

Section 3
Departmental Budget Submissions
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Department Information DSR1	
Department	Townwide Expense – General Insurance
Department Mission	
<p>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.</p>	
On the Horizon	
<p>The Town has approved funding and will be constructing a new building at Memorial Park and a seasonal storage facility for Public Works at the RTS, as well as modular classrooms at Mitchell School for full day kindergarten. Funding has also been approved, pending voter approval, of a new Fire and Police Headquarters and replacement of Fire Station #2. There are request for a new School Administration building, and future work at Mitchell School and Pollard School. These facilities will impact the Town's annual insurance 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.</p>	
Budget Statement	
<p>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. 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 \$260 million. This budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims. Insurance premiums relating to the two enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget.</p> <p>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 2020 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 (2014 – 2018) and the base premium for FY2019. The actual amount paid is impacted by changes due to policy amendments, deductibles, credits, and payment discounts that may be obtained. With the constructing and opening of the new above ground fuel depot at the Public Works facility located at 470 Dedham Avenue, the Town will not need to purchase an underground fuel storage tank pollution control policy, which helped to offset the budget need for FY2020. The fluctuations in the annual premium were due to buildings coming off and new or</p>	

**Department Information
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Department

Townwide Expense – General Insurance

expanded buildings being added to the policy and not due to extraordinary loss experience. The new or remodeled facilities added over the past few years include the Newman School (major systems work 2012), Center at the Heights (2013), a new Salt Shed (2013), a High School expansion (2018), and the Rosemary Recreational Complex (2018). The budget for FY2020 includes an increase in the premium for the new Memorial Park building, the Mitchell School modular classrooms addition, the Public Works seasonal storage facility, and the Sunita Williams Elementary School. The changes in the annual expenditure are reflective of the credits the Town received for its loss control efforts and participation promotions as well as prompt payment discounts obtained. This also includes the payments the Town makes to cover certain policy deductibles and the self-insurance fund.

Year	Premium*	Change	Expenditure**	Change
FY2019	\$545,607	-3.1%		
FY2018	\$562,839	4.1%	\$521,244	-9.4%
FY2017	\$540,785	6.6%	\$575,336	3.8%
FY2016	\$507,447	-1.8%	\$554,327	3.4%
FY2015	\$516,687	3.0%	\$536,000	5.7%
FY2014	\$501,618	6.0%	\$507,278	-1.8%

*Annual billed before adjustments, amendments, and credits.

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

Based on the aforementioned changes and efforts of the Risk Management committee during the prior and current fiscal year and accounting for the additional premium to insure the new Memorial Park building, the Mitchell School modular classrooms, the seasonal storage facility, and the Williams Elementary School, we are able to submit a level dollar budget for FY2020.

Accomplishments and Activities

The Town actively participates in the insurance provider, MIIA, rewards program. An initiative that provides credits to members that implement loss prevention best practices and training. The Risk Management Committee is tasked with promoting this program to all staff, as well as with providing informational sessions and gathering data on applicable risk management activities that are then submitted to the insurer for credits. Since the appointment of the Risk Management Committee in FY2016, the reward credits have increased significantly over previous years.

During FY2019, the Risk Management Committee continued to proactively encourage participation in the MIIA Rewards Program, a no-cost incentive effort that promotes loss prevention and risk mitigation. The Town's commitment to creating a safe work environment for staff and the prevention of property loss is at the center of this initiative. Town staff participated in professional development opportunities and implemented safety improvements that resulted in a \$29,828 discount off this year's insurance premium, accomplishing both advancement of workplace safety awareness and savings in our insurance costs. Defensive driving training for emergency response, emergency preparedness, law enforcement best practices, public records training, discrimination prevention training, and regular safety committee meetings are some of the activities that contributed to this achievement.

With the upcoming extension of OSHA standards to public employees, the Risk Management

**Department Information
DSR1**

Department	Townwide Expense – General Insurance
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Committee will focus on education and policy implementation to assist in the compliance of the regulations and continuous commitment to safety.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Earned Rewards	\$9,353	\$20,160	\$16,140	\$30,821	\$30,568	\$29,828

Spending Request Recap

Description	Base Request	Additional Request	Total
Casualty, Liability, Property and Self Insurance Program	626,790		626,790
Total	626,790		626,790

V2020

Department Information DSR1	
Department	Townwide Expense - Debt Service
Department Mission	
<p>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 Sewer and Water Enterprises pay for their related debt service from user fees and charges.</p>	
On the Horizon	
<p>The construction funding for a new Police and Fire Headquarters and a renovated Fire Station in the Needham Heights was approved by Town Meeting at the October 10, 2018 session. The project including the previously approved design appropriation is to be financed by debt which would be repaid with a debt exclusion override. The question was added to the November 6, 2018 State Election ballot. If voters approved the ballot question, the project will commence soon after and has an impact on the FY2020 budget. The Town is also looking at several other large building projects that will be funded by debt over the next two to four years, which includes, replacement of the School Administration building, and interim improvements at the Pollard and Mitchell schools. The FY2020 Debt Service budget also includes the incorporation of the outstanding debt related to the Recycling and Transfer Station Enterprise which will officially be dissolved on June 30, 2019 per vote of Town Meeting. The former enterprise will become part of the General Fund operating budget, including the Townwide Expenses Debt Service budget.</p>	
Budget Statement	
<p>The FY2020 debt service budget submission of \$18,992,998 is a <u>27.4% increase</u> over the current year (\$14,904,503). The increase is primarily driven by the new debt issues related to the Sunita Williams Elementary School, the anticipated approval of the debt exclusion for the public safety buildings, and the new debt issues for the recently completed Rosemary Recreational Complex. The Rosemary Complex is funded by both General Fund Debt within the levy limit and Community Preservation Act (CPA) debt. 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.</p> <p>The General Fund debt service within the levy limit is \$4,884,691 and the excluded debt service is \$12,922,990. The CPA supported debt totals \$1,185,317. This request does not contain any funding for debt that may be authorized at the 2019 Annual Town Meeting or May 2019 Special Town Meeting. Debt service related to the Sewer (\$900,000) and Water (\$1,250,000) enterprise funds are contained in those budgets and are therefore not included in this budget.</p> <p>The General Fund debt service which is paid within the levy limit is appropriately 6.4% more than the current year which represents approximately 3% of recurring General Fund revenue and</p>	

Department Information DSR1			
Department		Townwide Expense - Debt Service	
<p>is keeping with the Town's policy and financing plan. The Recycling Center and Transfer Station debt is supported within the three percent allowance. The General Fund excluded debt service portion of the budget (\$12,922,990) is 30.9% more than budgeted for FY2019, which is based on the estimated debt service to be paid during FY2020 for the new elementary school and public safety buildings project. The combined total of debt within the levy limit and excluded from the levy limit is \$ 17,807,681 (23.1%) more than FY2019 combined amount for those two categories of debt.</p> <p>There are two projects that have been funded in part with CPA debt, the Town Hall and the Rosemary Recreational Complex (RRC). The CPA supported debt service for FY2020 is \$1,185,317, which is \$743,823 more than the amount for FY2019, an increase of appropriately 168.5%. This is all related to the issuance of CPA debt for the Rosemary Recreational Complex. The debt outstanding on the Town Hall will be fully repaid by FY2031. A second bond issue is planned for the RRC. We anticipate the debt related to the RRC project will be fully repaid by FY2040.</p>			
Accomplishments and Activities			
<p>The Town sold a \$31,000,000 General Obligation bond which was approved by the Board of Selectmen July 2018. The final maturity is July 2043. The winning bid offered coupon rates which ranged from a low of 3.000% to a high of 5.000%, with a premium of \$1,854,900.96. The overall structure of the bid resulted in a true interest cost (TIC) of 2.97% similar to the bond issued in January 2017. The premium was exceptionally high, so as provided under state law, we applied the net proceeds (the premium less the issuance expense) to the Williams School project to be expended on that project. The debt authorization was reduced by the amount applied to the project, meaning the Town cannot spend any more than was authorized to spend by appropriation. The advantage of applying the premium to the Williams School project, which is funded by debt exclusion, is the amount of principal that is borrowed will be less and hence reduces the amount to be added to be raised on the tax levy. This means the debt exclusion tax impact on taxpayers will be lowered than it would have otherwise been.</p> <p>The Town also issued several bond anticipation notes (BANs), one for \$3,425,000 in October 2017; two in June 2018, one for \$580,000 and the second for \$28,560,000; and in July 2018 another BAN for \$1,500,000 was issued.</p> <p>The Town also financed three projects through the Massachusetts Water Resources Authority's zero interest loan program, all three were issued in June. The first was a five year bond for in the amount of \$179,547.50; the second was a ten year bond in the amount of \$1,000,000; and the third was a ten year bond as well in the amount of \$1,131,265. </p>			
Spending Request Recap			
Description	Base Request	Additional Request	Total
Debt Service	18,992,998		18,992,998
Total	18,992,998		18,992,998
V2020			

