and the Needham Police during the last five compliance checks. For the second time, the compliance check also involved two young people entering the store together. The purpose of having two young people enter together is also to more accurately simulate a realistic shopping experience and to ensure that the vendors are checking the identification of all customers attempting to purchase tobacco products. In this instance, the two young people (a male 22 years of age and a female 19 years of age) visited all 12 of the Town's licensed Tobacco Vendors, and a pair of vendors sold a tobacco product to the minor.

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services – Public Health		
Title	Vendor Training and Education, Combined With Compliance Checks for Intoxicating or Addictive Substances	Priority	2

Interestingly, the employees at both stores bypassed an electronic ID check function that is supposed to occur with every tobacco product purchase.

Off-Premise Alcohol Vendor Educational Initiatives				
Direct Training Activities (1 In-Person Training)	# of Staff	Hours per Staff	Hourly Rate	Total
Police Officer*	1	4	\$45.00	\$180.00
Environmental Health Agent	2	0	\$45.00	\$0.00
Outside Content Experts (TIPS or ServSafe)	1	1	\$1,500.00	\$1,500.00
			<i>subtotal:</i>	\$1,680.00
Time to Develop Training Materials & Content	# of Staff	Hours	Hourly Rate	Total
Police Officer*	1	0	\$45.00	\$0.00
Substance Use Prevention Staff	3	10	\$40.00	\$1,200.00
Environmental Health Agent	2	5	\$45.00	\$450.00
			<i>subtotal:</i>	\$1,650.00
Supplies and Equipment		Number	Cost Per Unit	Total
Training Binders & Handouts		5	\$25.00	\$125.00
Video/DVD Training Materials		1	\$500.00	\$500.00
Posters and Town-approved Signage		5	\$50.00	\$250.00
Miscellaneous Program Supplies		1	\$100.00	\$100.00
			<i>subtotal:</i>	\$975.00
TOTAL				\$4,305.00

V2018

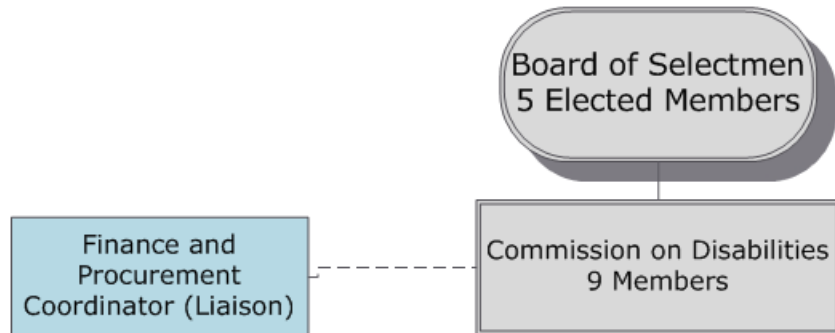
Performance Improvement Funding Request DSR4									
Department		Health and Human Services – Public Health							
Title		Preparation for Public Health Accreditation				Priority		3	
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
13. Salary and Wage				\$2,000					
14. Expense				\$4,000					
15. Operating Capital									
16. Department Total (1+2+3)									
17. Other Costs									
18. Grand Total (4+5)				\$6,000				\$6,000	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?							X		
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?							X		
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								X	
Does the request support activities which produce revenue for the Town?							X		
If the request is not approved, will current Town revenues be negatively impacted?									X
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All “YES” responses 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 \$6,000 per year. Accreditation will improve competitiveness for funding as it indicates national recognition of a local health department's achievements of national standards for delivering public health services. Please note that this is the estimated cost to assemble and develop the required materials, and documents, and lead the department in strategic planning, community engagement, quality improvement, and performance management. The actual cost to apply for an accreditation review is \$14,000 for a community of Needham's size; this covers accreditation for a five-year period, following which re-application is required. Cooperation across Town departments and community partners (largely in the form of planning meetings) will be necessary. This proposed project would meet the Board of Health's Community Health Goal #7 – Pursue Public Health Division Accreditation and support the establishment of a culture of continuous quality improvement.									
V2018									

Department Budget Request and Expense History

Health and Human Services	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	1,156,665		1,156,665		1,103,615	973,006.16	902,370.66	865,215.50
Salary & Wage Temporary	221,135	36,810	257,945		179,944	83,110.77	62,593.30	46,949.21
Salary & Wage Overtime	2,000		2,000		2,000	2,141.42		
Salary & Wage Other	10,300		10,300		15,463	5,499.96	5,499.98	3,000.00
TOTAL S&W	1,390,100	36,810	1,426,910	9.7%	1,301,022	1,063,758.31	970,463.94	915,164.71
Energy								
Non Energy Utilities								
Repairs and Maintenance	1,500		1,500		1,700	75.00	297.64	29.00
Rental and Leases								
Other Property Related	1,900		1,900		1,400	1,250.00	1,250.00	1,250.00
Professional & Technical	93,360	22,500	115,860		88,580	99,093.02	89,660.27	72,609.59
Communications	20,850	500	21,350		12,500	10,280.85	6,584.28	5,876.89
Recreation	1,000		1,000		500			854.00
Other Purchased Services	1,000	500	1,500			6,719.55	900.00	11,293.24
Energy Supplies								
Office Supplies	7,650	2,500	10,150		7,900	8,455.68	7,028.38	6,641.39
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies	1,500		1,500				25.95	534.95
Gasoline/Diesel	4,000		4,000		4,000	3,000.00	3,927.57	3,000.00
Food & Service Supplies	350	955	1,305		400	3,105.56	2,646.88	1,343.14
Medical Supplies	1,600		1,600		1,350	1,490.51	309.28	1,438.83
Educational Supplies								190.98
Public Works Supplies								
Other Supplies & Equipment	6,665	1,000	7,665		6,415	24,165.57	11,247.36	5,679.66
Governmental Charges	76,808		76,808		74,500	72,069.00	66,971.00	59,351.00
Travel & Mileage	11,375		11,375		10,975	4,424.40	2,863.11	2,180.75
Dues & Subscriptions	2,510		2,510		2,340	1,764.10	1,217.21	1,245.57
Other	44,805		44,805		43,500	32,619.00	44,378.89	34,502.22
TOTAL Expenses	276,873	27,955	304,828	19.0%	256,060	268,512.24	239,307.82	208,021.21
Capital								
Total Capital								
Grand Total	1,666,973	64,765	1,731,738	11.2%	1,557,082	1,332,270.55	1,209,771.76	1,123,185.92

Department Organizational Chart

Commission on Disabilities



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Department Information DSR1	
Department	Commission on Disabilities
Department Mission	
The Needham Commission on Disabilities (NCOD) purpose is to promote full integration and improve accessibility for the disabled population in the Town of Needham. Through advocacy and special projects and programs, the Commission provides resources in all matters related to disability issues, promotes awareness and addresses the needs of persons with disabilities in the community.	
On the Horizon	
Through its partnership with the Metro West Center for Independent Living in Framingham and the Massachusetts Office on Disability, the Commission will continue to provide information, referrals and technical assistance to individuals, businesses and organizations on all legal and technical matters pertaining to the disabled. The Commission has appointed a representative to the Local Emergency Planning Committee to facilitate registration of persons with disabilities, as well as a representative to the Downtown Streetscape project to promote awareness and ensure compliance in the completion of their objectives. The NCOD is currently working on updating its informational brochure. A Needham High School photography club student took pictures this past summer to be included in the brochure, which should go to print on the near future. We look forward to more opportunities to assist the community of persons with disabilities in Needham.	
Budget Statement	
The FY2018 Budget Submission for the Needham Commission on Disabilities is unchanged from last year's submission. Expenses include office supplies, handicapped parking signs, costs related to attending trainings and conferences, and the stipend for the Town liaison.	
Accomplishments and Activities	
Members of the Commission visited the Hillside Elementary School to work with the students on an accessibility workshop, where third graders created craft prototypes of devices that would help persons with disabilities function more independently. This project increases awareness in young children, and encourages an environment of inclusion. The Commission also collaborated with the Town Clerk's office to evaluate the use of the state-sponsored accessible voting machines and coordinated a demonstration on their use with the objective of increase the use of the machines at election time. This past year, the Needham Commission on Disabilities updated its grant application and made it available online in an effort to promote grant submissions for consideration. This program utilizes funds from the handicapped parking fines to award grants for the specific benefit of the disabled community. In addition to these special projects, the Commission fulfilled all regular activities associated with their mission statement, to include: • Working in coordination with PPBC (Permanent Public Building Committee) in reviewing and assessing new construction sites in Needham for ADA and AAB compliance. In the past year, these included the proposed new Hillside school, the Rosemary Complex and the High School cafeteria expansion. • Monitoring neighboring audible pedestrian signals within Town for appropriate functionality and use. • Responding to Needham citizen advocacy calls.	

Department Information DSR1			
Department		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
V2018			

Department Expenditure Detail DSR2									
Department				Commission on Disabilities					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	No	No	
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 – Town liaison								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 Conferences			200
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Paper and office supplies (printer ink, filing supplies, etc.)			100
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Handicap signs			150
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Mileage			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 FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
YES	☐	NO	☒	
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
YES	☐	NO	☒	
V2018				

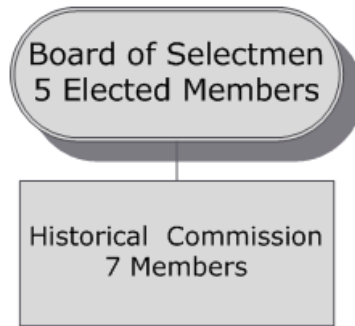
Department Budget Request and Expense History

Commission on Disabilities	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular								
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other	1,500		1,500		1,500	1,500.00	1,500.00	
TOTAL S&W	1,500		1,500		1,500	1,500.00	1,500.00	
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical	200		200		200	170.00		
Communications								
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	100		100		100	203.78		100.33
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies	150		150		150			
Other Supplies & Equipment							178.20	
Governmental Charges								
Travel & Mileage	100		100		100			
Dues & Subscriptions								
Other								
TOTAL Expenses	550		550		550	373.78	178.20	100.33
Capital								
Total Capital								
Grand Total	2,050		2,050		2,050	1,873.78	1,678.20	100.33

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Department Organizational Chart

Historical Commission



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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.	
On the Horizon	
Engagement with the town to consider extending the current six month demolition delay to twelve months. Consideration of a town wide preservation plan. Enhancing the availability of town historic information to town residents. Explore the establishments of neighborhood historic districts. Begin research for the creation of narratives for Needham's historic neighborhoods	
Budget Statement	
The budget request is level-funded for FY2018.	
Accomplishments and Activities	
- 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 - 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:	

Department Information DSR1			
Department	Historical Commission		
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/ <u>Solar Panel Guidelines</u> ♦ <u>The Commission working with the town building department promulgated a guide for installing solar panels on historical buildings.</u> ♦ <i>House Stories</i>, 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 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 .00		1,050.00
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,050.00		1,050.00
V2018			

Department Expenditure Detail DSR2									
Department				Historical Commission					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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
Are All Union Employees Covered by a CBA for FY2018?						Yes	No	No	
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)				
Gasoline and Diesel Fuel (5481)				
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	X
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES		NO	X
V2018				

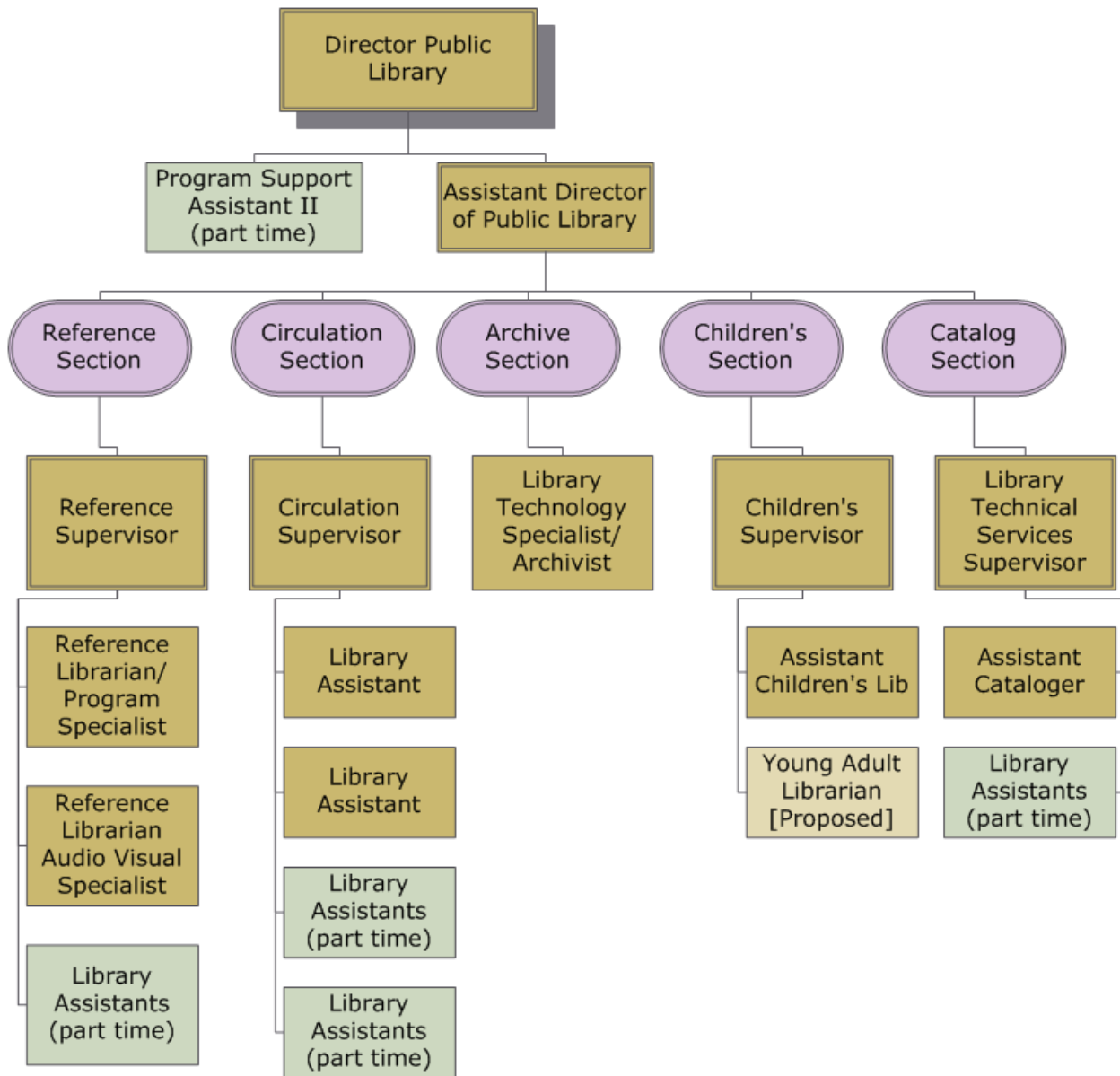
Department Budget Request and Expense History

Historical Commission	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular								
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other								
TOTAL S&W								
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical								25.00
Communications	350		350		350		196.00	8.75
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies	250		250		250		36.63	
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	450		450		450			
Governmental Charges								
Travel & Mileage								
Dues & Subscriptions							100.00	
Other								
TOTAL Expenses	1,050		1,050		1,050		332.63	33.75
Capital								
Total Capital								
Grand Total	1,050		1,050		1,050		332.63	33.75

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Department Organizational Chart

Needham Public Library



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Department Information DSR1	
Department	Library
Department Mission	
The Needham Free Public Library is committed to: Providing access to materials, resources, and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.	
On the Horizon	
The library has been operating in its "new" building for more than ten years. It is an incredibly busy place, full of adults, teens, and children during the 71.5 hours a week it is open. More than 6,000 people visit the library each week. They check out materials, attend programs (especially the children), enjoy the Children's Play Area, use the library's computers and databases, read the newspapers and magazines, use the Wi-Fi system, meet friends, get tutored, use the library Study Rooms, enjoy the art displayed in the Friends' Gallery, search for ancestors in the Genealogy and Local History Room, learn about computers and iPads, sit and read books. The wear and tear on the building and its contents is beginning to become apparent. A furniture replacement schedule has been submitted to the Capital Program. The library's Study Rooms were used 541 times during the month of October 2016. These rooms are in such demand by students, tutors, and seekers of quiet that it may become necessary to do a space rearrangement that would create additional study rooms.	
Budget Statement	
The FY18 budget request includes the following changes from FY17. 5270 Rental and Leases has been reduced from \$940 to \$500, as the library is no longer renting a postage meter. All library mail is delivered to the Town Hall for metering. 5303 P & T Seminars and Training has been increased from \$500 to \$800. In FY16 \$794 was spent in this category, and, so far this year, more than half of the \$500 appropriation has been spent. 5303 P & T Software License Fee has been increased from \$64,030 to \$69,750 to accommodate a possible 5% increase in the Minuteman Library Network fee (\$2,750) and the \$12,008 that is required for the library's many software licenses. 5341 Postage has been reduced from \$2,169 to \$1,200. As use of email for reserve and overdue notices has increased, the use of postage has decreased. 5580 Other Supplies has been increased by \$200 to cover the price increases in the labels and label protectors that are used on library materials and the cost of using additional labels when collections of materials in the Children's Room are being changed and require re-labeling. 5581 Library Subscriptions has been increased from \$22,100 to \$26,000. This account covers the cost of electronic magazine subscriptions, as well as the print copies. Prices rise every year in both categories. In FY16 expenses in this category came to \$25,836. 5584 Library Databases has been increased from \$25,000 to \$35,000. In FY16 expenses in this category came to \$34,380. The trend in Reference Service continues to be usage of databases, rather than reference books, as they are able to contain more current information and can be updated. 5585 Computer Supplies and Equipment has been increased from \$16,250 to \$16,500. The	

Department Information DSR1	
Department	Library
library's Technology Department is planning to purchase additional electronic devices (iPads, laptops, etc.). 5711 Library Mileage has been increased from \$675 to \$1,000. In FY16 expenses in this category totaled \$1,143. The increase is needed to cover the expense of librarians traveling to various Minuteman committee meetings and seminars. 5730 Dues and Memberships has been increased from \$465 to \$475, as membership in the American Library Association increases by at least \$10 every year.	
Accomplishments and Activities	
The library trustees, a planning committee, and the library staff completed a new five-year Long-Range Plan that will set the direction in which the library will move. Goals include evaluating/revising the library's Collection Development Policy to meet the community's current and future needs; planning programs and services that meet the community's needs and wants; providing a safe, welcoming, and comfortable environment for the community; and maintaining a superior level of service. A program goal included embracing diversity. In support of this goal, a staff diversity committee has been formed and is working on establishing a series of programs that reflect the community's diversity. With generous donations from the Friends of the Needham Public Library and the Library Foundation of Needham, the library was able to update both its wireless service and the audiovisual components of the Community Room. The library celebrated its 100th anniversary (1916 – 2016) of doing business at the corner of Rosemary and Highland with children's activities, chamber music from 1916, speeches, and two huge cakes. Concluded a multi-year <i>Nature Talks</i> program that included well-attended programs and activities for both adults and children. Children explored the natural world of Needham, adults formed a cook book club and local people presented lectures on successful gardening, honeybees, yoga for gardeners, container gardening, mushroom identification. The Children's Department continued to expand its program and storytime offerings, including storytimes in World languages. Received \$22,555 cash gifts and memorials, plus several thousand dollars worth of books, DVDs, CDs from local residents. Finished the fiscal year with a 0.4% increase in circulation of materials (slight decreases had been posted for the past few years). People checked out 515,698 items in FY16. FY16 performance measures included increasing the turnover rate of library materials to 3%. The actual figure for FY16 was 2.999%. Other measures included increasing the attendance at children's programs and adult programs, and increasing the number of people who visit the library. Children's program attendance increased to 14,311 (target was 12,500); adult program attendance increased to 4,989 (target was 4,500); the number of people who visit the library increased to 343,858 but did not make the target number of 350,000. In the future, the last figure will be more accurate, as the library recently installed people counter equipment.	

Department Information DSR1			
Department		Library	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,278,905	61,685	1,340,590
b) Expenses	348,314	30,975	379,289
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	1,627,219	92,660	1,719,879
V2018			

Department Expenditure Detail DSR2									
Department				Library					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	38	24.1	13	38	24.7	13	38	24.7
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are All Union Employees Covered by a CBA for FY2018?						Yes		No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							842,315	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							21,453	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							6,644	
							PRD1 Sub Total		870,412
J	DSR3 Other Compensation								
							Sub Total 1		870,412
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage, Part-Time, Mon - Sat							369,792	
b.	Sunday Part-Time Hours							38,701	
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		408,493
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)								1,278,905	

DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Computer hardware maintenance: 607 Equipment repairs and copy machine Maintenance: 1,489	2,096
Rental & Leases (527X)	Iron Mountain and NEDCC Microfilm storage: 500	500
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	P&T Seminars and Training: 800 Minuteman Library Network: 57,742 Computer Software Licenses: 12,008	70,550
Communications (534x)	Postage: 1,200 Printing: 1,000	2,200
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)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Supplies for Processing Books, Periodicals, and AV Items: 7,000 Library Materials Budget: Newspapers, Periodicals: 26,000 Books: 131,043 Audiovisual: 43,000 Databases: 35,000 Total Materials: 235,043 Computer Supplies and Equipment: 16,500	258,543
Governmental Charges (569x)		
Travel & Mileage (571x – 572x)	Conference In-State: 150 Mileage: 1,000	1,150
Dues & Subscriptions (573X)	American Library Association Membership: 350 Digital Commonwealth Membership: 125	475
Other Expenses (574 X – 579x)		
6. Total Expenses		348,314
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		1,627,219

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES	X	NO	
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
				V2018

Performance Improvement Funding Request DSR4				
Department	Library			
Title	Young Adult Librarian	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	50,817		50,817
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		50,817		50,817
5. Other Costs		22,304		
6. Grand Total (4+5)		73,121		73,121
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
Yes #3—employee benefits package. Following discussion at a recent board meeting, the library trustees voted to make hiring a full-time young adult librarian the number one DSR4 request in the FY2018 budget request. This position was part of the library budget for many years, until the defeated override of May 15, 1990, necessitated Draconian cuts in the library's budget. Unfortunately, several full-time positions were eliminated at that time, and, when the library was "put back together the least expensive way possible," this full-time position was not restored. At the current time, a part-time reference librarian orders the materials for the library's Young Adult Collection and holds a few programs. She also works at the reference desk, helping the general public with information needs. Why does the Needham Free Public Library need a full-time Young Adult Librarian? "Library services for young adults provide a transition from children's services to adult services that is based on the unique needs of young adults. Young adults need and deserve services that address their educational, informational, cultural, and leisure time needs." Every afternoon after school the Reference Room, Young Adult Room, study desk and carrel area, and Computer area of the library fill up with middle and high school students. They are meeting				

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Young Adult Librarian	Priority	1
their friends, socializing, using the library's Wi-Fi, working in groups to do homework. Some of them are sitting in the large, comfortable chairs and texting, and some of them are reading books. The seating capacity for adults and young adults is more than 250. Many days the seats are full and young adults are seated on the floor. The library is definitely the place to go after school. Is the library meeting the needs of these students? In some respects, yes. They are provided with a comfortable place; people who will help them; materials for their reading, listening, and viewing pleasure; and an occasional interesting program. If the library had a full-time young adult librarian, they would be provided with a person who had special training and could address their evolving educational, intellectual, recreational, and cultural needs. The recent library Strategic Plan for FY2017 – FY2021 noted that a survey revealed that there was "a desire for programs and opportunities for young adults." A trained young adult librarian will help students ready themselves for college; support career ideas; assist with homework; help teens access a wide range of resources; and hold programs that are interesting, educational, and encourage library use.			
			V2018

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Network Transfer Pack/Unpack Page	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage	.51	10,868		10,868	
8. Expense					
9. Operating Capital					
10. Department Total (1+2+3)	.51	10,868		10,868	
11. Other Costs					
12. Grand Total (4+5)	.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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses 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 area 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. In FY16, 61,613 items were sent out to other libraries to fill requests, while Needham received 66,390 items to fill requests made by Needham residents. These 128,003 items represent one-half of the items in the delivery boxes; the other half is materials that were returned to Needham but belong to other libraries and Needham materials that were returned to other libraries. These hours are currently being funded by the library's State Aid account. Continued use of this account for salary items greatly impacts this account.					

Performance Improvement Funding Request DSR4			
Department	Library		
Title	Network Transfer Pack/Unpack Page	Priority	2
While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Filling requests for 66,390 items for Needham residents certainly contributes to the "desirability of Needham as a place to live and work."			
			V2018

Performance Improvement Funding Request DSR4					
Department	Library				
Title	Comcast Wireless Services	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage					
14. Expense		1,475		1,475	
15. Operating Capital					
16. Department Total (1+2+3)		1,475		1,475	
17. Other Costs				1,475	
18. Grand Total (4+5)		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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses 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. The charges are currently being paid by the library's State Aid Account. This is another ongoing charge that continues to impact this account. While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." In addition to enabling the audiovisual components in the Community Room to function, the library's wireless service is in constant use by students, business people, and non-business people. Without this service the library would lose a large portion of its customer base.					
V2018					

Performance Improvement Funding Request DSR4					
Department	Library				
Title	OverDrive Basic Subscription	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
19. Salary and Wage					
20. Expense		17,000		17,000	
21. Operating Capital					
22. Department Total (1+2+3)		17,000		17,000	
23. Other Costs					
24. Grand Total (4+5)		17,000		17,000	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses 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 downloads) was a 44.5% increase over FY14. FY16 usage (33,439) was a 77% increase over FY15. The increases continue each month—July 2016, 7.6%; August 2016, 28.5%; September 2016, 11%. There are two components to OverDrive: (1) the basic charge for use of a basic library that contains a variety of books and films and (2) an additional charge for purchasing multiple copies of current best sellers. This request is for the basic charge, currently being paid from the library's State Aid account; the library's trust funds currently support the additional service that is called OverDrive Advantage. In FY16 the library spent a total of \$22,420.45 for the two services. That computes to a charge of \$.67 for each download, a drop per download of \$.57 from FY15, and is an indicator of an increased return on investment. 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 and demand for a product increases, the library strives to adapt to new ways of providing services. Continued use of the State Aid account for this service will deplete the fund in very few years.					

Performance Improvement Funding Request DSR4			
Department	Library		
Title	OverDrive Basic Subscription	Priority	4
While not specifically listed as a “continuing strategy” or a “new initiative,” this request does contribute to the Selectmen’s goal to “Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.” The increased use of the OverDrive service indicates its importance to Needham residents.			
V2018			

Performance Improvement Funding Request DSR4				
Department	Library			
Title	OCLC WorldCat	Priority	5	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
25. Salary and Wage				
26. Expense		2,500		2,500
27. Operating Capital				
28. Department Total (1+2+3)		2,500		2,500
29. Other Costs				
30. Grand Total (4+5)		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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses 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/or Trust Funds for payment.				

V2018

Performance Improvement Funding Request DSR4					
Department	Library				
Title	OverDrive Advantage	Priority	6		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
31. Salary and Wage					
32. Expense		10,000		10,000	
33. Operating Capital					
34. Department Total (1+2+3)		10,000		10,000	
35. Other Costs					
36. Grand Total (4+5)		10,000		10,000	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses must be explained in the narrative					
Description and Explanation					
A library that signs up for the OverDrive Advantage program is able to purchase additional copies of the books offered by the OverDrive program. A library would purchase additional electronic copies, if the library had a long reserve list of people waiting for the electronic copy. The extra copies that the library purchases are only available to town residents of the purchasing library. In FY16 the library spent \$7,987.39 for Advantage program copies to fill customer demand. This charge was paid by Trust Funds. The extra copies cut down on customer wait time considerably. While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Selectmen's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Providing extra copies of electronic books removes the frustration of long waits for electronic services.					

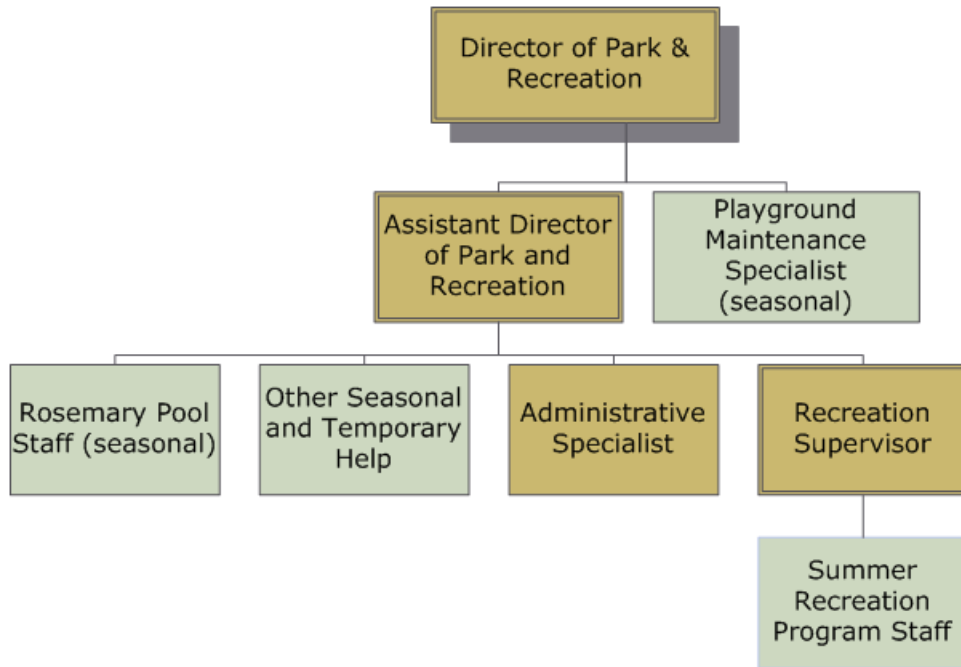
V2018

Department Budget Request and Expense History

Library	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	870,412	50,817	921,229		854,760	901,332.76	887,496.88	810,799.52
Salary & Wage Temporary	408,493	10,868	419,361		410,504	299,343.38	258,109.69	283,212.61
Salary & Wage Overtime						7,238.57	10,550.43	9,790.87
Salary & Wage Other								
TOTAL S&W	1,278,905	61,685	1,340,590	6.0%	1,265,264	1,207,914.71	1,156,157.00	1,103,803.00
Energy								
Non Energy Utilities								
Repairs and Maintenance	2,096		2,096		2,096			
Rental and Leases	500		500		940	490.65	820.71	1,601.04
Other Property Related								
Professional & Technical	70,550	1,475	72,025		64,530	58,720.35	57,084.39	62,531.49
Communications	2,200		2,200		3,169	972.27	970.20	2,398.56
Recreation								
Other Purchased Services	5,000		5,000		5,000	6,432.03	4,800.00	4,795.53
Energy Supplies								
Office Supplies	7,800		7,800		7,800	7,144.72	7,142.06	7,823.71
Building & Equipment Rprs/Sp								
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	258,543	29,500	288,043		244,193	252,430.05	245,421.54	232,844.22
Governmental Charges								
Travel & Mileage	1,150		1,150		825	1,246.42	770.21	755.98
Dues & Subscriptions	475		475		465	424.00	320.00	458.00
Other								
TOTAL Expenses	348,314	30,975	379,289	15.3%	329,018	327,860.49	317,329.11	313,208.53
Capital								
Total Capital								
Grand Total	1,627,219	92,660	1,719,879	7.9%	1,594,282	1,535,775.20	1,473,486.11	1,417,011.53

Department Organizational Chart

Park and Recreation Department



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Department Information DSR1	
Department	Park and Recreation Department
Department Mission	
The Park and Recreation Department's major responsibilities include providing balanced, year-round programming and leisure services for residents of all ages; 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. Through August 2016, the department operated Rosemary Pool, a seasonal outdoor pool. It has officially closed, and will not re-open in FY'18. A new facility is under design, and if funded, would open at the end of FY'18. The responsibility for overseeing swimming at Rosemary Lake/Rosemary Pool as the Town's principle outdoor aquatic area has been part of the department's mission since the mid-1940's. 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.	
On the Horizon	
Rosemary Recreation Complex: The Park and Recreation Department has two major changes upcoming in FY'17 and FY'18 which impacts the budget request. In August 2016, Rosemary Pool closed at the end of the season after 45 summers and will not re-open. A two year design process is currently in the permitting stage, preparing for going out to bid. If funds are awarded at the May 2017 Town Meeting, construction would begin in June 2017 with the hope to fully open the new facility in Summer 2018. The "summer season" would begin in Spring 2018, with final preparations for opening and staff training. The major loss to not having an outdoor pool in Summer 2017 is the number of children who will not have easy access to a facility to learn to swim, a lifelong safety skill. Secondly, the loss of the trained aquatic staff creates challenges for re-starting at the new facility. The following is the department's proposal for the operating budget during this interim time: (a) maintain the current level budget, so that funds are available for the start of the 2018 summer season; (b) rehire returning Rosemary Pool staff to keep them working with the department, but in some one-summer work programs. Example tasks include, but are not limited to: wash/clean all playground equipment; repair, re-stain all picnic tables and park benches; build new picnic tables and park benches; re-paint interior areas of park buildings, and exterior where needed; remove invasive plants on fences; trail maintenance and repair; and assist at summer programs, allowing us to add some additional participants/revenue. Most of these tasks are handled as the department can take care of emergencies or work with volunteers to assist, so having the opportunity to catch up on a long list will allow the department to have a proactive maintenance plan in upcoming years. Trails: In collaboration with the Conservation Department and DPW Parks and Forestry, major efforts are underway on improving Town trails. Two new trails have been added in the past year. The Bay Colony Rail Trail was built a collaborative effort of the Town with the Bay Colony	

Department Information DSR1	
Department	Park and Recreation Department
Rail Trail Association. The Town Engineer and his staff designed and bid the project, and provided construction oversight. Funds were raised with private donations, state funding with the support of Rep. Garlick, and Community Preservation Funds. The Sudbury Aqueduct Trail is in two sections, with one coming through Babson and Olin Colleges, and the second portion from Hunnewell Street to Echo Bridge. The MWRA provided a license for use of the Sudbury Aqueduct, and no construction is needed. With the addition of these two trails, Needham now has approximately 30 miles of nature trails. With Community Preservation Funds, trail improvement projects have occurred at Ridge Hill, Farley Pond, and the Eastman Trail at Newman. Design work is complete for the Reservoir All-Person Trail, with a request for funding upcoming. The Rosemary Trail improvements will be an upcoming project, and plans are underway to propose a trail on the Central Avenue new school property. Some of the project construction has been undertaken by the Student Conservation Association, providing cost savings to the Town. The Assistant Director works with up to 17 Trail Stewards who help keep trails clean but also report maintenance issues. She also has worked with Eagle Scouts on some trail improvement projects, including the recent installation of kiosks at the Rail Trail. Outdoors: 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 has also been active in the National Recreation and Park Association's initiative to get people outside, particularly children. The process for updating the Town's <i>Open Space and Recreation Plan</i> is underway, with about forty residents volunteering to serve on the Advisory Group. Support for open spaces, trails, passive recreation and active recreation has been noted in the meetings and in a survey created for the Plan update, as well as in the Town's Community Satisfaction survey. It is anticipated that project proposals will be recommended through the updating of the Plan. The major concern related to the outdoors, though, continues to be the amount of trash left behind at parks and on trails, including plastic dog waste bags. Park and Recreation is a proud partner on the Integrated Pest Management (IPM) Committee. The maintenance of the Town's athletic fields is basically all-organic. For several decades, we have worked with the sports groups to better understand how to best use the athletic fields to decrease damage and keep them in safe conditions for all the athletes. Recent athletic field improvements have successfully been completed at Walker-Gordon, Greene's Field, High Rock, Newman, and Pollard, and it is anticipated that the next project will be at Cricket. The quality of water in ponds and lakes continues to be discussed. The DPW hopes to be funded for a project in Rosemary Lake, removing the sediment on the lake bottom, and in a few years complete the same project at the Reservoir. Conservation and Park and Recreation are working with neighbors of Walker Pond on the steps to improve the water quality. Playgrounds are overseen at all schools and public parks. The department is working with the School Department and Public Facilities-Construction on the options for the new school site on Central Avenue. All playgrounds have been updated or replaced in the past twenty years, so work will continue on maintenance and the earlier projects will move forward for replacement in upcoming years. The part-time playground maintenance staff person visits each site on a regular basis, monitoring surfacing and equipment condition. Indoors: If the new Rosemary Recreation Complex construction funding is approved, the department would have its own multi-purpose room for programs for all ages. At this time, with	

Department Information
DSR1

Department**Park and Recreation Department**

the exception of the Cricket building in the summer, all spaces for programs are borrowed from other Town departments, or local facilities, including St. Sebastian's ice rink. The majority of the new programs that would be held in the new multi-purpose room would be operated through the department's Revolving Fund, but as is currently the practice, some portion of the fee would be deposited into the Town's General Fund to reflect operating costs of the room, plus any costs related to building monitoring.