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 Employee Insurance Advisory Committee has recommended that the Town remain a member of the West Suburban Health Group for the foreseeable future.						
Budget Statement						
Health Insurance						
This budget assumes a 7% increase in health insurance premiums for fiscal year 2020, and includes a provision for the enrollment of 28 additional employees who do not currently participate in the Town's group health program. Enrollment in the Town's group insurance program has been relatively stable over the past several years. In FY2019, there are 27 subscribers participating in the "opt out" program, whereby employees receive a payment for opting out of the Town's group insurance program. The chart below includes the number of active health insurance subscribers for the past five years.						
Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2015	286	0.70%	531	4.32%	817	3.03%
FY2016	294	2.80%	530	-0.19%	824	0.86%
FY2017	286	-2.72%	544	2.64%	830	0.73%
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
Total Change FY15-FY19		1.75%		1.69%		1.71%
Total Change FY18-FY19		0.00%		0.00%		0.00%
While insurance <u>rates</u> are expected to increase by 7%, the health insurance portion of this budget is estimated to decline by 3.7% percent for FY2020. Effective in FY2019, all employees were required to transition to the Benchmark plans. The Town also offered a Qualified High Deductible Plan with a companion Health Savings Account. Actual enrollment in these new plans, which have lower premiums than the prior plans, has resulted in a reduction in the health insurance budget for FY2020. The health insurance line is still estimated at this time, as actual health insurance rates will not be available until early 2019.						
Medicare & Social Security Tax						
The Employee Benefits budget also funds Medicare and Social Security benefits for all Town						

Department Information DSR1			
Department		Employee Benefits	
employees, including General Government and School Department employees. The amount the Town budgets for Medicare and Social Security is based upon an analysis of actual expenditures. The Medicare appropriation is estimated to be 3.21% higher than FY2019, and the Social Security appropriation is level funded.			
The employee benefit costs also shows an additional \$1,132,786 under the DSR4 column which is the estimated additional cost for employee benefits if all the additional staff requested by the Town and School departments were funded.			
<u>Unemployment</u> The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. No change is proposed in this line for FY2020.			
<u>Workers Compensation and Public Safety Injury on Duty</u> This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees, and Injury on Duty benefits for public safety employees. The Town of Needham is self-insured for these programs. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The workers compensation line item has been increased by 4%. The July 1, 2018 balance in the Workers Compensation Reserve was \$1,004,340.			
Accomplishments and Activities			
Conversion			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[[[[[
b) Expenses	[[[[[[
c) Capital	[[[[[[
d) Group Insurance	14,720,725	1,132,786*	15,853,511
e) Unemployment	100,000	[[100,000
f) Workers Compensation	706,400	[[706,400
g) Total DSR2 & DSR4 Request (a through f)	15,527,125	1,132,786*	16,659,911
V2020			

Department Information DSR1	
Department	Townwide Expense - Needham Electric Light and Gas Program Budget
Department Mission	
<p>The Needham Electric Light and Gas Program budget is administered by the Finance Department but the day-to-day activities are managed by the individual Town departments 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 electric grid for which the Town receives payment from Eversource.</p>	
On the Horizon	
<p>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 Town has several new or expanded facilities that opened in FY2019 (High School Expansion and Rosemary Recreation Complex), will open in FY2020 (Sunita Williams Elementary School, Memorial Park Building, Mitchell School Modular Classrooms), and may open within the next 18 to 48 months (Public Works Seasonal Storage, Fire Station #2, Public Safety Complex), all of which will increase the energy load required to operate the facilities. Although the facilities are expected to be more efficient in the use of power, the demands and types of systems being introduced to the buildings did not exist before (central air, elevators, technology, etc.) hence the expected increase. Another cost concern continues to be the additional charges the utilities may be able to assessed ratepayers with the approval of the Federal Energy Regulatory Commission (FERC) related to nuclear and coal. Other energy producers that generate power from natural gas, solar, and wind claim that such payments are effectively a subsidy that would be borne by ratepayers.</p>	
Budget Statement	
<p>The program budget increased by \$160,328 a 4.5% change. The primary factors that influenced the budget for FY2020 is a higher average natural gas supply rate assumption of \$1.77 vs the \$1.32 per therm for the FY2019 budget, and the addition of the new facilities. The average electric rate \$0.225/KWH is slightly higher than the \$0.22/KWH estimate for FY2019; however, the Town secured a new supply rate which took effect mid FY2019 which transferred the risk for capacity charges to the supplier. The FY2020 budget includes funding for the new facilities scheduled to open in FY2020: Memorial Park Building (\$35,922) for electric and natural gas, Mitchell School Modular Classrooms (\$15,371) electric only, and the Sunita Williams Elementary School (\$152,146) electric and natural gas. Another change impacting the FY2020 budget is the transfer of the RTS facilities to the General Fund.</p> <p>Energy (\$3,643,537) line is \$160,328 or 4.6% more than the current budget. The budget includes the estimated cost for electric and natural gas services for the new elementary school, Memorial Park building, and the modular classrooms. The energy 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 level funded at \$440,466 for FY2019. This estimate is based on the same power generation as was assumed for FY2019.</p> <p>The electric portion of the budget is essentially three parts, School and Town buildings municipal street 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.</p>	

Department Information DSR1

Department

Townwide Expense - Needham Electric Light and Gas
Program Budget

All Accounts Excluding Enterprise Funds	KWH	Use Charge	Average Base Char	Total
Broadmeadow Average	775,400	\$174,465.00	\$276.00	\$174,741
Center at the Heights Average	186,933	\$42,060.00	\$276.00	\$42,336
Daley Average	18,643	\$4,194.75	\$276.00	\$4,471
DPW Average	143,436	\$32,273.03	\$276.00	\$32,549
Eliot Average	479,733	\$107,940.00	\$276.00	\$108,216
Emery Grover Average	101,787	\$22,902.00	\$276.00	\$23,178
Fire Station #1 Average	113,947	\$25,638.00	\$276.00	\$25,914
Fire Station #2 Average	54,852	\$12,341.70	\$276.00	\$12,618
High Rock Average	546,334	\$122,925.08	\$276.00	\$123,201
High School Average	2,530,636	\$569,393.10	\$276.00	\$569,669
Hillside Average	409,087			\$25,381
Library Average	581,336	\$130,800.60	\$276.00	\$131,077
Mitchell Average	243,315	\$54,745.95	\$276.00	\$55,022
Newman Average	842,496	\$189,561.53	\$276.00	\$189,838
Police Station Average	206,695	\$46,506.30	\$276.00	\$46,782
Pollard Average	791,645	\$178,120.20	\$276.00	\$178,396
Public Services Administrative Building Average	215,600	\$48,510.00	\$276.00	\$48,786
Ridge Hill Average	7,754	\$1,744.65	\$276.00	\$2,021
Rosemary Pool Average	14,507			
Town Hall Main Average	426,347	\$95,928.00	\$276.00	\$96,204
1135 Webster St. Trfl Average	203	\$45.60	\$276.00	\$322
1013 Great Plain Ave Traffic Lights (New Service FY18) Average	2,583	\$581.18	\$276.00	\$857
1351 Highland Ave/Chapel St. Trfl Average	4,837	\$1,088.33	\$276.00	\$1,364
146 Great Plain Ave. St. Light Average	436	\$98.10	\$276.00	\$374
157 Brookline St. Light Average	45	\$10.05	\$276.00	\$286
16 Central Ave SLCB Elliot Bridge St. Light (New Service FY18)	1,183	\$266.18	\$276.00	\$542
216 Brookline St. Lights Average	57	\$12.83	\$276.00	\$289
253 Charles River St. Fish Trfl Average	1,752	\$394.13	\$276.00	\$670
287 Greendale Ave. Trfl Average	159	\$35.70	\$276.00	\$312
300 Greendale Ave Trfl Average	2,499	\$562.28	\$276.00	\$838
315 Chestnut St. Light Average	5,554	\$1,249.65	\$276.00	\$1,526
480 High Rock St. Trfl Average	152	\$34.28	\$276.00	\$310
489 Central Ave/Hunnewell Trfl Average	5,487	\$1,234.65	\$276.00	\$1,511
7 West St. 51 Traffic Trfl Average	2,002	\$450.53	\$276.00	\$727
705 Highland Ave/Webster Trfl Average	6,003	\$1,350.60	\$276.00	\$1,627
725 Chestnut St. Light Average	1,788	\$402.38	\$276.00	\$678
79 Highland Ave. P30/Rosemary Trfl Average	2,240	\$504.08	\$276.00	\$780
815 Webster St. Trfl Average	1,911	\$430.05	\$276.00	\$706
885 Harris Ave/Webster Trfl Average	5,940	\$1,336.58	\$276.00	\$1,613
965 Great Plain Ave. LTS Average	11,344	\$2,552.40	\$276.00	\$2,828
965 Great Plain Ave. TLCD Average	1,502	\$337.84	\$276.00	\$614
Central Ave P8/33 - school zone flashing warning signs Average	14	\$3.15	\$276.00	\$279
Central Ave P8/41 - school zone flashing warning signs Average	101	\$22.73	\$276.00	\$299
Central Ave/Forest Trfl Average	2,010	\$452.18	\$276.00	\$728
Chapel St. 137 Trfl Average	2,797	\$629.40	\$276.00	\$905
Chestnut St/School St. Trfl Average	3,912	\$880.13	\$276.00	\$1,156
Dedham /South St. Trfl Average	1,057	\$237.83	\$276.00	\$514
Great Plain Ave./P137 Trfl Average	7,521	\$1,692.23	\$276.00	\$1,968
Great Plain/Central Ave Trfl Average	2,130	\$479.18	\$276.00	\$755
Great Plain/Greendale Trfl Average	5,510	\$1,239.68	\$276.00	\$1,516
Greendale Ave. 1157 Average	220	\$49.50	\$276.00	\$326
Highland/Great Plain Trfl Average	8,281	\$1,863.23	\$276.00	\$2,139
Kendrick/3rd Ave Trfl Average	2,876	\$647.03	\$276.00	\$923
P141 Central Ave. St. Lights Average	46	\$10.28	\$276.00	\$286
West/Highland Ave. Trfl Average	2,207	\$496.65	\$276.00	\$773
Chestnut St./Oak Trfl Average	5,355	\$1,204.88	\$276.00	\$1,481
Great Plain Ave./Broadmeadow Average	4,668	\$1,050.30	\$276.00	\$1,326
Great Plain Ave./Greenes Field St Light Average	7,759	\$1,745.85	\$276.00	\$2,022
Mark Lee Rd. Light Average	1,362	\$306.45	\$276.00	\$582
Off Garden St. Lights Average	10,980	\$2,470.50	\$276.00	\$2,747
Town Street Lights Average	839,315	\$188,845.95	\$276.00	\$189,122
60 Dedham Ave. Average	12,880	\$2,898.00	\$276.00	\$3,174
81 Chapel St. Pk Lt. Lights Average	5,434	\$1,222.58	\$276.00	\$1,499
88 School St. Pklt St. Light Average	626	\$140.78	\$276.00	\$417
Chapel St. Pklt. Average	10,368	\$2,332.88	\$276.00	\$2,609
Chestnut Rd. Pklt. Average	11,033	\$2,482.50	\$276.00	\$2,759
Greensfield Park Average	3,983	\$896.10	\$276.00	\$1,172
Memorial Park 1140 Highland Ave. P&F Average	661	\$148.73	\$276.00	\$425
1195 Central Ave. P&F Average	44	\$9.90	\$276.00	\$286
59 Hillside Ave. Field P&F Average	531	\$119.48	\$276.00	\$395
60 Hampton Ave. P&F Average	238	\$53.55	\$276.00	\$330
74 Highland Ave. P&F Average	27	\$6.15	\$276.00	\$282
92 Rosemary St. P&F Average	19,640	\$4,419.00	\$276.00	\$4,695
Asa Small Jr. Field Dedham Ave. P6 P&F Average	151	\$33.98	\$276.00	\$310
Kingsbury St. Ballfield/Memorial Park Average	25,005	\$5,626.20	\$276.00	\$5,902
Memorial Park P80 Average	4,404	\$990.90	\$276.00	\$1,267
Town Commons Average	865	\$194.55	\$276.00	\$471
West St @ Highland Ave (Avery) Average	890	\$200.18	\$276.00	\$476
Carlton Pavilion/Dedham Ave P37 Average	5,201	\$1,170.15	\$276.00	\$1,446
Claxton Field Average	3,284	\$738.98	\$276.00	\$1,015
DeFazio Average	24,533	\$5,520.00	\$276.00	\$5,796
Horsford Rd. Town Forest Average			\$276.00	\$276
RTS Facilities Average	126,693	\$28,505.93	\$276.00	\$28,782
Other Facilities Average	5,628			
Totals	9,918,399			\$2,182,805
Memorial Park Building				\$28,694
Mitchell School FDK Modular				\$15,371
Rosemary Recreational Center				\$33,563
Williams School				\$96,688
				\$2,357,121
FY2016 Billed Usage - All Accounts Except Enterprise	9,718,141			
FY2017 Billed Usage - All Accounts Except Enterprise	10,029,827			
FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620			

Department Information DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
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In calculating the FY2020 budget for school and municipal buildings (see table on prior page), we used the three year average (FY2015 – FY2017) of billed consumption for those accounts multiplied by an average rate of \$0.225 kWh plus the basic service fees. With the new electric supply contract that will be in effect for FY2020 there is no separate capacity charge to budget. The total billed consumption (excluding sewer and water enterprise facilities) during FY2018 was 9,986,620 kWh which compares to 10,029,827 kWh for FY2017. The billed consumption for FY2016 was 9,718,141. The requested amount based on the three year average of 9,918,399 kWh, plus an allowance for the new facilities. The total amount for electric is \$2,357,121, decrease of \$65,473 (2.7%). The primary reason for the decrease is the elimination of the capacity surcharge. As noted, the total request also includes the additional electric needs for the new facilities due to come online during FY2020.

All Accounts Excluding Enterprise Funds	Therms	Basic Service	Usage Charge	Total
1300 Central Ave. Claxton Average	2,252	406.32	3,985.75	\$4,392
177 Hillcrest Rd. Public Safety Average	0	406.32	0.61	\$407
178 Rosemary St. Average	46	406.32	80.83	\$487
DPW Garage 480 Dedham Ave. Average	1,881	406.32	3,328.68	\$3,735
Broadmeadow Average	32,382	406.32	57,315.44	\$57,722
DPW Average	23,577	406.32	41,731.16	\$42,137
Eliot Average	31,679	406.32	56,071.46	\$56,478
Fire Station #2 Average	5,009	406.32	8,866.16	\$9,272
High Rock Average	21,491	406.32	38,039.64	\$38,446
High School Average	116,476	406.32	206,162.57	\$206,569
Library Average	10,653	406.32	18,855.75	\$19,262
Mitchell School Average	44,711	406.32	79,137.98	\$79,544
Newman Average	56,660	406.32	100,287.88	\$100,694
Newman Second Average	258	406.32	456.11	\$862
Pollard Average	66,584	406.32	117,853.58	\$118,260
Public Safety Building (Police) Average	11,057	406.32	19,571.69	\$19,978
Center at the Heights Average	357	406.32	631.18	\$1,038
Town Hall Average	12,502	406.32	22,128.54	\$22,535
Memorial Park Bldg./ 92 Rosemary St. Average	4,671	406.32	8,267.35	\$8,674
Totals	442,244	\$7,720	\$782,772	\$790,492
FY2015 Building Consumption	505,515			
FY2016 Building Consumption	407,382			
FY2017 Building Consumption	432,164			
FY2018 Building Consumption	487,187			

Williams School	\$55,458
	\$845,950

The budget request for natural gas supply is \$225,801 more than the current budget, 36.4%. The total request is \$845,950 which includes the estimated expense for the Williams School. The estimate (\$55,458) was based on the operating cost estimate presented two years ago. The calculation for the current facilities was based on the three year average consumption use (FY2016 – FY2018) multiplied by \$1.77 per therm, which compares to an actual average per therm cost of \$1.23 during FY2019, a 43.9% increase in the rate. The FY2018 budget was based on \$1.45 per therm. The calculations shown on the table above.

Repairs and Maintenance (\$78,050) This expense is level funded for FY2020. This allowance pays for the annual maintenance and repairs costs for the Town's street and parking lot lights. The work is almost exclusively done by contracted service providers. The account also pays for

Department Information
DSR1

Department	Townwide Expense - Needham Electric Light and Gas Program Budget
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expenses incurred to remove and replace a street light when the public utility replaces an existing pole. The line also pays for emergency response to repair or replace (depending on the amount damage) a street light damaged in a pole knock down.