Budget Statement

As noted in the prior section, the regular operations of the department in FY'18 are altered, with the closing of Rosemary Pool, and the anticipation of a new facility preparing to open at the end of FY'18. The same bottom line budget has been requested, and most budget lines have remained the same.

	FY'16 Expended	FY' 17 Budget	FY'18 Request	Change	Reason for Change
REQUESTED SALARY BUDGET	\$474,944	\$498,000	\$505,683	\$7,683	Step rates for full-time employees; adjustments made to meet requirements for minimum wage and higher rates for summer employees; Assistant Director stipend for Youth Center; Rosemary Pool staff funding kept level with FY'17. Reduction taken in expenses to cover increase.
	FY' 16 Expended	FY' 17 Budget	FY'18 Request	Change	Reason for Change
REQUESTED EXPENSE BUDGET	98,136	104,500	96,817	(7,683)	Reflects reduction in costs for no pool operation in Summer 2017
Other Property Related Services	20,983	17,300	20,000	(2,700)	Moved some pool funding to playground maintenance
Postage	846	1,400	1,600	200	Additional mailings related to Rosemary project
Communication Landlines	1,018	1,200	800	(400)	Elimination of Rosemary landline Summer 2017

Department Information DSR1					
Department		Park and Recreation Department			
Other Services	3,225	3,500	4,500	1000	Adjusted for additional projects at parks
Building & Equipment Supplies	32,116	29,100	13,417	(15,683)	Reduction in annual spring costs for opening pool; some pre-season costs would be covered by construction project
Custodial Supplies	1,197	1,500	0	(1,500)	No supplies needed for Rosemary Pool
Groundskeeping Supplies	916	16,000	20,000	4,000	Increasing funds for playground surfacing and replacement parts
Food and Services	2,657	2,100	3,000	900	Increased costs, increased program participants
Medical Supplies	899	200	600	400	Increased costs
Conference In-State	0	600	800	200	3 staff participants
Conference Out-Of State	0	300	800	500	Assistant Director and Recreation Supervisor attendance at national conference

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. Most of the department's programs are in the Revolving Fund, but the major summer programs are all funded through the Operating Budget and the revenue is deposited into the General Fund. FY'16 General Fund Revenue was \$247,000, of which \$147,000 was collected through summer programs. About \$75,000 was collected for passes and programs at Rosemary Pool. For Summer 2016, \$30,000 was collected for Rosemary in FY'17, so there will be less revenue collected in FY'17 as there won't be any charges in Spring 2017. For FY'18, revenue collection for the new Rosemary will begin in Spring 2018. The season and daily rates for admission will be changed to reflect the new facility, and it is likely the season's length will increase from ten weeks to twelve or more weeks, which will also be reflected in a revenue increase in FY'18. Field Administration Fees are deposited into the General Fund.

Revolving Fund: The programs held in the Fall, Winter, Spring as well as some small summer programs, are operated through the fee-generated Revolving Fund (53D). The Revolving Fund also includes revenue and expenses related to Field Maintenance Fee, Tennis Badge Fee, Memorial Park Lights Fee, DeFazio Park Lights Fee, Claxton Lights Fee, and the Carleton Pavilion Fee.

Department Information DSR1	
Department	Park and Recreation Department
The Recreation Supervisor and Assistant Director have been creating new programs for the department, as well as adapting traditional programs, so the revenue collection has increased from \$270,000 in FY'15 to \$290,000 in FY'16. If the new multi-purpose room is created, the impact on revenue and expenses will be seen in FY'19. A small portion of revolving fund program fees is deposited into the General Fund in an effort to reflect the office staff members' time spent on those programs. The annual collection has risen from \$9,000 to \$11,000 in FY'16. The <i>Youth Center</i> program revenue is held in a separate revolving fund. In the 1970's, Park and Recreation developed a Teen Center for high school students, but during budget reductions in the 1980's, the program was disbanded. The department assisted a volunteer group in the creation of a middle school youth center, which eventually came under the supervision of the Health Department. In FY'16, Park and Recreation took over the program. Once a month on Friday nights, TGIF is held at Pollard with special programs for 6th graders and 7-8th graders. Additional programs have been added for middle school students, including on early release days, to expand the offerings of the Youth Center. Fees are charged to cover costs of staffing and program expenses. The Assistant Director receives a stipend for coordinating this program. Gift Fund: The Park and Recreation Commission has a Gift Fund for a variety of projects. The majority of the fund holds donations for the Arts in the Parks concert series and the Children's Theatre programs. The donation of \$10,000 from the estate of Harold J. A. Street is also in the fund, with a portion remaining in the fund for future use. Initial funds were used for trail signage projects.	
Accomplishments and Activities	
Rosemary Pool closed in late August 2016 after 45 summers of operation. Besides providing a valuable recreation opportunity, including teaching thousands of children to have safety swimming skills, the pool also was able to close without having a drowning or near drowning. Park and Recreation appreciates the support of Town administration and boards for the four and a half decades of service, and looks forward to the discussion on the funding of construction costs for the new facility. The work to design the new Rosemary Recreation Complex has kept the department busy, and over the upcoming year, efforts will be put towards the planning of new activities and programs. Having a year-round multi-purpose room for programming will allow for a major expansion of program offerings, while continuing offering programs at other Town locations. Two major trail projects were accomplished. For decades, residents had been asking for pedestrian access to the Bay Colony rail line and the Sudbury Aqueduct, and we've been able to achieve both. Park improvements continue to be achieved. Mills Field is an example of improvements being done in segments. With a donation from Parent Talk, the playground was replaced in late 2000s. The tennis courts were rebuilt with Town funds, as were infield replacement, fencing and dugout improvements. With CPA funds, parking has now been improved and a restroom added to the site, and the final project will be improvements to the basketball court. The office staff has created a social media presence that is also captured in local media. Almost	

Department Information DSR1			
Department		Park and Recreation Department	
900 people have “liked” the Facebook page which features programs and other Town events. The department has two Instagram accounts, with one for programs and special events, and a second for TGIF. All staff monitors other social media accounts and provides responses as appropriate. The Administrative Specialist, Recreation Supervisor and Assistant Director have worked for the department for 1-3 years, but all have shown their support for the Town beyond the confines of the department’s work, volunteering to help create flyers, promote other activities, and assist at events, including the Aly Raisman celebration or Town Meeting.			
The Open Space and Recreation Plan has been out-of-date since 2007, so it is exciting moving forward the effort to do a comprehensive update. Residents have been more engaged in the discussions than in previous updates, which will truly enhance the community support for the master plan goals and project objectives.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	505,683		505,683
b) Expenses	96,817		96,817
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	602,500		602,500
V2018			

Department Expenditure Detail DSR2									
Department				Park and Recreation Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							271070	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							6121	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4500	
i.	PRD1 Budget Adjustments							2167	
PRD1 Sub Total							283,858		
J	DSR3 Other Compensation								
Sub Total 1							283,858		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Playground Maintenance Specialist							11,024	
b.	Summer Programs: eight week season; training; pre-season Rec Spec 5 (1); Rec Spec 2 (5); Rec Spec 1 (20)							93,590	
c.	Pool Staff: Work crews in Summer 2017; pool staff in early Summer 2018							113,711	
d.									
e.	DSR3 Total								
Sub Total 2							218,325		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Overtime: Recreation Supervisor, Administrative Specialist, DPW							3,500	
d.									
e.	DSR3 Total								
Sub Total 3							3,500		
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)								505,683	

DSR2B		
Object	Description	Amount
Energy (521x)		0
Repairs & Maintenance Services (524x – 525x)	Playground Repairs: (10,000) Plumbing/Welding/Electrical: (5,000)	15,000
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning: (10,000) Playground Surfacing Install: (10,000)	20,000
Professional & Technical Services (530x – 531x)	Training: CPR, First Aid, Lifeguard, Program Staff (2,000) Water Testing: (450)	2,450
Communications (534x)	Postage: (1,600) Phones: Land & Cell (2,600) Printing: forms, information (800) Legal Notices: (150)	5,150
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: (2,000)	4,500
Office Supplies (542x)	Office Supplies: (2,000)	2,000
Building & Equipment Supplies (543x)	Pool Chemicals: (11,917) Pool Supplies: (1,200) Miscellaneous Supplies: (300)	13,417
Custodial Supplies (545x)		0
Grounds Keeping Supplies (546x)	Playground Surfacing: (14,000) Playground Repair Supplies: (6,000)	20,000
Vehicular Supplies (548x)		0
Gasoline and Diesel Fuel (5481)		0
Food and Service Supplies (549x)	Program Snacks, Supplies: (3,000)	3,000
Medical Supplies (550x)	First Aid Supplies: (600)	600
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts*: (2,000) Lifeguard Uniforms*+: (400) Safety Equipment*: (400) Red Cross Certificates: (500) Arts & Crafts Materials: (1,000) Program Equipment: (1,000) Training Materials: (100)	5,400
Governmental Charges (569x)		0
Travel & Mileage (571x – 572x)	Mileage Reimbursement: (2,000) Conferences: (1,600)	3,600
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks	700
Other Expenses (574 X – 579x)		
6. Total Expenses		96,817
DSR2C		
Capital Equipment Replacement (587X)		0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		602,500

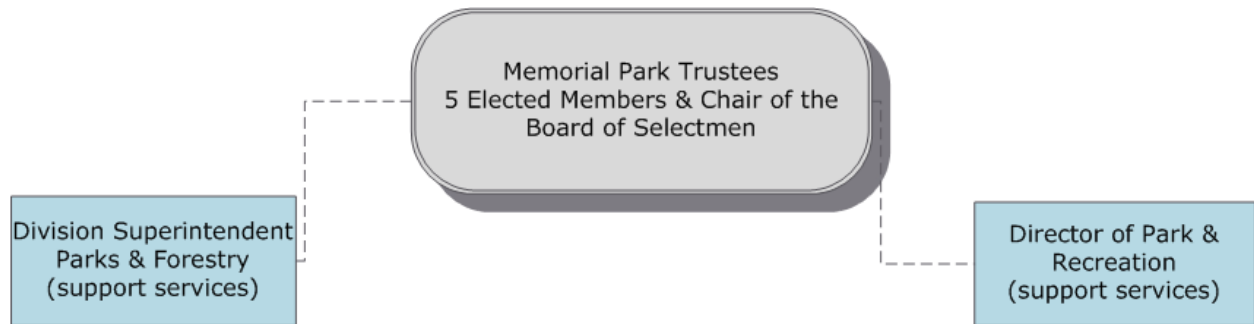
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	☐	NO	☒
Does the Department depend on any Federal or State grants to provide services?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	☐	NO	☒
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	☐	NO	☒
V2018				

Department Budget Request and Expense History

Park and Recreation	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	279,358		279,358		275,390	236,202.61	209,264.06	239,917.08
Salary & Wage Temporary	218,325		218,325		216,490	214,893.39	201,273.90	190,439.87
Salary & Wage Overtime	3,500		3,500		3,120	20,847.65	14,718.21	7,794.38
Salary & Wage Other	4,500		4,500		3,000	3,000.00	2,999.88	3,000.00
TOTAL S&W	505,683		505,683	1.5%	498,000	474,943.65	428,256.05	441,151.33
Energy						10,948.79	8,504.38	8,734.09
Non Energy Utilities								
Repairs and Maintenance	15,000		15,000		15,000	3,600.00	14,456.16	6,312.83
Rental and Leases								
Other Property Related	20,000		20,000		17,300	20,893.12	12,974.28	7,407.48
Professional & Technical	2,450		2,450		2,450	2,173.00	3,179.00	1,175.70
Communications	5,150		5,150		5,350	4,154.94	5,391.08	5,057.10
Recreation	1,000		1,000		1,000			
Other Purchased Services	4,500		4,500		3,500	3,224.81	1,940.60	2,014.10
Energy Supplies								
Office Supplies	2,000		2,000		2,000	1,292.48	1,700.00	1,269.30
Building & Equipment Rprs/Sp	13,417		13,417		29,100	32,115.92	28,182.26	32,039.39
Custodial Supplies					1,500	1,197.43	1,262.84	1,282.08
Grounds Keeping Supplies	20,000		20,000		16,000	915.90	8,493.31	3,496.70
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies	3,000		3,000		2,100	2,656.59	2,896.37	1,859.11
Medical Supplies	600		600		200	898.68	325.12	357.60
Educational Supplies								
Public Works Supplies								591.75
Other Supplies & Equipment	5,400		5,400		5,400	11,722.68	10,098.00	9,824.62
Governmental Charges								
Travel & Mileage	3,600		3,600		2,900	1,821.82	2,956.26	1,999.56
Dues & Subscriptions	700		700		700	520.00	450.00	958.00
Other								
TOTAL Expenses	96,817		96,817	-7.4%	104,500	98,136.16	102,809.66	84,379.41
Capital								
Total Capital								
Grand Total	602,500		602,500		602,500	573,079.81	531,065.71	525,530.74

Department Organizational Chart

Memorial Park



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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. Memorial Park is comprised of the land from the top of Admiral Gracey Drive (adjacent to the High School), down to Highland Avenue, and over to Rosemary Street. The year following the 1920 land purchase, hundreds of citizen volunteers from Needham and Needham Heights came together to create the Park's broad, flat plain (the current playing fields and parking lot). The original one-story brick fieldhouse was built in the 1950's, and in 1985 a 2nd floor was added, once again, by incredibly generous citizen volunteers. The Park 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 natural grass 90' baseball diamond, a synthetic turf multi-purpose field (with lights), a synthetic turf 60' diamond, and a pedestrian path circling the Park. Further, the Park includes the Gateway Garden at the corner of Highland Avenue and Rosemary Street. Memorial Park and its fieldhouse is the cultural center for many High School and community activities, such as the following: • Needham High School sports, including football, soccer, lacrosse, baseball and softball • Memorial and Veteran's Day Ceremonies • Needham Exchange Club's annual July 3rd and 4th festivities • Needham Little League/Softball, Junior football/Cheerleading; Legion Baseball, Touchdown Club, Boys and Girls Youth Lacrosse (also including use of the fieldhouse for meetings, sign-ups, and to store equipment in the off-season) • Department of Public Works (storing equipment and materials to maintain the Park) The fieldhouse has public restrooms and a concession stand, and the parking lot is used by Needham High School students. The Trustees of Memorial Park are authorized by Massachusetts law and are elected to oversee the entire Park, and schedule the meeting/storage space in the building, as well as the two community sign-boards.	
On the Horizon	
The Park has two continuing issues. First, the fieldhouse is in extremely poor condition, is not handicap accessible or fully compliant with current building codes, and in general has outlived its expected lifespan. To address this situation, Town Meeting has authorized a Feasibility Study on a potential reconstruction or replacement of this now 60-year old building. Second, trash left at the Park remains a constant issue, about which the Trustees continue to seek resolutions. As Needham High School uses the Park for physical education, sporting events, parking, and during open campus lunchtime, discussions are underway with school administration to develop plans to decrease the amount of trash left outside of barrels at the park.	
Budget Statement	
The primary operating costs for the Memorial Park fieldhouse 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.	

Department Information DSR1	
Department	Trustees of Memorial Park
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, at times 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. 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. The volunteer-led Fields of Dreams project, concluded in 2008, raised \$2 million to reconstruct all of the Park's playing fields and also added a popular walking path to replace the former track. The Parks and Forestry Division has made some additional improvements to the Park with backstop netting, installing new sod, and drainage improvements, and they handle all costs related to athletic field maintenance. In 2015, a volunteer committee oversaw the design and fundraising for a new memorial, "The Fallen Brave", and in conjunction with DPW Parks and Forestry, the memorial area was rebuilt and plantings were done. "The Fallen Brave" lists the names of all Needham residents who died during all wars, from the Revolutionary War to the present. The names of these heroes are also memorialized on a plaque in the main lobby at the High School.	
Accomplishments and Activities	
With Town Meeting's authorization, the corner Gateway Garden was reconstructed in 2016. The garden was originally created and maintained by citizen volunteers, but DPW Parks and Forestry now receives funding to maintain this beautiful area. Additional drainage work was also approved by Town Meeting, and this work was completed in August 2016.	

Department Information DSR1			
Department		[Trustees of Memorial 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]
V2018			

Department Expenditure Detail DSR2									
Department				Trustees of Memorial Park					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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
							0		
Are All Union Employees Covered by a CBA for FY2018?						Yes	No	No	
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									0
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
Sub Total 2									0
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3									0
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4									0
5. Total Salary and Wages (1+2+3+4)									0

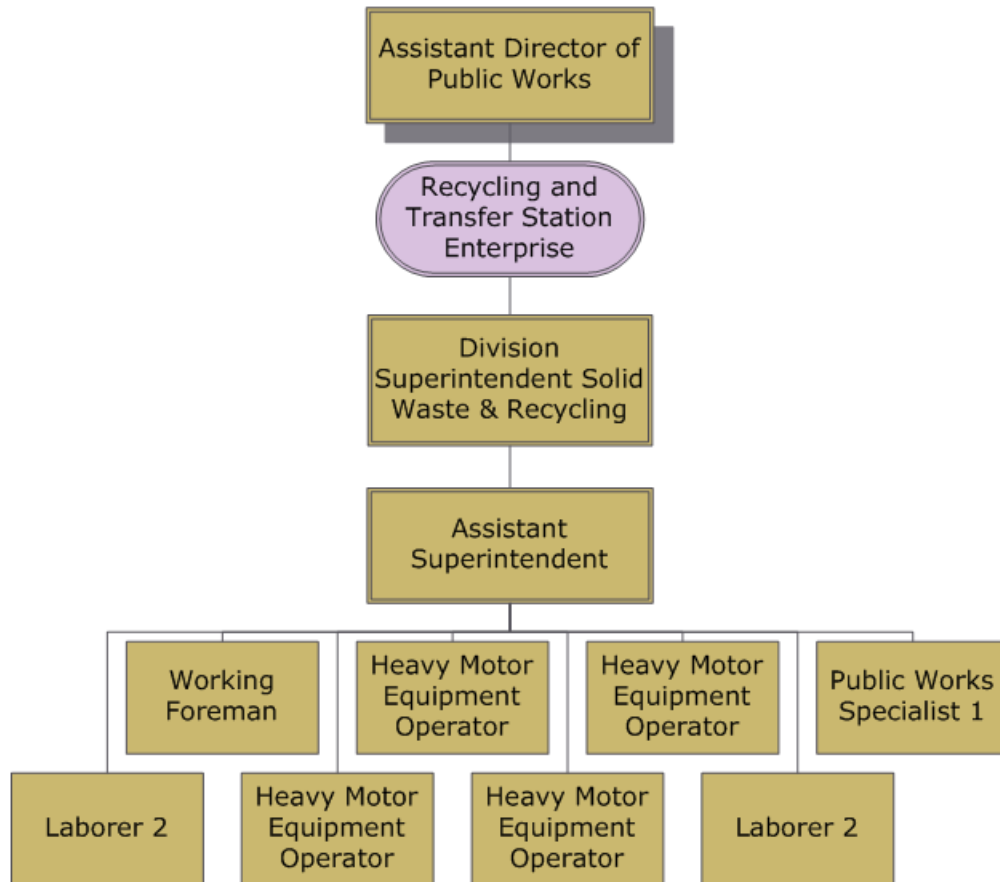
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
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	X
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES		NO	X
V2018				

Department Budget Request and Expense History

Memorial Park	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular								
Salary & Wage Temporary								
Salary & Wage Overtime								
Salary & Wage Other								
TOTAL S&W								
Energy								
Non Energy Utilities								
Repairs and Maintenance								
Rental and Leases								
Other Property Related								
Professional & Technical								
Communications								
Recreation								
Other Purchased Services								
Energy Supplies								
Office Supplies								
Building & Equipment Rprs/Sp						250.00		
Custodial Supplies								
Grounds Keeping Supplies								
Vehicular Supplies								
Gasoline/Diesel								
Food & Service Supplies								
Medical Supplies								
Educational Supplies								
Public Works Supplies								
Other Supplies & Equipment	750		750		750	499.80	748.74	721.75
Governmental Charges								
Travel & Mileage								
Dues & Subscriptions								
Other								
TOTAL Expenses	750		750		750	749.80	748.74	721.75
Capital								
Total Capital								
Grand Total	750		750		750	749.80	748.74	721.75

Department Organizational Chart

Recycling and Transfer Station Enterprise



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Department Information DSR1	
Department	Recycling & Transfer Station Enterprise Fund
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 households directly utilize the facility. All Needham residents have access to the RTS services. The RTS offers disposal and recycling services for all residents and Town Departments along with the Materials Processing Area, Composting Facility 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, mattresses and many other reusable items for residents to utilize as needed.	
On the Horizon	
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year. The Recycling and Transfer Station (RTS) will work with a contractor to complete Phase 2 of the Signage Improvement Plan and Installation, which includes updated aluminum directional signage and signage for organics drop-off area. In the Summer of 2017, the RTS plans to hold a rock crushing event in the Materials Processing Area as well as a Styrofoam recycling pilot event. In the compost area, the RTS will propose expanding the leaf and brush drop-off asphalt aprons, expansion of the semi-impervious working surface using asphalt millings and construction of berm surrounding the compost area using compost tailings. Other upcoming activities surrounding the composting operation at the RTS include a new Food Waste Agreement and anticipated additional food waste from the Hillside Elementary School.	
Budget Statement	
Salaries & Wages Increased by \$16,017, 2.09% Expenses & Services Increased by \$90,643, 7.09% Operating Capital Increased by \$5,000, 5.78% Total Budget Submission Increase by \$111,660, 5.24% Salaries There is presently no contract for the eight NIPEA employees that are under this budget. The increase in regular salaries is a result of step increases and cost of living increase for non-represented employees which results in an increase of \$7,629. The Salary and Wage Overtime line item service hours are the same as the FY 17 request with two exemptions. (1) Two additional hours for leaf collection Sundays, as this program is currently at capacity and the hours available to the public need to be extended. (2) Weekly sweeping of the RTS site on Mondays to allow for a less dusty work environment for the staff that services the public at the RTS. There is an increase of \$8,229 in the overtime line item. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY 17 request, and are based on the current class C schedule assuming a \$159 increase for temporary hires. The Other Salary and Wage Expenses are the same as the prior year.	

**Department Information
DSR1**

Department	Recycling & Transfer Station Enterprise Fund
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Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	113,903	\$0.22*	\$534	\$25,593	\$1,050

*same as prior year budgetary figure, increase is in consumption

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
8,618	1,000	\$67.37*	\$647,983	\$43,687

*increase from prior year's tipping fee of \$66.00

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$354*	385	\$136,314	\$10,066

*increase from prior year's cost of \$344.00 per load

Recycling

The recycling market has changed significantly over the past three years. The Town has entered into a three year agreement with Casella for recycling hauling and processing.

Material	3 Year	Est. Unit Cost	Estimated Value
Corrugated Cardboard	344 tons	-\$65	-\$22,360
Mixed Paper	1691 tons	-\$35	-\$59,185
Commingle Containers	887 tons	\$34	\$30,158
Single Stream Recycling	228 tons	\$27	\$6,156
Rigid Plastics	0 tons		\$0
Hauling	311 trips	\$375	\$116,625
Total			\$71,394

Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	19,496	\$2.57*	\$50,105	\$3,178
Gasoline	561	\$2.24**	\$1,257	-\$87

*decrease from last year's budgetary figure of \$2.68 (-4.1% difference)

**decrease from last year's budgetary figure of \$2.40 (-6.67% difference)

Department Information
DSR1

Department	Recycling & Transfer Station Enterprise Fund
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Highlighted Changes

For consistency and simplicity all specified training and conferences have been consolidated into a new description Seminars & Training and all office supplies were consolidated into Office Supplies.

The main driver of increase in FY 18 is the Municipal Solid Waste (MSW). The increase in MSW is a result of both a trend in increasing material amounts being processed at the RTS and an increase in the tipping fee. FY 18 is the first year of our amended agreement with Wheelabrator where the tipping fee is not set, and is based on a CPI. The 10 year average increase in tipping fee is 2.08%. Additionally there is no FY 18 contract for MSW hauling in FY 18, an assumed increase of 3% based on the prior year's increase was factored into the budget.

This is partially offset by a decrease in the budget for recycling. The Town advertised a standard Invitation for Bid for recycling services and received a bid that was a net cost to the Town. After doing some investigation work and negotiating the Town was able to find a new vendor to accept recycling with a cost to the Town for hauling, but a lower cost then was initially projected.

Net Increase: \$47,147

There is also an increase in the cost of the Pay as You Throw program. The program had previously been administered by the RTS staff, where inventory and deliveries were made by staff. A new program was implemented where the bag provider provides all of the deliveries and administration associated with distributing the bags to local retailers and collecting revenue on behalf of the Town for the program. This has led to a reduction in workload for RTS staff and Treasurer department staff.

Net Increase \$20,000

Line Item	Description	Change from FY 17	Comments	Net Change
Energy	Electricity	\$1,050	Based on 3 Year Average	\$1,050
Repairs & Maint Services	Replacement of Overhead Door	\$11,000	Need to replace 1 door annually	\$16,000
	Vehicle repair	\$5,000	Based on Prior Year Spending	
Rental & Leases	Misc. Equipment Rentals	(\$3,000)	Based on swap loader conversion	(\$2,900)
	Water Cooler Rental	\$100	Based on Prior Year Spending	

Department Information DSR1				
Department		Recycling & Transfer Station Enterprise Fund		
Line Item	Description	Change from FY 17	Comments	Net Change
Other Property Related Services	MSW Hauling	\$10,066	Increase in FY 18 contract price 2.08% for estimated 9,618 tons of waste	\$47,147
	MSW Disposal	\$43,687	Increase in FY 18 contract price 3.00% for estimated 9,618 tons of waste	
	Recycling & Hauling	(\$6,606)	Based on contract with Casella	
Professional & Technical Services	Landfill Groundwater Monitoring & Testing	(\$2,000)	Based on quote for FY 18 Services	(\$2,000)
Communications	Cell Phones	(\$20)	Based on Prior Year Spending	(\$50)
	Business Cards	\$35	Based on Prior Year Spending	
	Legal Notices	(\$65)	Based on Prior Year Spending	
Other Purchased Services	Tire Disposal	\$500	Based on Prior Year Spending	\$2,700
	Refrigerant Disposal	\$2,000	Based on Prior Year Spending	
	E-Waste	\$7,500	Based on Prior Year Spending	
	Mattresses/Carpeting/Furniture	(\$5,000)	New program through MassDEP now no cost	
	Log & Brush Grinding	(\$11,800)	New Contract	
	Tailings Disposal	\$9,500	Disposal of non-compostable materials, that have no value on market	
Building & Equipment Supplies	Gates & Signs	\$1,000	Based on Prior Year Spending	\$1,000

**Department Information
DSR1**

Department	Recycling & Transfer Station Enterprise Fund
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Line Item	Description	Change from FY 17	Comments	Net Change
Custodial Supplies	Paper Products, Cleaners, Soap, Brooms, Mops etc.	(\$500)	Based on Prior Year Spending	(\$500)
Vehicular Supplies	Additives & Fluids	(\$450)	Based on Prior Year Spending	\$4,550
	Tires	\$5,000	Based on Prior Year Spending	
Gasoline & Diesel Fuel	Diesel Fuel	\$3,178	Based on 3 Year Average	\$3,091
	Gasoline	(\$87)	Based on 3 Year Average	
Public Works Supplies	Tarps & Bungee cords	(\$750)	Based on Prior Year Spending	\$19,450
	Public Space Recycling Containers	(\$1,000)	Funded through DEP grant money	
	Gaylord Boxes for Paint	(\$800)	Based on Prior Year Spending	
	Replacement Dumpsters & Lids	\$2,000	Need to replace containers at public buildings	
	Pay-Per-Throw Supplies	\$20,000	New Program where company inventories and distributes bags for Town	
Dues & Subscriptions	Yellow Page - Recycling Market Periodical	\$1,105	Quote from Yellow Page (Recycling Market)	\$1,105

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. The new trailer may have an automatic tarping feature that should allow our tarps to last longer.

Department Information DSR1	
Department	Recycling & Transfer Station Enterprise Fund
<u>Roll-Off Containers</u> Replacement of two existing roll-off containers that are in poor condition. These are the containers that residents use to drop off their trash and recycling.	
DSR4s	
<u>RTS HMEO</u> The division is requesting funding for 1 additional HMEO to address needs at the RTS. This staff member would assist in the compost operation and in materials processing. The RTS anticipates an increase in services offered, thus the responsibilities of the HMEOs will expand.	
<u>RTS Laborer 2</u> The division is requesting funding for 1 additional Laborer 2 to address needs at the RTS. This staff member would assist in monitoring the 3 walls and ensure that residents are complying with proper procedures for recycling and trash disposal.	
Grants	
<u>SMRP/RDP Grant (\$25,000)</u> The Town was awarded the Sustainable Materials Recycling Program/Recycling Dividends Program grant for the variety of recycling and solid waste programs that are offered at the RTS.	
<u>DEP Grant to Reduce Contaminants (\$9,500)</u> The RTS received a grant to reduce contaminants in the recycling stream which funded Phase 1 of the Comprehensive Signage Update Program.	
<u>DEP Technical Assistance Grant</u> A Technical Assistance Grant from the DEP was awarded to the Town to assist the Health Department staff write bundled service regulations for private waste haulers doing business in Needham.	
<u>Mattress Recycling Grant</u> This grant was a competitive 3-year grant provided to the Town to offset the costs of collecting, storing, transporting and recycling residential mattresses. The program has allowed the RTS to reduce the cost to residents for mattress recycling from \$15.00 to \$5.00 per mattress.	
Accomplishments and Activities	
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.	
The RTS implemented a pilot food waste recycling program with the Hillside Elementary School in which food waste is delivered 3 times a week to the composting operation at the RTS. An agreement was executed with the Town of Natick allowing Natick's residential curbside food waste to be delivered at no cost to the composting operation at the RTS. The clean-up and reorganization of the composting operation at the RTS has been completed. A contract was executed for the transportation, processing and sale of recyclable materials. The new office trailer installation has been completed. Phase 1 of the Signage Improvement Plan and installation has been completed. In the Spring of 2016, the Solar Facility ribbon cutting was held at the RTS.	

Department Information DSR1			
Department		Recycling & Transfer Station Enterprise Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	782,833	98,835	881,668
b) Expenses	1,369,612	2,000	1,371,612
c) Capital	91,500		91,500
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)	2,418,945	100,835	2,519,780
V2018			

Department Expenditure Detail DSR2									
Department				Recycling & Transfer Station Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	10		10	10		10	10		10
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are All Union Employees Covered by a CBA for FY2018?						Yes		No	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							582,617	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday							14,559	
e.	PRD1 Longevity							7,138	
f.	PRD1 Snow Program							12,000	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							5,491	
i.	PRD1 Budget Adjustments							4,783	
							PRD1 Sub Total		626,588
J	DSR3 Other Compensation								
							Sub Total 1		626,588
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help (1 person for 12 weeks)							6,553	
b.									
c.									
d.									
e.	DSR3 Total							6,553	
							Sub Total 2		6,553
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							47,506	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							100,366	
							Sub Total 3		147,872
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs Sick Leave Incentive - NIPEA							1,820	
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		1,820
5. Total Salary and Wages (1+2+3+4)									
								782,833	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (25,593)	25,593
Repairs & Maintenance Services (524x – 525x)	Facility Services (9,500) Replacement of Overhead Doors (11,000) Building Repairs (8,000) Equipment & Scale Repairs (13,200) Vehicle Repairs (27,500)	69,200
Rental & Leases (527X)	Miscellaneous Equipment Rentals (15,000) Water Cooler Rental (500) Oxygen and Acetylene Tank Rental (250)	15,750
Other Property Related Services (529x)	Landfill Mowing (2,000) MSW Hauling (136,314) MSW Disposal (647,983) Recycling & Hauling (71,394)	857,691
Professional & Technical Services (530x – 531x)	Seminars & Training (3,200) Software Maintenance & Support (825) Landfill Groundwater Monitoring & Testing (34,200) Soil & Compost Testing (600)	38,825
Communications (534x)	Postage (150) Fax Line (2,500) Cell Phones (2,500) Printing & Mailings (2,500) Disposal Stickers (1,000) Legal Notices (535) Business Cards (100)	9,285
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tire Disposal (2,300) Refrigerant Disposal (5,000) E-Waste (15,000) Mattresses/Carpeting/Furniture (0) 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 (25,000) Tailings Disposal (9,500) Rock Crushing/Material Processing (25,000) Medical Waste Disposal (2,700) HH Hazardous Waste (10,000)	113,820
Office Supplies (542x)		2,800
Building & Equipment Supplies (543x)	Miscellaneous Supplies (5,000) Gates & Signs (9,500)	14,500
Custodial Supplies (545x)	Paper Products, Cleaners, Soap, Brooms, Mops etc. (1,000)	1,000
Grounds Keeping Supplies (546x)		

Vehicular Supplies (548x)	Additives & Fluids (4,500) Parts for Equipment & Tires (30,000)	34,500		
Gasoline and Diesel Fuel (5481)	Diesel (50,105) Gasoline (1,257)	51,362		
Food and Service Supplies (549x)	Water (400)	400		
Medical Supplies (550x)	First Aid Kits (500)	500		
Public Works Supplies (553x)	Paint (500) Carpentry Supplies (2,000) Calcium Chloride, Speedy Dry etc. (1,000) Tarps & Bungee Cords (5,000) Public Space Recycling Containers (2,000) Gaylord Boxes for Paint (1,000) Replacement Dumpsters & Lids (5,000) Replacement Flares & Flare Parts (9,200) Pay-Per-Throw Supplies (100,000)	125,700		
Other Supplies & Equipment (558x)	Employee PPE Gear & Clothing (3,300)	3,300		
Governmental Charges (569x)	Hoisting & CDL Licensing (340)	340		
Travel & Mileage (571x – 572x)	Conference Out of State	2,500		
Dues & Subscriptions (573X)	Professional Association Memberships (1,001) Yellow Page Subscription (1,545)	2,546		
Other Expenses (574 X – 579x)				
6. Total Expenses		1,369,612		
DSR2C				
Capital Equipment Replacement (587X)	Replacement Open Top Trailer (75,000) Replacement Roll-Off Container (16,500)	91,500		
7. Total Operating Budget Capital		91,500		
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,243,945		
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES	X	NO	
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
V2018				

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	31,671			X		
2	Additional Staff for Paint Collection Days	4,778			X		
3	Staffing for Household Hazardous Waste Day	682			X		
4	Absence Staff Support – Saturdays Only	13,347			X		
5	Leaf Collection - Sundays	7,281			X		
6	Monday Equipment Maintenance	31,671			X		
7	Landfill Flare Inspections & Maintenance	3,200			X		
8	Unscheduled Overtime	2,427			X		
9	Weekly Sweeping	5,309			X		
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	100,366					
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	100,366					
	Amount Reported Under DSR2A Section 4						
II	Total	100,366					

V2018

Performance Improvement Funding Request DSR4				
Department	Recycling & Transfer Station Enterprise Fund			
Title	Heavy Motor Equipment Operator (HMEO)	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
1. Salary and Wage	1	54,503		54,503
2. Expense		1,000		1,000
3. Operating Capital				
4. Department Total (1+2+3)	1	55, 503		55,503
5. Other Costs		23,485		23,485
6. Grand Total (4+5)	1	78,988		78,988
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All " YES " responses must be explained in the narrative				
Description and Explanation				
The present Heavy Motor Equipment Operator (HMEO) staffing level at the Recycling & Transfer Station (RTS) is not sufficient to keep up with all of the responsibilities that the staff is currently required to perform. The current four HMEOs perform a variety of functions, including but not limited to the following: • Operating the Packer truck that collects trash and recyclables from schools, municipal buildings, street barrels and municipal parks • Managing the collection and processing of trash and recyclables at the RTS • Managing the various aspects of the compost operation • Preparing the site of the materials processing area for future asphalt, brick, concrete and clean rock collection, processing and storage operations In addition to the core functions described above, the RTS HMEOs also support town-wide snow plowing and snow dump operations. The HMEOs also transport scrap metals out of town for recycling. As the compost operation gains in efficiency and produces more compost, there will likely be a need to consider bringing leaves from other towns and additional food waste into the RTS. The expansion of this operation will require more time be spent handling, organizing, monitoring				

**Performance Improvement Funding Request
DSR4**

Department	Recycling & Transfer Station Enterprise Fund		
Title	Heavy Motor Equipment Operator (HMEO)	Priority	1

and processing these materials to make as much compost as possible. In FY16, HMEOs transported off-site 1,875 cubic yards of waste materials ("tailings") that are a by-product of composting. Furthermore, the materials processing area is undergoing a large-scale cleanup effort that will allow this node to accept, process and store various types of aggregates. When this operation is fully operational it will once again provide significant cost savings to the Town, as monies will no longer be spent to dispose of concrete, asphalt and brick from municipal projects. This operation, while not as intensive as the composting operation, will require more staff time to manage incoming materials and process those materials on an annual or semi-annual basis.