Repairs and Maintenance Services	Estimate	Total
Street Lights and Municipal Facilities	\$41,296	
Schools and Town Buildings	\$3,304	
Light Fixtures on Pole Transfers	\$6,750	
Other Repairs and Emergency Calls	\$26,700	
		\$78,050

Professional and Technical Services (\$24,000) This expense is level funded for FY2020. This allowance is to pay for outside professional consultants who assist in the preparation of the annual report, audit, and review the energy production figures for compliance with the terms of the agreement, resolution assistance in the rate that Eversource compensates the Town for provided power, energy market trends and analysis, and assistance in the procurement of energy supply.

Dues and Subscriptions (\$1,000) This expense is level funded for FY2020. This allowance is to cover membership fees the Town pays in order to participate in joint purchase group for power. The Town pays an annual fee based upon its natural gas load.

Line Item	Description	Change from FY2019	Comments	Net Change
Energy	Electricity	(\$65,473.00)	Includes the expense for the three new facilities (Memorial Park, Mitchell modular classroom, and the Williams School), elimination of the separate capacity charge, and half a cent increase in the fully loaded average rate.	\$160,328
	Natural Gas	\$225,801.00	Request Includes the expense for the new Memorial Park building and the Williams School. Higher estimated per therm charge of \$1.77.	
Total				\$160,328

Accomplishments and Activities

The Town procured a new electric supply contract which was awarded to Public Power for 36 months. The new contract takes effect December 2018 with a rate of \$0.08593 kWh. The contract with TransCanada expires in December 2018 which had a rate of \$0.07174 kWh, plus the pass-on charges. The new contract transferred the capacity surcharge risk to the supplier.

Department Information DSR1			
Department		Townwide Expense - Needham Electric Light and Gas Program Budget	
Spending Request Recap			
Description	Base Request	Additional Request	Total
Needham Electric Light and Gas Program	3,746,587		3,746,587
Total	3,746,587		3,746,587
V2020			

Department Information DSR1	
Department	Retiree Insurance & Insurance Liability Fund (OPEB)
Department Mission	
<p>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.</p> <p>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.</p> <p>On August 1, 2013 the Town transferred its OPEB assets 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 \$50 billion. Because of this asset size, management fees are lower than the Town could obtain on its own, and the Town has access to alternative investments which would not be available through a smaller investment firm, such as real estate, timber, private equities, and public securities. The value of the Town’s assets in the SRBT Fund as of June 30, 2017 was \$26,560,055</p>	
On the Horizon	
<p>The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial analysis dated June 30, 2017. Preparations for the June 30, 2018 evaluation are underway.</p>	
Budget Statement	
<p>As of November 1, 2018 there are 589 retirees electing health insurance coverage for 845 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans), and 51 surviving spouses. While survivors pay 100% of the insurance premium, their participation impacts both the rates calculated for subscribers and the OPEB liability.</p> <p>In accordance with the Governmental Accounting Standards Board’s new method of measuring and reporting OPEB benefits, Standard 74 is the basis used to assess the Town’s unfunded OPEB liability. As of June 30, 2017, the Town’s unfunded accrued actuarial liability (UAAL) was \$58,995,780. This liability represents the difference between the total liability of \$85,555,835 and assets of \$26,560,055. This represents a funded ratio of 31.04%.</p> <p>Factors that impact the UAAL and therefore the FY2020 funding schedule include: losses due to demographic changes; an update of the valuation year per capita costs; a change in the trend in per capita health care costs; a revision of the excise tax calculation; an update of the salary increase assumption; an update of the mortality assumptions; and a reduction in the assumed actuarial rate of return.</p> <p>The Retiree Insurance & Insurance Liability Fund has been level-funded in FY2020.</p>	

Department Information DSR1			
Department		Retiree Insurance & Insurance Liability Fund (OPEB)	
Accomplishments and Activities			
The Town reduced its discount rate assumption from 7.5% to 7.25% and proposes to reduce the rate to 7% in the near future. Plan changes including the elimination of the “rate saver” health insurance plans decreased obligations by \$4.1 million.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[[[[[
b) Expenses	[[[[[[
c) Capital	[[[[[[
d) OPEB Assessment	[6,906,705]	[[[6,906,705]
e) [[[[[[[[
f) [[[[[[[[
g) Total DSR2 & DSR4 Request (a through f)	[6,906,705]	[[[6,906,705]
V2020			

Department Information DSR1			
Department		Retirement Assessment	
Department Mission			
This line item funds pensions for contributory (MGL c. 32) retirees. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. For year ending December 31, 2017, there were 692 active participants, 459 retirees, and 211 inactive participants.			
On the Horizon			
The Retirement Board recently concluded conducted an actuarial analysis effective January 1, 2018.			
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 68.80% as of January 1, 2018, as compared to 69.36% on January 1, 2017. The system is expected to be fully-funded by June 30, 2030. The unfunded liability was expected to decrease from \$65.0 million as of January 1, 2017 to \$64.4 million as of January 1, 2018. The actual unfunded liability of \$71.7 million as of January 1, 2018 is \$7.3 million higher than expected due to the assumption changes outlined below, and was partially offset by a net experience gain.			
Factors that impact the unfunded liability, and therefore the funding schedule for fiscal year 2020, include investment gains on an actuarial value basis, gains due to salaries increasing less than expected, loss due to fewer deaths than expected, an update of the mortality tables for non-disabled participants, a reduction in the rate of return assumption, and an increase in administrative expenses.			
During plan year ending December 31, 2017, the market value rate of return was 16.87%.			
Accomplishments and Activities			
The Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return (discount rate) from 7.50% to 7.25% for FY2020. Moving toward a more conservative actuarial estimate has been a long-standing goal of the Board.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Retirement Assessment	8,688,258		8,688,258
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	8,688,258		8,688,258
V2020			

Department Information DSR1			
Department		Classification, Performance & Settlements	
Department Mission			
<p>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.</p>			
On the Horizon			
<p>The CPS budget fluctuates annually depending on the number of collective bargaining agreements that have been settled for a given year. The collective bargaining agreements not already settled for FY2020 include the Needham Police Union, the Needham Police Superior Officers Association, and the Needham Fire Union.</p>			
Budget Statement			
<p>Since FY2017, general wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2020 CPS budget also includes an allowance for settlement of the collective bargaining agreements noted above, salary adjustments for non-union personnel, and a reserve for merit raises, bonus payments, and reclassification actions.</p>			
Accomplishments and Activities			
<p>The fiscal year 2019 appropriation for this line was \$527,090. To date, \$356,984 has been transferred for the Needham Independent Public Employees Association, Needham Independent Town Workers Association, Building Custodian and Trades Independent Association, non-represented, and management salary and wage adjustments.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) CPS	835,500		835,500
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	835,500		835,500
V2020			

Department Information DSR1

Department	Reserve Fund
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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. At a Town Meeting, funds may be re-appropriated among the budget lines without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.

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 request for the FY2020 Reserve Fund is \$1,881,500. This amount was determined in accordance with the method used for projecting the Reserve Fund level for the past six years. The FY2020 Reserve Fund request is 1.4% of the projected FY2019 operating budget after being adjusted to remove expenses that are either known or do not draw on the reserves (retirement, OPEB, debt service, and the reserve fund). The calculation starts with the adjusted FY2019 operating budget and applies an annual growth rate of 2.5% to determine a projected FY2020 budget. The FY2020 requested funding level of \$1,881,500 is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs. The FY2020 request represents a 5% increase over the FY2019 request of \$1,791,165 which was calculated in the same manner. However, this request amounts to a modest increase of 1.2% above the actual FY2019 Reserve Fund budget appropriation, which was increased beyond the calculated amount during the budget process to reserve funds after certain requested increases were not recommended.

Line	Description	Change from FY19 budget	Comments	Net Change
Reserve Fund	Available for transfers	\$21,609	Higher reserve needed for increased budget	\$21,609

Accomplishments and Activities

The Reserve Fund line in the current FY2019 budget, approved at the May 2018 Annual Town Meeting, was \$1,859,891. As of the date of this submission, no transfers have been requested from the FY2019 Reserve Fund, and the balance stands at the full appropriated amount.

Looking at examples of transfers from the Reserve Fund to other budget lines during prior years helps illustrate the function of the Reserve Fund. In May of 2017, the Annual Town Meeting appropriated \$1,862,600 to the Reserve Fund. At the October 2017 Special Town Meeting,

Department Information
DSR1

Department

Reserve Fund

\$50,000 of the Reserve Fund was appropriated to the Public Facilities Department expense line to fund a study of building maintenance best practices. At the end of the fiscal year, \$45,620 was transferred to the Legal Department budget to cover unanticipated expenses for environmental issues regarding water quality, labor issues, as well as continuing litigation regarding placement of utility lines. Additionally, funds were transferred to the Snow and Ice line to address storm-related cost overages.

The Annual Town Meeting in 2016 appropriated \$1,584,124 for the Reserve Fund as part of the FY 2017 budget. At the October 2016 Special Town Meeting, a total of \$87,499 was re-appropriated from the Reserve Fund to three other budget lines. That year, \$10,000 was transferred to the Public Facilities expense line to increase the scope of a feasibility study at the High School to review new issues that arose relating to the boiler and chiller. \$103,425 was transferred to the Legal Department budget expense line to cover unexpected higher legal costs due to several issues including the placement of Eversource transmission lines, and health-related issues in Town offices. Funds were also transferred to the Snow and Ice budget line to cover overages as a result of winter storms.

At the May 2015 Annual Town Meeting, \$1,384,767 was appropriated to the Reserve Fund line. That year, FY 2016, a transfer of \$151,200 to the Municipal Light budget was needed to cover an unexpected draw on that budget line due to a change in the payment structure of the solar electricity program. The change required that revenues and expenses must be handled separately, rather than having the expenses directly offset from revenues. The FY 2016 Reserve Fund appropriation was also used to cover the costs of snow and ice removal in excess of the budget.

The table below shows Reserve Fund Transfers approved by the Finance Committee in recent years:

	<u>Budget Line</u>	<u>Purpose</u>	<u>Amount Transferred</u>
FY2018			
06/20/18	Snow and Ice	Winter storms	\$884,863
06/20/18	Legal Department	Litigation expenses	\$45,620
FY2017			
01/04/17	Public Facilities	Expand building study	\$10,000
06/28/17	Snow and Ice	Winter storms	\$596,330
06/28/17	Legal Department	Litigation expenses	\$103,425
FY2016			
06/22/16	Snow and Ice	Winter storms	\$371,062
06/22/16	Municipal Lighting	Electricity expenses	\$151,200

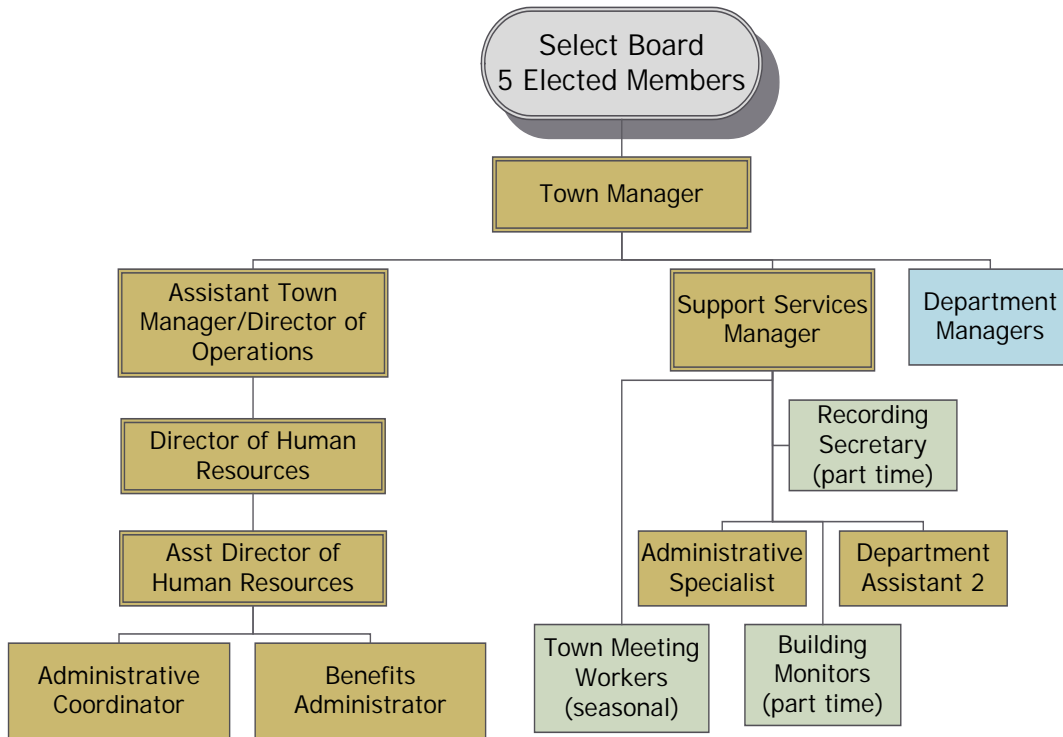
Department Information DSR1			
Department		Reserve Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Reserve Fund	1,881,500		1,881,500
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	1,881,500		1,881,500
V2020			

Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Townwide Expenses	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Townwide Expenses							
Insurance & Risk Management	554,327	575,336	521,244	626,790	626,790	-	0.0%
Debt Service - General Fund	11,468,247	11,148,800	12,558,451	14,904,503	18,992,998	4,088,495	27.4%
Employee Benefits	11,302,098	12,743,918	13,394,491	15,256,471	15,953,511	697,040	4.6%
Needham Electric, Light, & Gas Program		3,085,324	3,224,666	3,586,259	3,746,587	160,328	4.5%
OPEB	5,336,302	5,568,923	6,115,455	6,906,705	6,906,705	-	0.0%
Retirement Assessments	6,062,917	6,610,442	7,203,059	7,934,482	8,688,258	753,776	9.5%
Workers Compensation	609,702	634,090	656,283	679,253	706,400	27,147	4.0%
Classification, Performance and Settlements	see note	see note	see note	170,106	835,500	665,394	391.2%
Reserve Fund	see note	see note	see note	1,859,891	1,881,500	21,609	1.2%
TOTAL	35,333,593	40,366,833	43,673,650	51,924,460	58,338,249	6,413,789	12.4%

Department Organizational Chart

Select Board 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

Department Information DSR1	
Department	Board of Selectmen and Office of the Town Manager
Department Mission	
<p>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.</p>	
<p><u>Board of Selectmen</u></p> <p>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.</p>	
<p><u>Office of the Town Manager</u></p> <p>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.</p> <p>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, above ground and underground storage permits and applications and mobile food vehicles. 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.</p>	
<p><u>Human Resources</u></p> <p>The Human Resources Department is responsible for the administration of various employee related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role</p>	

Department Information DSR1	
Department	Board of Selectmen and Office of the Town Manager
<p>in such areas as full-cycle recruitment, position classification and policy administration.</p> <p>The Human Resources Department manages the employee engagement initiative which includes facilitation of solutions teams and implementation of the Effective Management training program. This office serves as the primary resource for management and employees addressing such issues as policy and collective bargaining agreement interpretation, employee relations, medical and non-medical leave eligibility, and progressive discipline.</p> <p>The Human Resources department oversees the administration of health, life, and unemployment insurance for all Town and School employees. The department manages various open enrollments for active employees and retirees such as Medicare and Flexible Spending. In addition to the facilitation of the Workers' Compensation program, this department also administers the injury on duty program for the employees of the Police and Fire Departments.</p>	
On the Horizon	
<p align="center">FY2019-FY2020 Board of Selectmen Goals, Adopted: August 7, 2018 Revised October 23, 2018</p> <p>1. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.</p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> • Work with the School Committee and Finance Committee to develop a plan for the implementation of full-day kindergarten. • Conduct an environmental assessment to facilitate discussion about the future use of Ridge Hill/Nike; determine the future use or disposition of Ridge Hill buildings. • Secure funding for Public Safety Project at October 2018 STM and November 6, 2018 ballot. • Evaluate options for funding a DPW facility on Dedham Avenue and complete construction of a storage facility on Central Avenue. • In conjunction with the Memorial Park Trustees, complete the construction of a new fieldhouse at Memorial Park. <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> • Consider evaluation of options for accelerating ownership of Stephen Palmer land. <p>2. Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure.</p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> • In conjunction with the City of Newton and MassDOT, monitor progress toward the renovation of Highland Avenue from Webster Street to the Charles River. • Monitor implications of the Add-a-Lane project and assure that Needham's interests are addressed. • Conduct an organizational study of Building Maintenance operations. • Establish a working group to gain a better understanding of the impact of commercial and residential growth on the Town's infrastructure, including but not limited to traffic, transportation, water, sewer, drains, roads and bridges, and school facilities, and to identify options for managing that impact. 	