With anticipated increases in services and anticipated expansions to the HMEOs core responsibilities, it is vital to have adequate staff to undertake these responsibilities in a safe environment.

Annual Traffic Count Results for Two Week Period*	
October 2015	October 2016
6,769	7,291

*based on traffic counts conducted semi-annually by the Engineering Division

Tons of MSW dropped off at the RTS**	
FY15	FY16
8,314	9,582

**Tonnage reported from Wheelabrator scale

Tentative Weekly Schedule for HMEO	
	Hours Per Week
Processing MSW & Recycling	15
Compost Operations	15
Materials Processing Operation	6
Scrap Metal Hauling	4

V2018

Performance Improvement Funding Request DSR4				
Department	Recycling & Transfer Station Enterprise Fund			
Title	Laborer 2		Priority	2
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
7. Salary and Wage	1	44,332		44,332
8. Expense		1,000		1,000
9. Operating Capital				
10. Department Total (1+2+3)	1	45,332		45,332
11. Other Costs		25,934		25,934
12. Grand Total (4+5)	1	71,266		71,266
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses must be explained in the narrative				
Description and Explanation				
The present Laborer 2 staffing level at the Recycling & Transfer Station Enterprise Fund (RTS) is not sufficient to keep up with all of the responsibilities that the staff is currently required to perform. The two current Laborer 2s perform a variety of functions, including but not limited to the following: • Monitoring the 3 walls to ensure residents are complying with all procedures for recycling and trash disposal • Working with residents to reduce the amount of contamination in the recycling stream • Maintaining overall cleanliness of the RTS • Keeping litter out of the adjacent wetlands and Claxton Field • Cutting lawns and controlling weed growth • Interacting with residents to answer questions • Working with the Heavy Motor Equipment Operators (HMEOs) to load and unload 40-yard recycling containers In addition to the core functions described above, the RTS Laborer 2s also support town-wide snow plowing and snow dump operations. The RTS has seen an increase in user trips, MSW tonnage and is anticipating an expansion in services in the materials processing and composting areas, which will require additional man				

**Performance Improvement Funding Request
DSR4**

Department	Recycling & Transfer Station Enterprise Fund		
Title	Laborer 2	Priority	2

hours to support. The Laborer 2 position has the most direct interaction with residents and having only two Laborer 2s to support three drop-off areas is insufficient.

With anticipated increases in services and anticipated expansions to the Laborer 2s core responsibilities, it is vital to have adequate staff to undertake these responsibilities in a safe environment.

Annual Traffic Count Results for Two Week Period*	
October 2015	October 2016
6,769	7,291

*based on traffic counts conducted semi-annually by the Engineering Division

Tons of MSW dropped off at the RTS**	
FY15	FY16
8,314	9,582

**Tonnage reported from Wheelabrator scale

Tentative Weekly Schedule for Laborer 2	
	Hours Per Week
Assisting with loading/unloading of trash and recycling containers	10
Sweeping, shoveling and snow	7.5
Cleaning and picking up trash	10
Monitoring to assure proper disposal practices being used	7.5
Interacting with the public	5

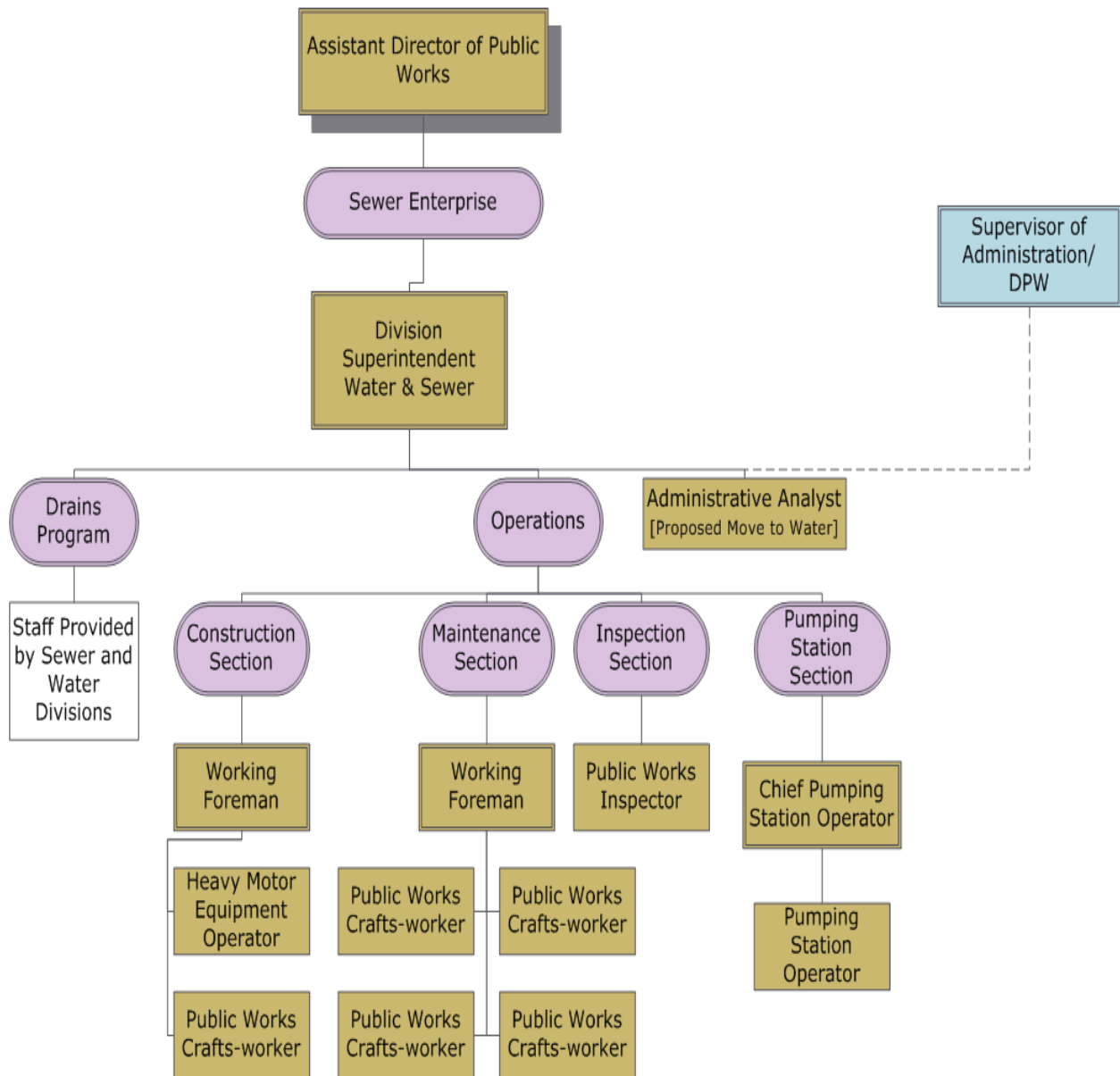
V2018

Department Budget Request and Expense History

RTS Enterprise	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	626,588	98,035	724,623		618,959	545,499.04	480,303.61	435,188.92
Salary & Wage Temporary	6,553		6,553		6,394	4,032.71	15,604.79	14,996.12
Salary & Wage Overtime	147,872		147,872		138,263	155,891.21	156,785.18	138,687.38
Salary & Wage Other	1,820	800	2,620		3,200	10,500.00	12,851.90	13,417.37
TOTAL S&W	782,833	98,835	881,668	15.0%	766,816	715,922.96	665,545.48	602,289.79
Energy	25,593		25,593		24,543	26,026.00	31,156.00	24,000.00
Non Energy Utilities								
Repairs and Maintenance	69,200		69,200		53,200	77,713.43	85,898.75	87,436.44
Rental and Leases	15,750		15,750		18,650	11,652.86	13,658.00	16,692.59
Other Property Related	857,691		857,691		810,544	755,280.25	782,811.90	724,863.50
Professional & Technical	38,825	500	39,325		40,825	39,202.75	44,061.99	46,848.74
Communications	9,285		9,285		9,335	5,482.50	5,387.29	9,078.49
Recreation								
Other Purchased Services	113,820		113,820		111,120	94,213.55	38,991.20	39,457.67
Energy Supplies								
Office Supplies	2,800		2,800		2,800	1,500.00	2,000.00	2,000.00
Building & Equipment Rprs/Sp	14,500		14,500		13,500	1,545.17	5,852.86	4,053.88
Custodial Supplies	1,000		1,000		1,500	1,500.00	1,468.91	3,000.00
Grounds Keeping Supplies						1,000.00		1,687.62
Vehicular Supplies	34,500		34,500		29,950	25,419.04	22,929.13	30,498.95
Gasoline/Diesel	51,362		51,362		48,271	32,149.38	59,049.61	64,567.33
Food & Service Supplies	400		400		400	625.00	500.00	850.00
Medical Supplies	500		500		500			
Educational Supplies								
Public Works Supplies	125,700		125,700		106,250	62,481.39	104,475.98	94,217.04
Other Supplies & Equipment	3,300	1,000	4,300		3,300	7,555.77	3,842.84	7,058.18
Governmental Charges	340	500	840		340	150.00	120.00	145.00
Travel & Mileage	2,500		2,500		2,500	1,687.30	1,771.63	197.77
Dues & Subscriptions	2,546		2,546		1,441	618.00	200.00	480.00
Other						200.00		
TOTAL Expenses	1,369,612	2,000	1,371,612	7.2%	1,278,969	1,146,002.39	1,204,176.09	1,157,133.20
Capital	91,500		91,500		86,500	83,216.00	79,318.00	60,000.00
Total Capital	91,500		91,500	5.8%	86,500	83,216.00	79,318.00	60,000.00
Debt	150,000		150,000		150,000	147,012.25	117,108.35	149,146.81
Reserve Fund	25,000		25,000		25,000			
Grand Total	2,418,945	100,835	2,519,780	9.2%	2,307,285	2,092,153.60	2,066,147.92	1,968,569.80

Department Organizational Chart

Sewer Enterprise



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**Department Information
DSR1**

Department	Sewer Enterprise Fund
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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.

On the Horizon

Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the division will be undertaking in the upcoming fiscal year.

The Sewer Division anticipates an increase in the amount of brook and culvert repairs. The Division plans to replace more catch basins. As part of the best management practices from NPDES, the Division will be installing water quality tanks in the system.

Budget Statement

Salaries & Wages Decreased by -\$27,694, -2.72%
 Expenses & Services Increased \$15,475, 3.72%
 Operating Capital No Change
 Total Budget Submission Decreased by -\$12,219, -0.82%

Salaries

The decrease in salaries is the result of the reallocation of the Assist. Superintendent. In previous years the Assist. Superintendent has been budgeted across the Water, Sewer, and Drains budgets. It has been determined that it is more appropriate to budget entirely under the Water, as the sewage and drainage systems can be provided by individual home owners or other entities, but the Town will always provide water. There is no union agreement for NIPEA in FY18. The only increases in regular salaries are a result of step increases and cost of living increases for non-represented employees. The combination of relocating the Assist. Superintendent's salaries and increases for steps results in a decrease of -\$28,094.

The Salary and Wage Overtime line is the same as the prior year with no increase. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY17 request, and are based on the current class C schedule assuming a \$400 increase for temporary hires. The Other Salary and Wage Expenses are the same as the prior year.

Expenses & ServicesEnergy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	490,253	\$0.19*	\$1,311	\$94,459	-\$515
Natural Gas	4,882	\$1.60*	\$614	\$8,425	\$1,064

*same as prior year budgetary figure, increase is in consumption

**Department Information
DSR1**

Department	Sewer Enterprise Fund
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Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	4,895	\$2.57*	\$10,534	-\$2,121
Gasoline	8,030	\$2.24**	\$5,515	-\$826
Drains: Diesel	1,341	\$2.57*	\$3,446	383

*decrease from last year's budgetary figure of \$2.68 (-4.1% difference)

**decrease from last year's budgetary figure of \$2.40 (-6.67% difference)

Highlighted Changes

For consistency and simplicity all specified training and conferences have been consolidated into a new description Seminars & Training and Large Tools and Hand Tools combined into one category, Tools.

There has been an increase in the maintenance and parts budget for vehicle repairs. The Garage Division maintains all of the fleet, but expenses incurred are billed out to each enterprise fund. Over the past year the Department has tracked these expenses more closely while the Garage has performed needed proactive maintenance on the equipment. It was deemed that the current funding levels were not appropriate for the number of vehicles being maintained. There are sixteen pieces of equipment in the Sewer Division, two of which are very expensive to maintain: the Vactor Truck, and the Camera Truck.

Net Increase \$10,000

Historically the Sewer Division did not budget for Police Details. Due to the need for police details to cover construction work and emergency response this line has been added to the FY 18 budget. A portion of this is being offset with a reduction in construction services.

Net Increase \$5,000

Line Item	Description	Change from FY 17	Comments	Net Change
Energy	Electricity	(\$515)	Based on 3 Year Average	\$549
	Natural Gas	\$1,064	Based on 3 Year Average	

Department Information DSR1				
Department		Sewer Enterprise Fund		
Line Item	Description	Change from FY 17	Comments	Net Change
Repairs & Maint Services	Vehicle Repairs	\$7,500	Based on Prior Spending; offset by Vactor Truck Parts	\$15,000
	Electrical On-Call Services	(\$10,000)	Based on Prior Spending; Reallocate to Wet Well Cleaning	
	Wet Well Cleaning	\$10,000	Reallocated from Electrical On-Call Services	
	Drains: Vehicle Repairs	\$7,500	Based on Prior Spending; offset by Vactor Truck Parts	
Other Property Related Services	Debris Disposal - Catch Basin	\$920	Assume 3% increase, contract pricing in place for half of FY 18	\$1,660
	Debris Disposal - Sweeping	\$740	Assume 3% increase, contract pricing in place for half of FY 18	
Communications	Telemetry Emergency Dialers	\$950	Based on FY 16 Spending	\$950
Other Purchased Services	Police Details	\$5,000	Need to budget for services; offset by Construction Services	\$3,381
	Construction Services	(\$2,000)	Offset police details	
	Street Sweeping	\$381	Assume 1.5% increase based on history, no contract yet for FY 18	
Vehicular Supplies	Sewer: Vactor Truck Parts	(\$2,500)	Less service done in house with parts; Offset Vehicle Repairs	(\$5,000)
	Drains: Vactor Truck Parts	(\$2,500)	Less service done in house with parts; Offset Vehicle Repairs	
Gasoline & Diesel Fuel	Diesel	(\$2,121)	Based on 3 Year Average	(\$2,565)
	Unleaded Gasoline	\$382	Based on 3 Year Average	
	Drains: Diesel	(\$826)	Based on 3 Year Average	
Public Works Supplies	Testing Equipment	\$1,000	Based on FY 16 Spending	\$1,500
	Special Flushing & Roding Tools	\$500	Based on FY 16 Spending	
	Asphalt	(\$2,000)	Based on FY 16 Spending	
	Drains: Concrete Blocks	\$2,000	Based on FY 16 Spending	

Department Information DSR1			
Department		Sewer Enterprise Fund	
Operating Capital			
<u>Pump Replacement Program</u> This funding will replace one pump at Alden Rd Pump Station. The purpose of this program is to have a scheduled rotation of replacement pumps. Pumps move waste form different elevations and ensure that the sewer system works properly.			
<u>Grinder Replacement Program</u> This funding will replace one grinder at West St Pump Station. The purpose of this program is to have a scheduled rotation of replacement grinders. Grinders grind up waste and other items put down the toilet and drains so that they can move through the sewer system.			
DSR4			
<u>Compliance Coordinator</u> This request for the creation of a new Compliance Coordinator position within the Drains Division is the results of a more complex regulatory environment for Public Works, particularly in stormwater management.			
Accomplishments and Activities			
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town’s online reporting tool, SeeClickFix.			
In preparation for the Downtown Improvement Project, the Sewer Division cleaned catch basins, worked with Engineering to locate utilities and lines in the field, investigated drain and sewer lines and found illicit discharge in the mains. The Sewer Division installed 300 ft. of 12 in. reinforced concrete pipe at the RTS in response to reported salt shed drainage issues. The Division poured and installed the pad for the RTS office trailer and installed the services for its’ tight tank. Sewer Division staff responded to 23 after hours emergency sewer calls.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	992,228	71,740	1,063,968
b) Expenses	431,060	5,650	436,710
c) Capital	50,000		50,000
d) Total DSR2 & DSR4 Request (a through f)	1,473,288	77,390	1,550,678
e) Other MWRA	5,718,107		5,718,107
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)	8,726,392	77,390	8,803,785
V2018			

Department Expenditure Detail DSR2										
Department				Sewer Enterprise Fund						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)			
	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			
Are All Union Employees Covered by a CBA for FY2018?						Yes		No	X	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							689,835		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity							18,149		
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation							16,500		
i.	PRD1 Budget Adjustments							5,573		
							PRD1 Sub Total		730,057	
J	DSR3 Other Compensation							85,629		
							Sub Total 1		815,686	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Summer Help – (2 people for 15 weeks)							16,384		
b.										
c.										
d.										
e.	DSR3 Total									
							Sub Total 2		16,384	
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 Leave Incentive - NIPEA							4,880		
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
							Sub Total 4		4,880	
5. Total Salary and Wages (1+2+3+4)										
								992,228		