Department Information DSR1	
Department	Board of Selectmen and Office of the Town Manager
<ul style="list-style-type: none"> Develop a plan for NPDES compliance including a Stormwater By-Law and Regulations. Evaluate options for participation in the MassDOT Complete Streets Program & implement pedestrian safety initiatives. 	
3. Maintain and improve the vitality and economic success of the Town.	
<u>Continuing Strategies</u> <ul style="list-style-type: none"> Work with Newton to implement the economic development plan for the N² corridor; evaluate the relationship between Needham Crossing and the N² Innovation District and recommend a branding strategy for Needham Crossing. In conjunction with the Planning Board, evaluate options for the redevelopment of Chestnut Street and Industrial Zones along Route 128. 	
<u>New Initiatives</u> <ul style="list-style-type: none"> Evaluate options for locating information kiosks in Needham Center. 	
4. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses.	
<u>Continuing Strategies</u> <ul style="list-style-type: none"> Continue to pursue options for limiting the use of plastic bags at certain retail establishments. 	
<u>New Initiatives</u> <ul style="list-style-type: none"> Consider policy implications for including solar infrastructure in new construction. Consider establishing an energy committee 	
5. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.	
<u>Continuing Strategies</u> <ul style="list-style-type: none"> Consider the merits of a tree preservation by-law. Coordinate with DCR to encourage access to Cutler Park. Establish fishing areas at ponds and on the Charles River. Evaluate options to reduce train horn noise. Develop a pilot program to address trash concerns Town-wide. Evaluate options for regulating private trash pick-up on public ways. Participate in the development and implementation of the Open Space plan. In conjunction with the Planning Board, evaluate the possibility of recommending accessory dwelling unit zoning. Revitalize the Property Tax Assistance Program. Work with the Park & Recreation Commission to create recreational opportunities in the downtown. 	
<u>New Initiatives</u> <ul style="list-style-type: none"> Discuss multi-modal transportation on the greenway between Newton and Needham. In conjunction with the Planning Board, develop an overall strategy for review of housing projects that are proposed. Evaluate ways to improve parking at the Needham Center Post Office, on Hillside Avenue, and at other locations. 	

Department Information DSR1	
Department	Board of Selectmen and Office of the Town Manager
<ul style="list-style-type: none"> In conjunction with the Park & Recreation Commission, support the expansion of hours of operation of the Pools at the Rosemary Recreation Complex from Memorial Day to Labor Day, if practicable. 	
6. Maintain and enhance the Town's Financial Sustainability.	
<u>New Initiatives</u> <ul style="list-style-type: none"> Evaluate stabilization fund targets. Evaluate hours of operation at the RTS. Evaluate senior property tax relief options. Develop a staffing plan for the Memorial Park Fieldhouse. 	
7. Evaluate Town Operations and Administration.	
<u>Continuing Strategies</u> <ul style="list-style-type: none"> Develop and implement a policy guiding the use of banners on poles in the business districts. Review the Town Manager evaluation process. Develop a funding strategy to meet the staffing needs of the Police and Fire Departments in the context of the current and planned growth in Needham Crossing. Update the fee structure for facility rentals, and work with the Schools to consider limiting access over the summer to accommodate capital improvements and preventive maintenance. Investigate options for moving permit application and inspection processes to electronic and/or web-based platforms. 	
<u>New Initiatives</u> <ul style="list-style-type: none"> Evaluate structure and efficiency of consolidated HHS Department. In conjunction with other stakeholders, discuss ways to streamline presentations at Town Meeting. Review policy implications of the allocation of liquor licenses. Consider the merits of joining the opioid lawsuit. Consider criteria for reviewing proposed zoning changes. Evaluate the creation of a Public Information Officer to expand the Town's communications efforts. 	
<p><i>In developing its statement of goals for the coming fiscal years, the Board identified both initiatives that may be addressed in future years, and general governing principles that guide the goal setting process. This list will continue to be updated and refined:</i></p>	
<u>Future Initiatives</u> <ul style="list-style-type: none"> Develop a plan for NPDES Compliance. Work with the Planning Board to consider a street naming policy. Consider a plan for snow removal in the business districts. Evaluate the concept of constructing a hockey rink in a public/private partnership. Evaluate options for locating alternative transportation options (e.g. ZipCar and bike share services) in Needham. Explore the creation of a stormwater enterprise fund. 	
<u>Governing Principles</u> <ul style="list-style-type: none"> Targeted options for property acquisition will be explored. 	

Department Information DSR1	
Department	Board of Selectmen and Office of the Town Manager
<ul style="list-style-type: none"> The Town will work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor. Appropriate coordination of all the major road projects affecting the Town is a priority. Town policies and regulations will be reviewed and updated on a periodic basis. The Town will prioritize the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. Opportunities to install community art will be explored. The Town should be an age friendly community. The number of pedestrian accidents is concerning and should be addressed. The Town will conduct a Capital Facility Summit on a biennial basis. Emergency preparation and planning is a high priority. Opportunities for departmental consolidation and efficiency improvement will be identified and implemented. Opportunities to enhance communication with the public will always be considered. Opportunities to collaborate on additional programs and services that will benefit Needham's veterans will be explored and implemented. Opportunities for streamlining the permitting process will be explored and implemented. Opportunities to expand the distribution of notices of public hearing will be explored and implemented. 	
Budget Statement	
<p>The FY2020 base budget submission is essentially the same as the FY2019 appropriation, with a minimal total increase of just \$336. This is largely due to a reduction of expenses which closely equals the increase in the Salary line. This submission also includes two DSR4 requests: one is for a 1.0 FTE Public Information Officer for the Office of the Town Manager. The first request is for \$77,948 in salary, \$28,108 in benefits and \$2,600 in expense (\$1,500 one-time only). The second request is to fund a new Temporary Staffing Program, managed by Human Resources (\$37,600).</p> <p>The Repairs and Maintenance category has been reduced by \$7,000 resulting from a transfer of the responsibility for copier maintenance from the Office of the Town Manager to the Information Technology department.</p> <p>The Professional and Technical Services category request is \$3,300 lower than FY2019, as a result of a decrease in the requested funding for assessment centers – from three in FY2019 to two in FY2020 (\$9,000); and the movement of \$4,000, previously contractually budgeted in Salaries for tuition reimbursement to the Professional Development account line. This movement is driven by stated needs of professional development by employees rather than for tuition reimbursement. The Central Services Professional & Technical line has been increased by \$700 to provide audio visual coverage for an increased number of municipal evening meetings which require this type of service. The Human Resources advertising line has been increased by \$1,000 to allow for an expansion of services used by the online recruitment method Indeed, and the addition of another online recruitment method – ZipRecruiter, to ensure that the Town has the best opportunity to attract the most qualified candidates for open positions.</p> <p>The Food and Service Supplies request for Human Resources has been increased by \$250 to fund official functions held by the Human Resources department, as FY2020 will see an increased number of these functions.</p>	

**Department Information
DSR1**

Department | Board of Selectmen and Office of the Town Manager |

The requested **increase of \$500** in the Other Supplies and Equipment category is to account for the purchase of bilingual Legal Posters that the Human Resources department must post.

The Travel and Mileage category request has been **increased by \$500** to fund participation in the Leadership ICMA program.

The Dues and Subscriptions request line is **increased by \$220** over FY2019 to cover the increased cost of MMA dues.