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (94,459) Natural Gas (8,425)	102,884
Repairs & Maintenance Services (524x – 525x)	Sewer - Vehicle Repairs (10,000) - Electrical On-Call Services (10,000) - Mechanical On-Call Services (10,000) - Wet Well Cleaning (20,000) Drains - Trench Restoration (10,000) - Contracting Special Services (15,000) - Vehicle Repairs (10,000)	85,000
Rental & Leases (527X)	Pump Rentals - Sewer (3,000) - Drains (3,000)	6,000
Other Property Related Services (529x)	Drains - Debris Disposal – Catch Basin (31,596) - Debris Disposal – Sweeping (25,414)	57,010
Professional & Technical Services (530x – 531x)	Sewer - Seminars & Training (1,500) - MWRA/Mandated Sulfide Testing (3,000) Drains - Seminars & Training (1,500)	6,000
Communications (534x)	Sewer - Postage (500) - Cell Phones (7,200) - Printing (200) - Legal Notices (215) - Telemetry Emergency Dialers (1,500)	9,615
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Sewer - Police Details (5,000) - Construction Services (0) - Sewer Flow Meter Annual Maintenance (25,000) Drains - Street Sweeping (25,756)	55,756
Office Supplies (542x)	Sewer	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)	1,000
Grounds Keeping Supplies (546x)	Sewer • Grass Seed & Fertilizer (150)	150
Vehicular Supplies (548x)	Sewer • Vactor Truck Parts (2,500) • CCTV Truck Supplies (4,000) Drains • Vactor Truck Parts (2,500) • CCTV Truck Supplies (4,000)	13,000
Gasoline and Diesel Fuel (5481)	Sewer • Diesel (10,534) • Unleaded Gasoline (5,515) Drains • Diesel (3,446)	19,495
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer • First Aid Kits (150)	150
Public Works Supplies (553x)	Sewer • Tools (4,500) • Testing Equipment (2,000) • Mainline Sewer Pipe (2,000) • Pipe for Services – PVC (1,000) • Special Flushing & Roding Tools (3,000) • Manhole Frames & Covers (3,000) • Crushed Stone (2,000) • Asphalt (10,000) • 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) • Concrete Blocks (4,000)	63,500
Other Supplies & Equipment (558x)	Sewer	6,550

	• Safety Clothing (2,500) • Health & Safety Equipment (1,300) • Clothing (2,000)		
	Drains • Miscellaneous Items (750)		
Governmental Charges (569x)	Sewer • Certifications & Licenses (200)	200	
Travel & Mileage (571x – 572x)	Sewer • Conferences (200)	200	
Dues & Subscriptions (573X)	Sewer • Professional Association Memberships (1,000)	1,000	
Other Expenses (574 X – 579x)			
6. Total Expenses		431,060	
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)		1,473,288	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	NO	X
Does the Department depend on any Federal or State grants to provide services?	YES	NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES	NO	X
V2018			

Department Personnel Supplement DSR3							
Department			Sewer Enterprise Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Sewer: Unscheduled/Investigations of Blockages & Equip. Failures	3,619			X		
2	Sewer: Night Sewer Cleaning/TV Camera Inspection	25,848			X		
3	Drains: Unscheduled/Investigations of Blockages & Equip. Failures	2,068			X		
4	Drains: NPDES Night Investigations	55,142			X		
5	Sewer: Pumping Stations (Weekends & Holidays	46,113			X		
6	Portion of Water Enterprise Salaries that support Drains Operations	85,629	X				
7	Portion of Sewer Salaries that Support the Drains Operations	188,988	X				
8	Sewer Salaries Assigned to Drains Operations	-188,988	X				
9							
10							
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14							
15							
16							
17							
18							
19							
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21							
22							
23							
24							
25							
I	Total	218,419	X				
Sections							
	Amount Reported Under DSR2A Section 1	85,629					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	132,790					
	Amount Reported Under DSR2A Section 4						
II	Total	218,419					
V2018							

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Sewer Division				
Title	Compliance Coordinator	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	71,740		71,740	
2. Expense		650	5,000	5,650	
3. Operating Capital					
4. Department Total (1+2+3)	1	72,390	5,000	77,390	
5. Other Costs		25,826		25,826	
6. Grand Total (4+5)	1	98,216	5,000	103,216	
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 for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?				X	
Does this request address a documented health or safety issue?				X	
All “YES” responses must be explained in the narrative					
Description and Explanation					
This request for the creation of a new Compliance Coordinator position within the Drains Division is the results of a more complex regulatory environment for Public Works, particularly in stormwater management. Position Functions • Monitor the Safe Drinking Water Act, DEP Drinking Water Regulations, Massachusetts Water Resource Authority Permits and any other pertinent regulating authorities to ensure compliance. • Maintain records and data required to file state reporting forms. Populate, file and track all required state forms. • Monitor compliance with Stormwater Pollution Prevention Plans (SWPPP) and Spill Prevention and Counter Measure Control Plans (SPCC). • Assist Water, Sewer & Drains Superintendent with preparation of annual National Pollution Discharge Elimination System (NPDES) MS4 permit. • Develop, review and modify Standard Operating Procedures (SOPs) for the Department. • Attend relevant seminars and conferences; represents the Town during inspections of the system by State, Federal or local regulatory agencies					

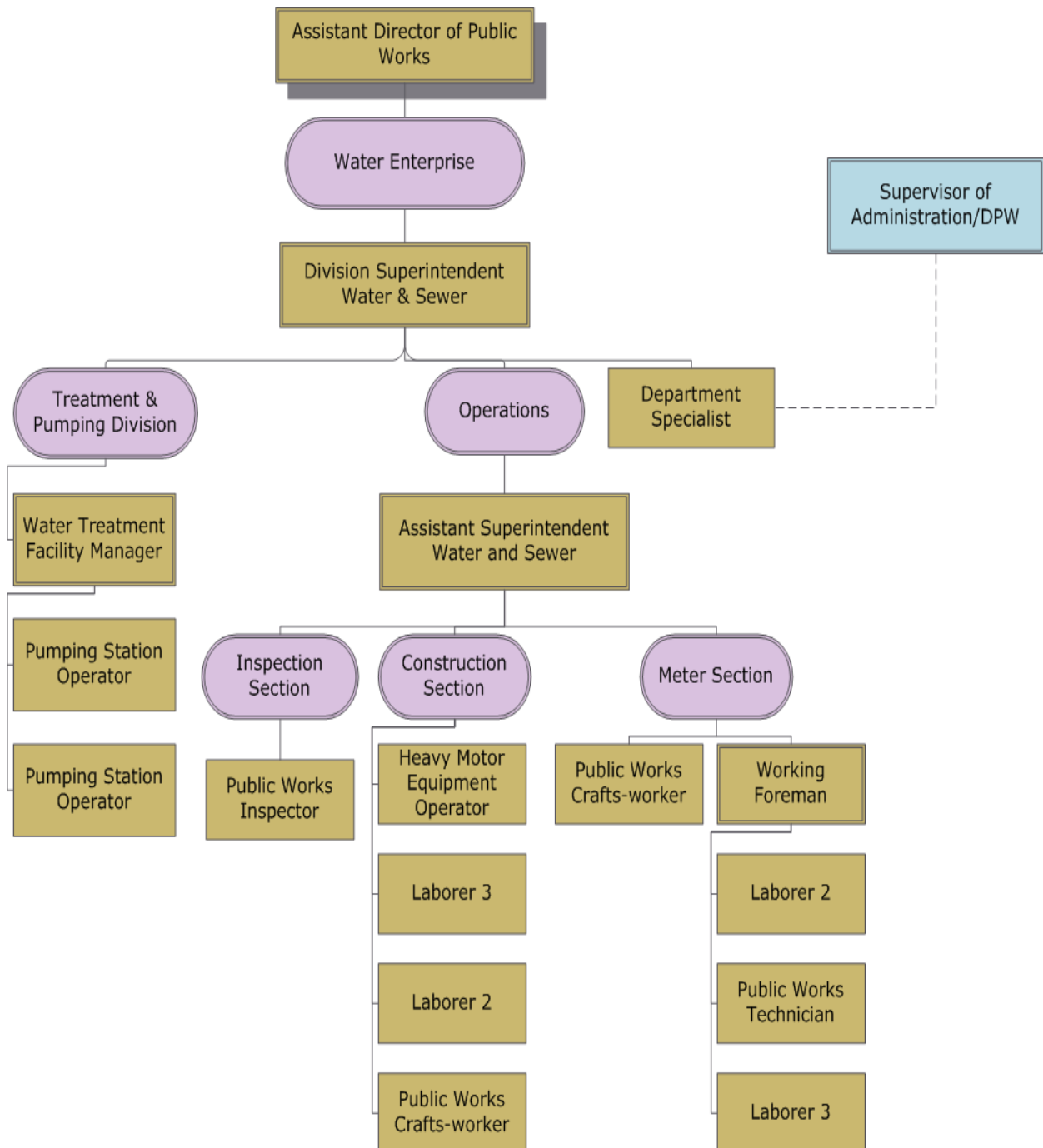
Performance Improvement Funding Request DSR4			
Department	Department of Public Works – Sewer Division		
Title	Compliance Coordinator	Priority	1
Assist other divisions as required; maintain work areas in clean, safe, and operable condition adhering to applicable safety and health rules and regulations			
			V2018

Department Budget Request and Expense History

Sewer Enterprise	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	815,686	71,740	887,426		843,780	757,173.33	748,345.00	703,595.69
Salary & Wage Temporary	16,384		16,384		15,984	11,084.42	10,870.00	17,064.16
Salary & Wage Overtime	155,278		155,278		155,278	136,924.49	156,678.51	139,835.48
Salary & Wage Other	4,880		4,880		4,880	14,400.00	14,280.00	41,990.71
TOTAL S&W	992,228	71,740	1,063,968	4.3%	1,019,922	919,582.24	930,173.51	902,486.04
Energy	102,884		102,884		102,335	92,168.00	91,512.00	98,000.00
Non Energy Utilities								
Repairs and Maintenance	85,000		85,000		70,000	84,538.27	31,911.00	23,119.88
Rental and Leases	6,000		6,000		6,000	300.00	1,390.00	18,209.00
Other Property Related	57,010		57,010		55,350	71,219.03	84,153.32	42,160.91
Professional & Technical	6,000		6,000		6,000	1,935.00	26,530.00	52,356.60
Communications	9,615	650	10,265		8,665	6,302.16	5,531.67	9,598.58
Recreation								
Other Purchased Services	55,756		55,756		52,375	29,021.75	6,428.50	8,292.50
Energy Supplies								
Office Supplies	700	5,000	5,700		700	500.00	500.00	600.00
Building & Equipment Rprs/Sp	2,850		2,850		2,850		993.20	7,292.92
Custodial Supplies	1,000		1,000		1,000	291.04	881.10	
Grounds Keeping Supplies	150		150		150		3,528.65	3,016.33
Vehicular Supplies	13,000		13,000		18,000	5,655.65	13,841.64	6,502.78
Gasoline/Diesel	19,495		19,495		22,060	11,625.69	20,761.11	24,134.27
Food & Service Supplies								120.00
Medical Supplies	150		150		150			
Educational Supplies								
Public Works Supplies	63,500		63,500		62,000	35,887.31	46,376.28	58,990.80
Other Supplies & Equipment	6,550		6,550		6,550	2,426.87	2,874.07	1,878.59
Governmental Charges	200		200		200	289.00	300.00	496.00
Travel & Mileage	200		200		200			40.50
Dues & Subscriptions	1,000		1,000		1,000	175.50	904.50	800.50
Other						250.00		
TOTAL Expenses	431,060	5,650	436,710	5.1%	415,585	342,585.27	338,417.04	355,610.16
Capital	50,000		50,000		50,000	46,556.90	24,442.00	24,798.92
Total Capital	50,000		50,000		50,000	46,556.90	24,442.00	24,798.92
MWRA	5,718,107		5,718,107		5,718,107	5,408,445.00	5,466,144.00	5,423,810.00
Debt	1,500,000		1,500,000		1,500,000	1,054,039.22	1,338,092.28	1,390,516.10
Reserve Fund	35,000		35,000		35,000			
Grand Total	8,726,395	77,390	8,803,785	0.7%	8,738,614	7,771,208.63	8,097,268.83	8,097,221.22

Department Organizational Chart

Water Enterprise



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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).					
On the Horizon					
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year.					
The Water Division will be redeveloping Well No. 1 in the new fiscal year. The Division plans to increase communication with residents on mandatory water restrictions through more frequent mailings that explain and remind residents of changes in the restrictions. The Division will work to raise public awareness on lead removal through increased mailings and brochures. On the horizon, the Division will also be increasing the lead testing done in schools and public bubblers in parks.					
Budget Statement					
Salaries & Wages Increased by \$37,830, 3.33%					
Expenses & Services Increased \$28,621, 2.65%					
Operating Capital Decreased by \$4,000, -100%					
Total Budget Submission Increased by \$62,451, 2.82%					
Salaries The increase in salaries is the result of the reallocation of the Assist. Superintendent. In previous years the Assist. Superintendent has been budgeted across the Water, Sewer, and Drains budgets. It has been determined that it is more appropriate to budget entirely under the Water, as the sewage and drainage systems can be provided by individual home owners or other entities, but the Town will always provide water. There is no union agreement for NIPEA in FY18. The only other increases in regular salaries are a result of step increases and cost of living increases for non-represented employees. The combination of relocating the Assist. Superintendent's salaries and increases for steps results in an increase of \$37,430. The Salary and Wage Overtime line is the same as the prior year with no increase. The Salary and Wage Seasonal & Temporary Positions line item service hours are the same as the FY17 request, and are based on the current class C schedule assuming a \$400 increase for temporary hires. The Other Salary and Wage Expenses are the same as the prior year.					
Expenses & Services					
<u>Energy</u>					
A two year average for energy was used, as the St. Mary's pump station was renovated and expanded in the past two year.					
Fuel Type	2 Year Average Consumption	Cost per Unit	Fixed Costs No Increase	Budgeted Amount	Difference from Prior Year Submission
Electricity	1,894,754	\$0.19*	\$2,228	\$362,231	\$20,856
Natural Gas	21,996	\$1.60*	\$1,191	\$36,385	-\$7,774
*same as prior year budgetary figure, increase is in consumption					

**Department Information
DSR1**

Department**Water Enterprise Fund**Vehicular Supplies

Type	3 Year Average Consumption	Cost Per Unit	Budgeted Amount	Difference from Prior Year's Approved Budget
Diesel	4,895	\$2.57*	\$12,580	-\$1,717
Gasoline	8,030	\$2.24**	\$17,987	-\$2,812

*decrease from last year's budgetary figure of \$2.68 (-4.1% difference)

**decrease from last year's budgetary figure of \$2.40 (-6.67% difference)

Highlighted Changes

For consistency and simplicity all specified training and conferences have been consolidated into a new description Seminars & Training, Office Supplies & Paper, and Large Tools and Hand Tools combined into one category, Tools.

There has been an increase in the maintenance and parts budget for vehicle repairs. The Garage Division maintains all of the fleet, but expenses incurred are billed out to each enterprise fund. Over the past year the Department has tracked these expenses more closely while the Garage has performed needed proactive maintenance on the equipment. It was deemed that the current funding levels were not appropriate for the number of vehicles being maintained. There are twenty-four pieces of equipment in the Water Division.

Net Changes: \$15,000

The Water Meter Testing Program that was proposed in the FY16 operating budget as a DSR4, was not able to be completed within the operating year, due to transitions within the organization. This program will likely need to be spread over multiple years. It will ensure accuracy in billing for commercial customers and should result in a decrease in lost revenue from inaccurate meters.

Net Changes: \$10,000

MWRA Residuals were budgeted under three different lines. These have been combined.

Net Changes: -\$5,000

Trench Restoration has historically been under budgeted. For example a recent water main break on South St. required \$11,000 in order to complete the restoration. This new budgeted amount will allow for approximately two trench restorations of this size.

Net Changes: \$10,000

The historical spending trends for Water Services: Brass Fittings – service connections have been lower than budgeted and these funds have been used in the past to offset shortages in other areas.

Net Changes: -20,000

Department Information DSR1				
Department		Water Enterprise Fund		
Line Item	Description	Change from FY 17	Comments	Net Change
Energy	Electricity	\$20,856	Based on 2 Year Average	\$13,082
	Natural Gas	(\$7,774)	Based on 2 Year Average	
Repairs & Maint Services	Fire/Security Monitoring, Generator Maintenance	\$955	Increase based on last bid for services	(\$1,545)
	General Inspection	(\$2,500)	Reallocated to SCADA Services	
	Maintenance of Altitude/Actuator Valves	\$1,000	Based on FY 17 Costs	
	SCADA Maintenance & On-Call Services	\$2,500	Reallocated from General Inspection	
	Well Redevelopment	(\$5,000)	Based on FY 17 costs	
	Vehicle Repairs	\$1,500	Based on FY 16 Spending	
Professional & Technical Services	CRWTF Sewer Residuals - MWRA	\$2,500	Reallocated from MWRA Testing	\$12,925
	Water Quality Sampling	\$2,000	Increased to include lead testing	
	MWRA Testing	(\$2,500)	Reallocated to CRWTF Sewer Residuals - MWRA	
	Tank Inspections at Dunster and Bird Hill	\$225	Based on FY 17 Costs	
	Well/Pump Performance Testing	\$700	Based on FY 16 Spending	
	Water Meter Testing Program	\$10,000	Previous DSR4 for Testing, requires out year testing	
Communications	Telemetry/Emergency Dialers	\$2,500	Based on FY 16 Spending	\$2,500
Other Purchased Services	Police Details	\$1,680	Increase in Union Contract for Details	\$11,680
	Trench Restoration	\$10,000	Based on FY 16 Spending	

Department Information DSR1				
Department		Water Enterprise Fund		
Line Item	Description	Change from FY 17	Comments	Net Change
Building & Equipment Supplies	Chemical Feed Pump Kits	(\$1,500)	Moved to Public Works Supplies	(\$2,900)
	CPVC Pipe & Valves	(\$900)	Moved to Public Works Supplies	
	Process Analyzers	(\$500)	Moved to Public Works Supplies	
Vehicular Supplies	Vehicle Supplies, Tires, Batteries Etc	\$8,500	Based on FY 16 Spending	\$8,500
Gasoline & Diesel Fuel	Gasoline	(\$2,813)	Based on 3 Year Average	(\$4,531)
	Diesel	(\$1,718)	Based on 3 Year Average	
Public Works Supplies	Chemical Feed Pump Kits	\$2,000	Moved from B. & E. S.	(\$6,090)
	CPVC Pipe & Valves	\$900	Moved from B. & E. S.	
	Process Analyzers	\$1,100	Moved from B. & E. S. & increased due to prior year's spending	
	Water Mains: Gate Valves	\$5,000	Based on FY 16 Spending	
	Water Mains: Hydrant Parts/Boxes	\$910	Contract increase 7%	
	Water Mains: Repair Sleeves	\$4,000	Based on FY 17 Costs	
	Water Services: Brass Fittings - service connections	(\$20,000)	Based on FY 16 Spending	
Governmental Charges	MWRA/Water Treatment Plant Residuals	(\$5,000)	Already included in Prof. Technical Services	(\$5,000)
Accomplishments and Activities				
The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.				