	Division	Description	Change from FY2019	Comments	Net Change
Repairs & Maintenance	OTM	Copy machine meter charges, copier & fax machine and repairs to office equip & furniture	(\$7,000)	Oversight for two new copiers transferred to Information Technology Department	(\$7,000)
Professional & Technical Services	OTM	Professional Development	\$4,000	Reallocated \$4,000 from Tuition Reimbursement (salary) to Professional Development	(\$3,300)
	HR	Recruitment Center	(\$9,000)	Cost of one less assessment center	
	HR	Advertising	\$1,000	Expanding search options to attract qualified candidates	
	Central Admin	AV Powers HII	\$700	Additional AV coverage for evening meetings	
Food & Service Supplies	HR	Town wide staff meetings and educational sessions	\$250	Information meetings with Town staff	\$250
Other Supplies & Equipment	HR	Legal Posters	\$500	Increased cost for bilingual posters	\$500
Travel & Mileage	HR	Travel ICMA	\$500	Asst Dir to ICMA Leadership Program	\$500
Dues & Subscriptions	BOS	Memberships	\$220	Increase in MMA dues	\$220
				Total Change	(\$8,830)

Accomplishments and Activities

**Department Information
DSR1**

Department		Board of Selectmen and Office of the Town Manager						
	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11
Number of Licenses Issued	174	190	155	156	169	151	138	139
All Alcohol	20	19	16	16	15	16	15	15
Club	3	3	3	3	3	3	3	3
Wine & Malt	1	2	2	2	3	3	6	5
Package Stores	6	5	5	5	5	5	N/A	N/A
Carry in Special Permit	1	1	1	1	1	1	1	1
Class I	2	2	2	2	2	2	2	2
Class II	6	5	5	5	5	5	5	5
Common Victuallers	56	59	55	56	56	52	54	54
Innkeeper	2	2	2	2	2	2	1	1
Lodging	2	2	2	2	2	2	2	2
Sunday Entertainment	5	6	5	3	5	5	2	2
Weekday Entertainment	8	9	7	5	4	6	4	4
Bowling Alley	1	1	1	1	1	1	1	1
Livery	2	2	2	2	2	3	1	1
Pool Table	1	1	1	1	1	1	1	1
Sale of Second Hand Goods	8	8	9	8	10	10	9	9
Special Permit (24 hour food service)	1	1	1	1	1	1	1	1
Mobile Food Trucks	10	1	2	2	N/A	N/A	N/A	N/A
One-Day Special Liquor Permit Issued	39	61	34	39	51	33	30	32

Activity	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11
Number of ATM Articles	53	65	52	50	46	51	42	50
Number of STM Articles	27	24	27	16	26	28	27	28
Number of BOS Meetings	39	38	31	31	34	31	28	27
Number of New Appointments Processed	37	37	13	22	37	36	50	43
Number of Reappointments Processed	48	50	46	35	63	138	95	80
Number of Grant of Location Public Hearings	35	24	23	23	26	17	14	15
Number of Liquor Related Public Hearings	16	10	7	7	6	19	9	5
Number of Other Public Hearings Conducted	28	14	13	13	13	12	12	12
Number of Block Parties Granted	57	57	60	50	51	57	65	53
Number of Road Events Granted	13	17	7	16	19	24	21	

	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11 (May & June)
Passports								
Number of Passports Accepted	239	228	205	247	194	229	174	22
Revenue - Execution Charges	\$6,535	\$5,700	\$5,125	\$6,175	\$4,850	\$5,575	\$4,350	\$550


	FY18	FY17	FY16	FY15	FY14	FY13	1/12/12- 6/30/12
Powers Hall Usage							
Total # Meetings/Events	123	107	95	65	104	132	39
Municipal Events	108	90	83	49	85	110	27
Public Events	15	17	12	16	19	22	12
Fees	\$11,286	\$9,179	\$7,871	\$11,814	\$11,224	\$9,702	\$4,129

Department Information DSR1			
Department		Board of Selectmen and Office of the Town Manager	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$902,135	77,948	\$980,083
b) Expenses	\$142,869	40,200	\$183,069
c) Capital			
d) Public Information Officer			
e) Temp Staffing Program			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$1,045,004	\$118,148	\$1,163,152
V2020			

Department Expenditure Detail DSR2									
Department				Board of Selectmen and Office of the Town Manager					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	9		9	9		9	9		9
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$861,650	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							\$2,969	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							\$8,000	
i.	PRD1 Budget Adjustments							\$6,712	
PRD1 Sub Total								\$879,331	
J.	DSR3 Other Compensation								
Sub Total 1								\$879,331	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary – Board of Selectmen							\$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.	Overtime – Town Manager Office, Powers Hall							\$764	
d.	Overtime – Human Resources							\$450	
e.	DSR3 Total								
Sub Total 3								\$1,214	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							\$2,159	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation							\$7,800	
Sub Total 4								\$9,959	
5. Total Salary and Wages (1+2+3+4)								\$902,135	

Department Expenditure Detail DSR2				
Department		Board of Selectmen and Office of the Town Manager		
DSR2B				
Object		Description		Amount
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)		Copy machine meter charges, copier and fax machine and repairs to office equipment		\$5,389
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 (\$7,000) Professional Development OTM (\$8,400) Software License/OTM (\$700) Recruitment/Assessment Center – Public Safety/HR (\$18,000) Consulting/HR (\$20,000) Professional Development/HR (\$4,150) Staff Training/HR (\$4,150) Professional Advertising/HR (\$7,000) Conference Registration/BOS (\$1,100)		\$87,500
Communications (534x)		Legal Advertising (\$900), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) OTM 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		\$20,360
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 Official Functions/HR \$500		\$1,200
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)		Expenses/OTM (\$300) Expenses/HR Legal Posters (\$1,500)		\$1,800
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)		Travel MMA, MMMA, ICMA TM/ATM (\$6,000) Travel ICMA & Conf/HR (\$3,000)		\$9,100

Department Expenditure Detail DSR2				
Department	Board of Selectmen and Office of the Town Manager			
	Travel BOS (\$100)			
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,700) MMA, MMLC, Chamber/BOS (\$9,420) MMPA, NERA, SHRM, NEEBC, ICMA/HR (\$1,400			\$14,520
Other Expenses (574 X – 579x)				
6. Total Expenses				\$142,869
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$1,045,004
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department			Board of Selectmen and Office of the Town Manager						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Board of Selectmen	\$7,800							x
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	\$7,800							
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	\$7,800							
II	Total	\$7,800							

V2020

Performance Improvement Funding Request DSR4									
Department	Board of Selectmen and Office of the Town Manager								
Title	Public Information Officer				Priority	1			
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
1. Salary and Wage	1		\$77,948				\$77,948		
2. Expense			\$1,100		\$1,500		\$2,600		
3. Operating Capital									
4. Department Total (1+2+3)									
5. Other Costs			\$28,108				\$28,108		
6. Grand Total (4+5)			\$107,156		\$1,500		\$108,656		
Budgetary Considerations							Yes	No	
Does this request address a goal of the Board of Selectmen or other Board or Committee?							X		
If yes, which Board or Committee?				Board of Selectmen					
Has this request been submitted in the last three fiscal years and NOT funded?									X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?							X		
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
Does the request support activities which produce revenue for the Town?									X
If the request is not approved, will current Town revenues be negatively impacted?									X
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>Residents receive their news from many sources: websites, Facebook, Twitter, newsfeeds, Instagram, etc., - mediums that allow the news to update, change and morph with lightning speed. How much of this information is accurate depends upon its original source. The Town's current practice for managing these sources is mostly reactive, performed sporadically when time permits or because of critical community concerns.</p> <p>This new position will focus on the conveyance of public information, and the successful representation of Town interests via social media and traditional news outlets. The successful creation and hire of a Public Information Officer is a goal of the Board of Selectmen as part of its plan to expand the Town's communications efforts.</p> <p>Under the supervision of the Town Manager/designee, the Public Information Officer (PIO) directs the implementation of an integrated communications strategy for the Town, incorporating media broadcasts, written materials, and social media trends and applications. Work includes conceptualizing, developing, and implementing media and advertising campaigns, marketing programs, and various special projects that positively represent the Town of Needham's operations, departments, and businesses. The PIO's focus will be on the conveyance</p>									

Performance Improvement Funding Request DSR4			
Department	Board of Selectmen and Office of the Town Manager		
Title	Public Information Officer	Priority	1
<p>of public information, and the successful representation of the Town's interests via social media and traditional news outlets. In addition, incumbent will develop and implement strategies for increasing the public's knowledge of Town operations through a variety of methods.</p> <p>Additional responsibilities of the PIO include:</p> <ul style="list-style-type: none"> • Cultivates relationships and maintains contacts with external public relations representatives to foster a collaborative effort in promoting the Town as a premier location to live, work and play. Identifies Town projects and programs for positive media coverage potential, and facilitates strategies to promote those activities. • Builds and fosters long-term working relationships with stakeholders; responds to media requests for information and facilitates media interviews with appropriate Town officials; oversees development of news releases, news materials, and fact sheets; develops talking points for Town officials; and monitors and reviews departmental communications to external audiences to ensure that all departments are sending a consistent message to the targeted public. • Promotes citizen participation through online marketing efforts; increases knowledge of Town operations through partnerships and media outlets; and promotes the use of video through the Town's public access and other media. • Conveys information and provides education and awareness to citizens and business stakeholders regarding Town initiatives through the creation and distribution of press releases, advertisements, editorials, media kits, calendars, brochures, public service announcements, articles, flyers, award submissions, resolutions/proclamations, and other forms of communication; prepares and publishes advertising campaigns to promote the Town of Needham. • Ensures that all Town outreach and information is conveyed in a consistent and professional manner; attends various staff meetings, public meetings, events, celebrations, press conferences, etc. to gather, communicate, and promote information relevant to the Town; and assists with ensuring that time-sensitive and emergency information is conveyed to residents as needed, including updating the Town's website and social media accounts and responding to events both during and after regular business hours. • Collaborates closely with the Office of the Town Manager and Information Technology Center relative to website content and design, and the implementation of new channels of communication; edits, promotes, and assists in maintaining the Town's social media and outreach accounts, ensuring compliance with established guidelines and consistency in messaging; and responds to citizen questions and comments when applicable. Monitors both internal and external social media accounts and provides accurate information as required. • Interfaces with internal and external users including residents regarding new web services, requests, and complaints; creates and maintains web content for departments 			