Department Information DSR1			
Department		Water Enterprise Fund	
The Water Division eliminated 50 feet of dead end pipe that was a risk of failure by the Charles River Treatment Plant which resulted in better water circulation, as well as replacing two gates while the main was down. At the RTS, the Division installed a water line for the new office trailer. A failed gate at the Dunster Tank was also replaced this past year. The Water Division reported less than 10% unaccounted for water in the system. The Water Division participated in a DEP grant funded audit and Needham was graded highest on all components. The Town has a successful way to report unaccounted for water to the State based on these results. The Water Division responded to a water main break at the Hillside School while school was in session. The break was under a concrete walkway to the front entrance of the school. The staff maintained a safe working environment and did not need to close the school. The Water Division presented at Boston Water and Sewer Commission and Massachusetts Water Resources Authority on the Town’s response protocol to a positive e-Coli sampling.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,172,516		1,172,516
b) Expenses	1,107,888		1,107,888
c) Capital			
d) Other MWRA	1,043,468		1,043,468
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)	4,948,872		4,948,872
V2018			

Department Expenditure Detail DSR2									
Department				Water Enterprise Fund					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes		No	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							957,659	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							15,282	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							29,134	
i.	PRD1 Budget Adjustments							7,708	
							PRD1 Sub Total		1,009,783
J	DSR3 Other Compensation							-85,629	
							Sub Total 1		924,154
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help – (2 people for 15 weeks)							16,384	
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		16,384
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 Sick Leave Incentive - NIPEA							4,320	
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		4,320
5. Total Salary and Wages (1+2+3+4)									
								1,172,516	

DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (362,231) Natural Gas (36,385)	398,616
Repairs & Maintenance Services (524x – 525x)	Fire/Security Monitoring, Generator Maintenance (4,775) General Inspection (0) Maintenance of Altitude/Actuator Valves (10,000) SCADA Maintenance & On-Call Services (12,500) Electrical, Mechanical On-Call Services (9,000) Well Redevelopment (35,000) Vehicle Repairs (5,000)	76,275
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	CRWTF Sewer Residuals – MWRA (7,000) Engineering Services (15,000) Filter Media Testing (1,000) Leak Detection (25,000) Mandated Wetlands Delineation (500) MWRA Testing (0) Seminars and Training (8,000) Tank Inspections at Dunster and Bird Hill (1,800) Water Meter Testing Program (10,000) Water Quality Sampling (10,000) Well/Pump Performance Testing (2,200)	80,500
Communications (534x)	Postage – CCR & Miscellaneous (5,000) Telemetry/Emergency Dialers (9,500) Telephone, Cellphones & Radios (9,740) Printing – CCR & Miscellaneous (6,600) Water Conservation Program (15,600) Legal Notices (300)	46,740
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Plumbing Services (1,000) Police Details (13,680) Trench Restoration (20,000)	34,680
Office Supplies (542x)		1,000
Building & Equipment Supplies (543x)	Chemical Feed Pump Kits (0) CPVC Pipe & Valves (0) Process Analyzers (0)	0
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)	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries etc. (10,000)	10,000
Gasoline and Diesel Fuel (5481)	Diesel (12,580) Gasoline (17,987)	30,567
Food and Service Supplies (549x)		

Medical Supplies (550x)	First Aid Kits (300)	300
Public Works Supplies (553x)	Asphalt (10,000) Gravel Fill (6,000) Tools & Hardware Supplies (7,500) 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 (10,000) Water Mains: Hydrant Parts/Boxes (13,910) Water Mains: Repair Sleeves (8,000) Water Meters- Various Sizes (122,500) Water Services: Brass Fittings - Service Connections (30,000) Water Services: Copper Tubing (3,000) Water Services: Repair Sleeves (300) Water Services: Service Valves/Boxes (3,000) Chemical Feed Pump Kits (2,000) CPVC Pipe & Valves (900) Process Analyzers (1,100)	402,510
Other Supplies & Equipment (558x)	CRWTF Supplies (500) Educational Supplies (200) Health & Safety Equipment, Prescription Safety Glasses (450) Paint & Supplies (700) Safety Clothing/Vests, Gloves & Hard Hats (300) Work Clothing (3,300)	5,450
Governmental Charges (569x)	Certifications & Licenses (1,600) MWRA/Water Treatment Plant Residuals (0) Other – DEP, SDWA (12,000)	13,600
Travel & Mileage (571x – 572x)	Seminars (1,100)	1,100
Dues & Subscriptions (573X)	APWA/NEWEA/AWWA (3,000)	3,000
Other Expenses (574 X – 579x)		
6. Total Expenses		1,107,888
DSR2C		
Capital Equipment Replacement (587X)		0
7. Total Operating Budget Capital		0
8. Total Base Request (Line 5 + Line 6 + Line 7)		2,280,404

Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?	YES		NO	X
V2018				

Department Personnel Supplement DSR3							
Department		Water Enterprise Fund					
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Uni-Directional Hydrant Flushing	59,651			X		
2	Hydrant Dry Testing Program	13,049			X		
3	Unscheduled/Main Breaks, Leaks, Equip. Failures, Shutoffs, Resident Complaints, etc.	38,835			X		
4	Water Conservation	9,320			X		
5	CRWTF & Wells (Weekends & Holidays)	66,259			X		
6	Portion of Water Enterprise Salaries that support Drains Operations	-85,629	X				
7							
8							
9							
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25							
I	Total	101,485	X				
Sections							
	Amount Reported Under DSR2A Section 1	-85,629					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	187,114					
	Amount Reported Under DSR2A Section 4						
II	Total	101,485					
V2018							

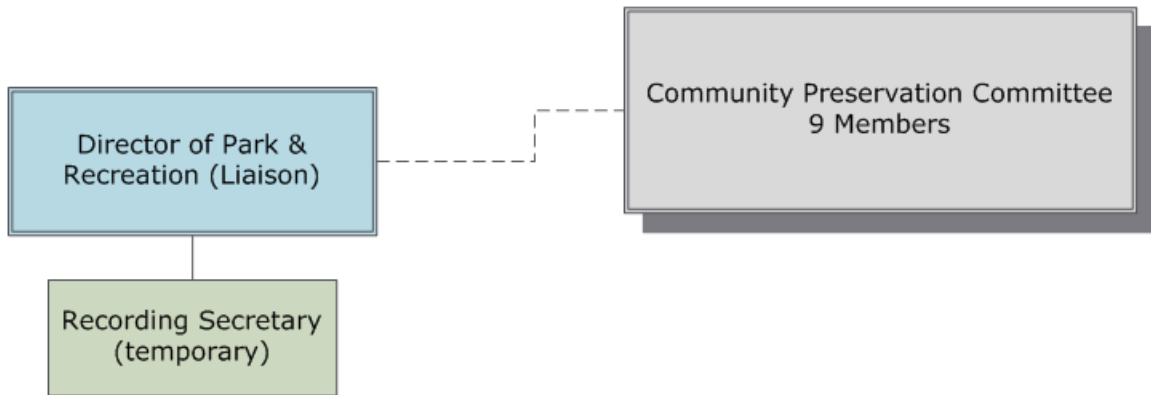
Department Budget Request and Expense History

Water Enterprise	FY18 DSR2 Request	FY18 DSR4 Request	FY18 Total Request	% Change from FY17	FY17 Budget	2016 Expenditures	2015 Expenditures	2014 Expenditures
Salary & Wage Regular	924,154		924,154		886,724.00	773,076.75	791,204.02	745,113.24
Salary & Wage Temporary	16,384		16,384		15,984.00	45,576.08	39,111.68	38,673.64
Salary & Wage Overtime	227,658		227,658		227,658.00	229,642.14	205,349.49	212,806.60
Salary & Wage Other	4,320		4,320		4,320.00	10,800.00	13,820.00	17,983.23
TOTAL S&W	1,172,516		1,172,516	3.3%	1,134,686.00	1,059,094.97	1,049,485.19	1,014,576.71
Energy	398,616		398,616		385,534.00	370,305.00	313,482.95	298,784.60
Non Energy Utilities								
Repairs and Maintenance	76,275		76,275		77,820.00	37,570.59	97,088.51	62,259.43
Rental and Leases						500.00	1,542.09	3,112.63
Other Property Related						1,121.50	41,813.25	43,655.00
Professional & Technical	80,500		80,500		67,575.00	69,421.51	120,385.50	41,444.02
Communications	46,740		46,740		44,240.00	34,964.69	21,308.18	41,084.06
Recreation								
Other Purchased Services	34,680		34,680		23,000.00	13,219.34	22,244.10	13,626.98
Energy Supplies								
Office Supplies	1,000		1,000		1,000.00	741.26	3,800.00	1,200.00
Building & Equipment Rprs/Sp					2,900	15,900.00	3,251.27	
Custodial Supplies	2,550		2,550		2,550	1,500.00	2,492.67	905.54
Grounds Keeping Supplies	1,000		1,000		1,000	1,151.31	17,208.75	10,488.30
Vehicular Supplies	10,000		10,000		1,500	10,359.35	1,027.59	546.68
Gasoline/Diesel	30,567		30,567		35,098	20,840.32	32,131.15	37,715.42
Food & Service Supplies								150.00
Medical Supplies	300		300		300			
Educational Supplies								
Public Works Supplies	402,510		402,510		408,600	427,711.31	356,222.81	401,070.28
Other Supplies & Equipment	5,450		5,450		5,450	4,005.51	3,447.36	11,643.54
Governmental Charges	13,600		13,600		18,600	11,106.55	13,641.73	18,431.54
Travel & Mileage	1,100		1,100		1,100		2,099.51	1,665.54
Dues & Subscriptions	3,000		3,000		3,000	2,218.50	2,068.50	2,800.50
Other						250.00		
TOTAL Expenses	1,107,888		1,107,888	2.7%	1,079,267	1,022,886.74	1,055,255.92	990,584.06
Capital					4,000	30,500.00	19,197.19	31,500.00
Total Capital				-100.0%	4,000	30,500.00	19,197.19	31,500.00
MWRA	1,043,468		1,043,468		1,043,468	1,012,962.00	1,193,697.00	1,271,018.00
Debt	1,550,000		1,550,000		1,550,000	1,543,595.95	1,545,746.19	1,535,766.64
Reserve Fund	75,000		75,000		75,000			
Grand Total	4,948,872		4,948,872	1.3%	4,886,421	4,669,039.66	4,863,381.49	4,843,445.41

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Department Organizational Chart

Community Preservation Committee



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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.	
On the Horizon	
In recent years, the CPC and Town Meeting have authorized design funding for several projects, and a number of those projects will be requesting construction funding in FY'18. The largest of these projects will be the request for the Rosemary Recreation Complex project, which if recommended, could include a combination of cash and debt.	
Budget Statement	
The Massachusetts Community Preservation Act permits up to 5% of annual revenues to be spent on administrative and operating expenses. Though typically not using the full amount each year, the Community Preservation Committee puts aside approximately 5% to be prepared for unknown expenses. Unused funds, at the end of each fiscal year, are returned to the Community Preservation Fund. The Director of 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.	
Accomplishments and Activities	
The CPC responds to funding requests, determining first whether a project is eligible under the Community Preservation Act, and secondly whether to recommend funding based on criteria related to the project's value to the community.	

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
V2018			

Department Expenditure Detail DSR2									
Department				Community Preservation Committee					
Object				Description			Amount		
DSR2A									
Permanent Personnel	Last Year (FY2016)			Current Year (FY2017)			Next Year (FY2018)		
	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	2	.10	0	2	.10	0	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		
Are All Union Employees Covered by a CBA for FY2018?						Yes	X	No	
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							12,000		
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)							12,000		

DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)	Proposal support	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)				
Gasoline and Diesel Fuel (5481)				
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)				
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES		NO	X
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	X
Did the Department submit any requests for FY2018 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	X
Did the Department submit any requests for FY2018 to the Department of Public Facilities to improve or upgrade a public building or facility?				
	YES		NO	X
V2018				

Department Information DSR1	
Department	Minuteman School Assessment
Department Mission	
Minuteman School is a public regional vocational/technical high school that currently serves 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	
On the Horizon	
The Minuteman School District is embarking on the construction of a new High School. The projected opening of the School is September 2020.	
Budget Statement	
The Minuteman assessment is spread among the member towns, and fluctuates based on the total change in the Minuteman budget versus member town enrollments. This budget estimate is based on budget growth assumptions and Needham's share of the total enrollment, as well as assumptions about Needham's share of the initial capital investment in the new High School. The final Assessment will be available in early 2017. Historical full-time student enrollments are shown below:	
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 Full-time Student Enrollment for FY2018 Assessment: (2016/2017 school year): 21	
The ten year average enrollment is 24.2 and the five year average is 25.6.	
Accomplishments and Activities	
During The past year, the Minuteman School District member towns revised the regional agreement governing the District structure and adopted provisions allowing for communities to withdraw. All 16 towns approved the revision, and six towns – Weston, Wayland, Sudbury, Boxborough, Carlisle, and Lincoln voted to withdraw from the District. Under the approval process for the bonding authorization for the new High School, the project could only move forward if no member town voted to object. On May 4, 2016 the Town of Belmont voted against the borrowing. As a result, the MMSD held a District-wide referendum on September 20, 2016. While the vote was sufficient to ensure the passage of the borrowing authorization, the "no" vote in Belmont allowed that Town to call a Special Town Meeting and petition for withdrawal. That Town Meeting was held on October 19 th and the Town of Belmont has voted to petition to withdraw from the District.	

Department Information DSR1			
Department		Minuteman School Assessment	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Other Minuteman School Assessment	882,787		882,787
e) Other []			
f) Other []			
g) Total DSR2 & DSR4 Request (a through f)	882,787		882,787
V2018			



Needham Public Schools Office of the Superintendent

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

December 6, 2016

To: Needham School Committee
From: Daniel E. Gutekanst, Ed.D., Superintendent of Schools
Re: FY18 Budget Proposal

Introduction

Enclosed, please find the proposed FY 2017/18 operating budget for the Needham Public Schools. The proposed plan totals \$68,817,743 and represents a \$3,627,829 (5.57%) 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 FY18 budget plan was developed to address contracted salary increases, growing special education costs, expanded student enrollment, and targeted program improvements.

Several key budget "drivers" are impacting the proposed FY18 budget plan. Among them:

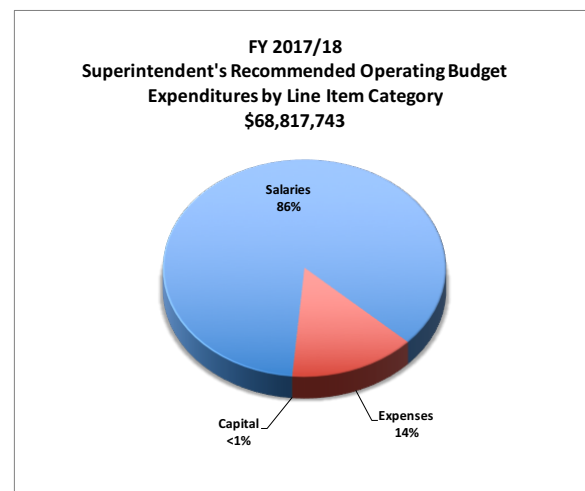
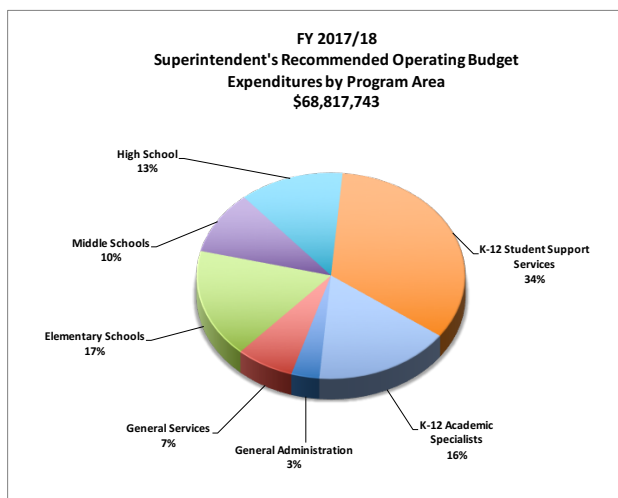
- **Contractual Salary Increases.** Negotiated contracts for all existing employees account for \$2.0 million, over half of the total requested increase. In order to recruit, support, and retain a talented faculty and staff, we must provide reasonable yet competitive salaries for our staff, teachers, and school leaders.
- **Enrollment, Class Size, Program support.** While overall enrollment is projected to increase only slightly next year, there remains a need to ensure that class sizes stay within acceptable School Committee policy guidelines. I propose a net increase of 10.12 Full Time Equivalent (FTE) teachers at the elementary and secondary levels to keep class sizes steady and provide for special education programming and support. I also propose 13.87 net new FTE paraprofessionals and administrative support staff to ensure student needs are addressed and to provide ongoing support and training for the professional staff.

FY18 Superintendent's Preliminary Budget

- Increased Special Education Costs.** Increases in the number of special education students being served, special education tuition, and other mandated costs total approximately \$0.81 million of the new funds requested.
- Targeted Program Improvements.** Unlike the FY17 budget plan, in which we were unable to include any significant increases for program development, for FY18 I am proposing \$517,914 in new funding for teaching, learning, and infrastructure improvements. Some of these recommendations include: A Pollard math intervention teacher (\$60,820), increased interdisciplinary support (\$19,043), elementary and high school instructional technology teachers (\$90,011), Science Center staff (\$21,751), administrative support at High Rock and in Human Resources (\$105,897), and upgraded technology supplies, software, and services (\$76,177). Additionally, I propose an increase to purchase Chromebooks (\$20,000) for the incoming 9th graders as the Personalized Learning Initiative moves into the high school. The budget plan also includes a recommendation for increased funding for substitutes (\$48,344) in order to fill significant vacancies that exist.

I recognize that 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.

FY18 Budget Summary



FY18 Superintendent's Preliminary Budget

FY18 Budget Development Process and Priorities

The FY18 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.

Capital Priorities for FY18

The FY18 capital budget request totals \$1,394,629 and includes \$654,901 in technology and equipment replacement requests, and \$739,728 in facility-related requests. The facility requests include \$210,000 to develop walking trails behind the new Hillside School on Central Avenue, \$414,728 to design additional classroom space at Needham High School, \$65,000 to study the possibility of phasing improvements to the Pollard Middle School and \$50,000 to assess facility needs associated with the planned implementation of Full-Day Kindergarten.

The technology and equipment replacement requests include:

- \$463,500 for school technology;
- \$45,000 for school furniture;
- \$46,790 for copier replacement; and
- \$99,611 for school vehicle replacement.

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:

FY18 Superintendent's Preliminary Budget

- December 6th and subsequent meetings in January: School Committee reviews the Superintendent's budget request
- December 7th: 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 3rd: Town Manager consults with School Committee about budget plan.
- January 17th: School Committee holds public hearing on the budget plan.
- January 23rd: The Finance Committee reviews the School budget proposal.
- January 24th: 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, and 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.



Fiscal Year 2018 Proposed Budget
NEEDHAM PUBLIC SCHOOLS

OFFICE OF FINANCIAL OPERATIONS
ANNE L. GULATI, DIRECTOR
1330 HIGHLAND AVENUE * NEEDHAM, MA 02492
781-455-0400 EXT. 206 * 781-455-0417 (FAX)

January 24, 2017

To: Needham School Committee
From: Anne Gulati, Director of Financial Operations
RE: FY18 School Committee Approved Budget Request

The proposed School Operating Budget request for FY18 is \$68,350,083, which represents a \$3,160,169 (4.85%) increase over the current year operational budget of \$65,189,914. This budget represents a \$467,660 reduction from the Superintendent's preliminary budget recommendation of \$68,817,743.

The specific items which constitute the \$467,660 proposed reduction are detailed on Attachment A. A revised Highlight Sheet is attached as Attachment B.

Please contact me if you need additional information, or have questions.

ALG/alg
Attachment(s)

Attachment A
FY18 Proposed School Department Budget Reductions

Description of Reduction	\$	Recommendation
FY18 Superintendent's Preliminary Budget (Dec, 2016)	\$68,817,743	
Reduction to Special Education Tuition Budget	(\$275,000)	Revised estimate has reduced budget request.
0.25 FTE Preschool Nurse	(\$23,898)	Shift to Preschool Revolving Fund
0.94 FTE Preschool Teaching Assistants	(\$30,753)	Shift to Preschool Revolving Fund
0.4 FTE Broadmeadow Speech/Language Pathologist	(\$40,031)	Fund from Contractual Services Budget
0.3 FTE Newman Speech/Language Pathologist	(\$19,938)	Fund from Contractual Services Budget
Reduce Daily Substitute Rate from \$120/Day to \$115/Day	(\$12,738)	Revised request is 17.1% increase over current \$98.20
0.27 FTE Needham High School Bookkeeper Expansion	(\$10,428)	Defer to FY19
0.57 FTE Science Center Program Assistant	(\$21,751)	Defer to FY19
Reduction to Science/Engineering Curriculum Materials Request	(\$2,000)	Reallocate existing funds as available to meet this need
School Leadership Team Professional Development Funds	(\$2,500)	Reallocate existing funds as available to meet this need
Reduction to Business Office Web-Hosted Quickbooks Request	(\$5,000)	Reallocate existing funds as available to meet this need
Reduce Legal Services Budget	(\$15,000)	Reduction to reflect prior year actual expenditures
Eliminate District Webmaster Stipend	(\$3,923)	Reduction to reflect projected need for these services
Reduce NHS Math Subscriptions/Services Budget	(\$4,700)	Reduction to reflect prior year actual expenditures
Subtotal	(\$467,660)	
FY18 School Committee Proposed Budget (Jan, 2017)	\$68,350,083	

A SCHOOL AND COMMUNITY PARTNERSHIP THAT
CREATES EXCITED LEARNERS ~ INSPIRES EXCELLENCE ~ FOSTERS INTEGRITY

Attachment B
FY18 School Operating Budget Highlights

Fiscal Year 2018 Proposed Budget

Req TL FTE	Supt Recom TL FTE	Recom SC TL FTE	District Goal/ Objective	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Supt Proposed	SC Chg	Final SC Proposed
718.16	718.16	718.16		Approved FY17 Budget		65,189,914	-	65,189,914	-	65,189,914
Level Service/ Contractual Salary Increases										
Level Service/ Contractual Salary Increases:										
Contractual Salary Increases (FY17 Adopted FTE)										
-	-	-				2,017,307	-	2,017,307	-	2,017,307
Level Service Requests: Elementary										
-	1.00	1.00	Goal 1.1	Mitchell Grade 2 Teaching Assistant to Reduce Class Size	Mitchell	-	25,114	25,114	-	25,114
0.10	0.10	0.10	Goal 1.1	Shift Grant-Funded Teacher to Operating Budget	Newman	8,058	-	8,058	-	8,058
0.82	0.82	0.82	Goal 1.1	Kindergarten Specialists	All Elementary	49,462	-	49,462	-	49,462
1.00	1.00	1.00	Goal 1.1	Full-Time Newman Special Education Teacher - Autism Program (ELC)	Special Education/ Newman	62,170	(1,350)	60,820	-	60,820
0.60	0.30	-	Goal 1.1	Part-Time Newman Speech Language Pathologist - Autism Program (ELC)	Special Education/ Newman	38,034	(18,096)	19,938	(19,938)	-
0.40	0.40	-	Goal 1.1	Part-Time Broadmeadow Speech Language Pathologist	Special Education/ Broadmeadow	40,031	-	40,031	(40,031)	-
0.40	0.40	0.40	Goal 1.1	Part-Time Hillside Special Education Teacher	Special Education/ Hillside	27,914	-	27,914	-	27,914
0.50	0.50	0.50	Goal 1.1	Part-Time Eliot Special Education Teacher	Special Education/ Eliot	28,783	-	28,783	-	28,783
0.50	0.50	0.50	Goal 1.1	Part-Time Newman Special Education Teacher	Special Education/ Newman	32,010	(1,350)	30,660	-	30,660
6.50	6.50	6.50	Goal 1.1	Full-Time Elementary Teaching Assistants	Special Education/ All Schools	163,242	-	163,242	-	163,242
1.96	1.96	1.96	Goal 1.1	Shift Grant Funded Teaching Assistants to Operating Budget	Special Education/ All Schools	52,753	-	52,753	-	52,753
0.30	-	-	Goal 1.1	Part-Time Broadmeadow ELL Teacher	ELL/ Broadmeadow	29,993	(29,993)	-	-	-
0.10	-	-	Goal 1.1	Part-Time Newman ELL Teacher	ELL/ Newman	9,988	(9,988)	-	-	-
-	0.20	0.20	Goal 1.1	Part-Time Hillside ELL Teacher	ELL/ Hillside	-	12,064	12,064	-	12,064
0.20	0.20	0.20	Goal 1.1	Shift Title 1 Teacher from Grant to Operating	Reading/Newman	16,610	-	16,610	-	16,610
0.20	0.20	0.20	Goal 1.1	Literacy Specialist Broadmeadow	Reading/Broadmeadow	17,493	-	17,493	-	17,493
0.20	0.20	0.20	Goal 1.1	Literacy Specialist Newman	Reading/Newman	20,556	-	20,556	-	20,556
-	-	-	Goal 1.0	Science/ Engineering Curriculum Materials	Science Center/All Schools	7,000	-	7,000	(2,000)	-
0.10	0.10	0.10	Goal 2.2	Expanded Newman Physical Education Teacher	Media/ Hillside	9,629	-	9,629	-	9,629
0.10	0.10	0.10	Goal 1.0	Elementary Visual Arts Supplies	Physical Education/ Newman	9,227	-	9,227	-	9,227
0.10	0.10	0.10	Goal 1.1	Part-Time Hillside Music Teacher	Fine Arts/ All Schools	1,700	(1,700)	-	-	-
14.08	14.58	13.88		Subtotal	Performing Arts/ Hillside	6,032	-	6,032	-	6,032
0.36	-	-	Goal 3.0	Level Service Requests: Middle		630,695	(25,309)	605,386	(61,969)	543,417
0.57	0.57	0.57	Goal 3.2	Middle School Cafeteria Substitutes	Substitutes	37,800	(37,800)	-	-	-
(0.20)	(0.20)	(0.20)	Goal 3.2	Part-Time High Rock Bookkeeper	High Rock/ Pollard	23,304	(1,350)	21,954	-	21,954
0.20	-	-	Goal 2.0	Reduce Unfilled High Rock Psychologist Position	Psychology/ High Rock	(12,305)	-	(12,305)	-	(12,305)
0.93	0.37	0.37	Goal 1.1	Part-Time Pollard Music Teacher	Performing Arts/ Pollard	12,064	(12,064)	-	-	-
-	0.37	#		Subtotal		60,863	(51,214)	9,649	-	9,649
-	-	-	Goal 3.2	Level Service Requests: High School		-	(21,600)	(21,600)	-	(21,600)
0.37	0.27	-	Goal 3.2	Reduce NHS Cafeteria Substitutes	Substitutes	14,270	(3,842)	10,428	(10,428)	-
-	-	-	Goal 3.0	Part-Time NHS Bookkeeper	Needham High School	5,800	(3,300)	2,500	-	2,500
-	-	-	Goal 3.0	NHS Science Department Educational Supplies	Needham High School	60,000	(30,000)	30,000	-	30,000
0.30	0.30	0.30	Goal 1.1	NHS Textbook Replacement	Needham High School	18,621	-	18,621	-	18,621
0.60	0.40	0.40	Goal 1.1	Part-Time NHS Science Teacher	Needham High School	55,402	(19,367)	36,035	-	36,035
0.50	0.25	0.25	Goal 1.1	Part-Time NHS Social Studies Teacher	Needham High School	34,091	(15,060)	19,011	-	19,011

Attachment B
FY18 School Operating Budget Highlights

Req	Recom	SC	District	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Supt Proposed	SC Chg	Final SC Proposed
TL FTE	TL FTE	TL FTE	Goal/ Objective							
0.40	0.20	0.20	Goal 1.1	Part-Time NHS Math Teacher	Needham High School	24,128	(12,064)	12,064	-	12,064
-	-	-	Goal 2.2	Reallocate Club Girls Ultimate Frisbee Coach Stipend to Event Program	Needham High School Athletics	(280)	-	(280)	-	(280)
-	-	-	Goal 2.2	Reclassify Equipment Manager Stipend to Category V	Needham High School Athletics	(2,654)	-	(2,654)	-	(2,654)
-	-	-	Goal 2.2	Reallocate Boys Soccer Program Asst Coach Stipend to Boys Volleyball	Needham High School Athletics	-	-	-	-	-
1.00	-	-	Goal 2.2	Lead NHS Athletic Trainer	Needham High School Athletics	4,197	(4,197)	-	-	-
0.40	-	-	Goal 2.2	Expand Adjustment Counselor at Needham High School	Guidance/ High School	24,128	(24,128)	-	-	-
0.20	-	-	Goal 1.1	Part-Time High School Psychologist	Psychology/High School	12,064	(12,064)	-	-	-
1.00	1.00	1.00	Goal 1.1	Full-Time NHS Special Education Teacher	Special Education/ NHS	62,170	(1,350)	60,820	-	60,820
0.20	0.20	0.20	Goal 1.1	Part-Time NHS Performing Arts Teacher	Performing Arts/ NHS	11,393	-	11,393	-	11,393
-	-	-	Goal 3.2	Software for High School Portable Language Lab	World Languages/ NHS	4,800	-	4,800	-	4,800
0.20	0.20	0.20	Goal 1.2	Part-Time NHS Mandarin Teacher	World Language/ NHS	15,527	-	15,527	-	15,527
0.20	0.20	0.20	Goal 1.2	Part-Time NHS Latin Teacher	World Language/ NHS	11,238	-	11,238	-	11,238
0.20	-	-	Goal 1.2	Part-Time NHS Spanish Teacher	World Language/ NHS	11,003	(11,003)	-	-	-
5.57	3.02	2.75	-	Subtotal		365,898	(157,995)	207,903	(10,428)	197,475
Level Service Requests: District										
-	-	-	Goal 3.2	Network Application Management Licenses	Administrative Technology	1,470	(1,470)	-	-	-
-	-	-	Goal 3.2	Licensing for Additional Wireless Access Points	Administrative Technology	10,500	-	10,500	-	10,500
-	-	-	Goal 3.2	Software Management System OSX for Laptops	Administrative Technology	15,000	-	15,000	-	15,000
-	-	-	Goal 3.0	Special Education Transportation Out of District - Contractual Cost Reduction	Transportation	(55,830)	-	(55,830)	-	(55,830)
-	-	-	Goal 3.0	Regular Education Transportation - Contractual Cost Reduction	Transportation	(27,560)	-	(27,560)	-	(27,560)
-	-	-	Goal 3.0	Regular Education Transportation Subsidy Increase	Transportation	27,560	-	27,560	-	27,560
-	-	-	Goal 3.0	Substitute Nursing Pool	Health/ Nursing	12,151	(12,151)	-	-	-
-	-	-	Goal 3.0	Health Office Medical Supplies	Health/ Nursing	901	(901)	-	-	-
-	-	-	Goal 1.1	Special Education Tuition	Special Education Tuition	820,386	(520,386)	300,000	(275,000)	25,000
-	-	-	Goal 3.3	Mandated Staff Training in Safety Care (Physical Restraint)	Special Education	8,000	(8,000)	-	-	-
-	-	-	-	Subtotal		812,578	(642,908)	269,670	(275,000)	(5,330)
# 20.58	17.97	17.00	#	Subtotal Level Service		3,887,341	(777,426)	3,109,915	(347,397)	2,762,518
Program Improvement Increases										
Program Improvement Requests: Elementary										
0.20	-	-	Goal 3.3	Expanded Broadmeadow Assistant Principal	Broadmeadow Elementary	22,296	(22,296)	-	-	-
-	-	-	Goal 3.0	Expand Broadmeadow Lead Secretary 11 to 12 Months	Broadmeadow Elementary	5,270	-	5,270	-	5,270
-	-	-	Goal 3.2	Interactive Whiteboards Kindergarten Classrooms	Ellet Elementary	15,000	(15,000)	-	-	-
0.30	-	-	Goal 3.3	Expanded Mitchell Assistant Principal	Mitchell Elementary	33,444	(33,444)	-	-	-
-	-	-	Goal 1.2	Newman School Newspaper Advisor Stipend	Newman School	1,730	(1,730)	-	-	-
-	-	-	Goal 1.1	Preschool TST/CARES Team Leader Stipend	Newman School/ Preschool	1,152	(1,152)	-	-	-
-	-	-	Goal 1.1	LLI Curriculum Kits for Mitchell School Special Educators	Special Education/ Mitchell	8,030	(8,030)	-	-	-
1.50	-	-	Goal 1.1	Increase Elementary Math Coaching Staff	Reading/ All Elementary	93,480	(93,480)	-	-	-
-	-	-	Goal 1.0	Convert Math Instructional Leader from Unit A to Unit B	Reading/ All Elementary	11,395	-	11,395	-	11,395
2.00	-	-	-	Subtotal		191,797	(175,132)	16,665	-	16,665
0.40	0.20	0.20	Goal 3.3	Program Improvement Requests: Middle						
-	-	-	Goal 3.0	Expand High Rock Assistant Principal	High Rock	40,193	(20,096)	20,097	-	20,097
-	-	-	Goal 3.0	Pollard Portable Radios	Pollard Middle School	12,073	(12,073)	-	-	-

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Attachment B
FY18 School Operating Budget Highlights

Req	Recom	SC	District	Description of Budgetary Increase	Department/ School	Total Request	Supt Chg	Supt Proposed	SC Chg	Final SC Proposed
TL FTE	TL FTE	TL FTE	Goal/Objective							
-	-	-	Goal 3.0	Nursing Equipment and Supplies	Health/ Nursing	2,400	(2,400)	-	-	-
-	-	-	Goal 1.1	Overtime for Teaching Assistants Traveling on Overnight Trips	Special Education	10,000	(10,000)	-	-	-
0.20	-	-	Goal 1.2	Upgrade ELL Coordinator to Unit B	ELL/District & Hillside	25,945	(25,945)	-	-	-
-	0.20	0.20	Goal 1.2	Increase ELL Coordination	ELL/District & Hillside	-	12,064	12,064	-	12,064
0.57	0.57	-	Goal 3.3	Part-Time Science Center Program Assistant	Science Center/District	23,251	(1,500)	21,751	(21,751)	-
-	-	-	Goal 1.0	Upgrade K-5 Science Curriculum Specialist/Manger to Unit B	Science Center	5,929	(5,929)	-	-	-
0.14	0.14	0.14	Goal 3.2	Summer Peak-Time Technology Support	Educational Technology	8,661	-	8,661	-	8,661
1.70	1.45	1.45	Goal 3.2	Increase Instructional Technology Specialist	Educational Technology	106,591	(16,580)	90,011	-	90,011
0.43	-	-	Goal 3.2	Technology Co-op Student	Educational Technology	8,842	(8,842)	-	-	-
0.50	0.30	0.30	Goal 3.0	Part-Time Physical Education Technician	Educational Technology	30,024	(10,508)	19,516	-	19,516
0.57	-	-	Goal 3.0	Part-Time Physical Education Secretary/ Senior Bookkeeper	K-12 Physical Education	26,415	(26,415)	-	-	-
0.25	0.25	0.25	Goal 3.0	Part-Time FPA Program Assistant	K-12 Fine & Performing Arts Dire	12,714	(4,000)	8,714	-	8,714
-	-	-	Goal 3.3	World Language Professional Development Funds	K-12 Fine & Performing Arts Dire	2,200	(2,200)	-	-	-
8.36	4.34	3.77	-	Subtotal		757,802	(389,444)	368,358	(41,989)	326,369
13.84	6.02	5.45	#	Subtotal Program Improvement Budget Increases		1,287,938	(770,024)	517,914	(41,989)	475,925
-	-	-	-	Additional Expenditures from Cash Capital		-	-	-	-	-
-	-	-	-	Subtotal		-	-	-	-	-
-	-	-	-	Reductions to Existing Budget/ Other Adjustments		-	-	-	-	-
-	-	-	-	Legal Services Budget Reduction		-	-	-	(15,000)	(15,000)
-	-	(0.25)	-	Shift Preschool Nurse to Revolving Fund		-	-	-	(23,898)	(23,898)
-	-	(0.94)	-	Shift Preschool Teaching Assistants to Revolving Fund		-	-	-	(30,753)	(30,753)
-	-	-	-	Eliminate District Webmaster Stipend		-	-	-	(3,923)	(3,923)
-	-	-	-	Reduce NHS Math Services Account		-	-	-	(4,700)	(4,700)
-	-	-	-	Subtotal		-	-	-	(78,274)	(78,274)
752.58	742.15	739.42	-	GRAND TOTAL FY18 BUDGET		70,365,193	(1,547,450)	68,817,743	(467,660)	68,350,083
34.42	23.99	21.26	-	\$ Increase/(Decrease) over FY17		5,175,279		3,627,829		3,180,189
4.8%	3.3%	3.0%	-	% Increase/(Decrease) over FY17		7.94%		5.57%		4.85%

Fiscal Year 2018 Proposed Budget