Performance Improvement Funding Request DSR4			
Department	Board of Selectmen and Office of the Town Manager		
Title	Public Information Officer	Priority	1
<p>as necessary; organizes training sessions and provides functional oversight to Town administrative staff regarding the creation and posting of content.</p> <ul style="list-style-type: none"> • Works in partnership with the Director of Human Resources to promote the Town as a leading employer through various outlets include websites, social media, newsletters, employee testimonials, podcasts and special events. • Provides status updates and reports to the Town Manager's Office; keeps the Town Manager abreast of current and projected concerns of the citizenry; assists the Office of the Town Manager in compilation, coordination and distribution of materials and information; attends Town Meetings and relevant public hearings; assists in the development of communication materials including the Annual Town Report; takes photographs for website, press releases, slide shows, and the Annual Town Report; assists the Town Clerk in coordinating and responding to requests for public records as requested; and performs special projects and related responsibilities. <p>The recurring costs for this employee would include cell phone reimbursement, mileage and conferences. The one-time expense is cost of computer.</p> <p>Many of these functions have become a priority for the Town. Filling this position will create a credible conduit from the Town to its residents and business owners. To continue addressing the communication needs for the Town with its current practice may result in continued confusion and miscommunication among the people who live and work in Needham.</p>			
			V2020

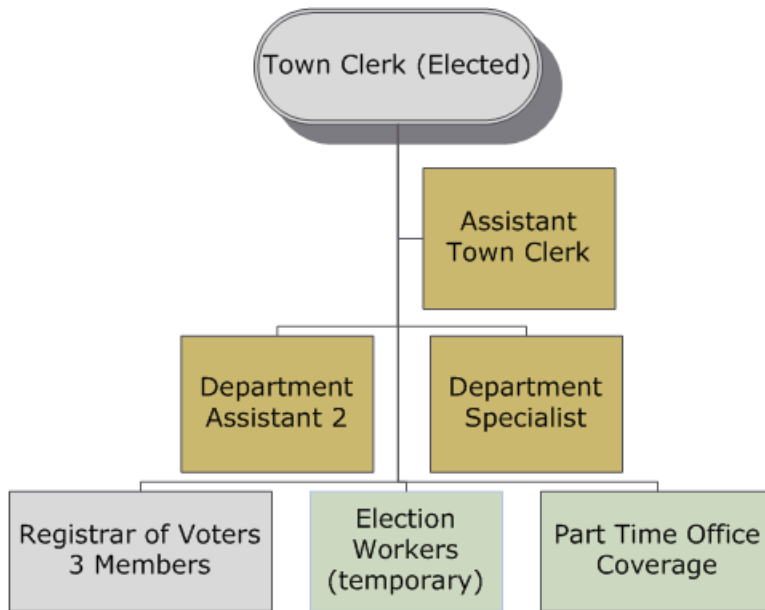
Performance Improvement Funding Request DSR4				
Department	Human Resources			
Title	Temporary Staffing Program	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
7. Salary and Wage				
8. Expense		\$37,600		\$37,600
9. Operating Capital				
10. Department Total (1+2+3)				
11. Other Costs				
12. Grand Total (4+5)		\$37,600		\$37,600
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>With the current unemployment rate at 3.8% we are in a tight job market. In a tight job market, current employees have more employment options, and potential employees are scarce and in short supply. In an effort to address staffing needs either due to unexpected resignations or difficult to fill vacancies, we recommend that the Town implement a temporary staffing program. This program will allow the Town to work directly with temporary staffing agencies to address staffing need as they occur. Additionally, this program will allow departments to continue to operate efficiently as they work to find a permanent replacement. Temporary staffing requests will be evaluated based on the operational needs of the department and duration of the assignment. All temporary staffing requests must be evaluated and approved by the Human Resources Department.</p> <p>The expense amount requested was based on the bill rates of six (6) positions ranging from entry level to management level. The Town used current bill rates provided by the temporary staffing agency of Robert Half.</p>				
V2020				

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Board of Selectmen and Town Manager	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Board of Selectmen and Town Manager							
Salary & Wage Regular	702,622.75	734,200.60	789,925.16	866,033	957,079	91,046	
Salary & Wage Temporary	10,885.58	7,225.75	7,991.46	11,631	11,631	-	
Salary & Wage Overtime	1,224.71	1,115.64	1,452.84	1,237	1,214	(23)	
Salary & Wage Other	3,738.35	4,000.00	4,000.00	14,068	10,159	(3,909)	
Salary and Wage Total	718,471.39	746,541.99	803,369.46	892,969	980,083	87,114	9.8%
Energy	0.00	0.00	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	7,526.96	7,996.51	9,199.36	12,389	5,389	(7,000)	
Rental and Leases	146.25	0.00	0.00	0	0	-	
Other Property Related	0.00	0.00	0.00	0	0	-	
Professional & Technical	61,853.78	48,612.71	70,627.65	90,800	125,700	34,900	
Communications	16,624.56	17,381.72	19,830.80	20,360	20,360	-	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	0.00	0.00	0.00	0	0	-	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	2,382.48	2,142.89	2,287.79	3,000	3,000	-	
Building & Equipment Repair Supplies	0.00	0.00	0.00	0	0	-	
Custodial Supplies	0.00	0.00	0.00	0	0	-	
Grounds Keeping Supplies	0.00	0.00	0.00	0	0	-	
Vehicular Supplies	0.00	0.00	0.00	0	0	-	
Food & Service Supplies	1,698.89	643.18	3,294.80	950	1,200	250	
Medical Supplies	0.00	0.00	0.00	0	0	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	0.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	1,428.09	8,287.58	3,129.56	1,300	3,300	2,000	
Governmental Charges	0.00	0.00	10.00	0	0	-	
Travel & Mileage	7,187.24	6,885.93	8,982.51	8,600	9,600	1,000	
Dues & Subscriptions	12,153.73	12,404.14	12,716.75	14,300	14,520	220	
Other	0.00	0.00	0.00	0	0	-	
Expense Total	111,001.98	104,354.66	130,079.22	151,699	183,069	31,370	20.7%
Capital Equipment	0.00	0.00	0.00	0	0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	829,473.37	850,896.65	933,448.68	1,044,668	1,163,152	118,484	11.3%

Department Organizational Chart

Town Clerk and Board of Registrars



Department Information DSR1	
Department	Town Clerk/Board of Registrars
Department Mission	
<p>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 include 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 Town Census and Street list, voter registration, Town Meetings and mandated reports to the Department of Revenue and the Attorney General's Office, Planning and Board of Appeals decisions, Open Meeting Law, Conflict of Interest and the Mandatory Online Ethics training. The office issues various licenses including dog licenses, marriage licenses, marriage intentions, the Storage of Flammables renewal registration, business certificates, raffle permits, auctioneers' licenses and alcoholic licenses issued by the Board of Selectmen. Fairly new legislation mandates posting meeting notices and agendas of all committees and boards and requires compliance of the new Public Record Law.</p> <p>The Town Clerk records the action of both the Annual Town Meeting and any Special Town Meetings called by the Board of Selectmen; prepares and conducts the Annual Town Election and the nomination of town officers; and maintains the records of the Town. The office also receives and records Board of Appeals and Planning Board applications and decisions and certifies same. The town's vital records date back to 1711 and we now record all burial permits and death certificates electronically. This is a busy, active, diverse office within town government.</p>	
On the Horizon	
<ul style="list-style-type: none"> As we prepare for the Fiscal Year 2020 budget in October 2018, the Town Clerk's Office is in the middle of preparation for the State Election on November 6, 2018. With this Election comes Early Voting which has begun. The Early Voting schedule period is from October 22, 2018 - November 2, 2018. In addition to the Early Voting 11-day period, the state reversed two positions on the absentee ballots in Precincts D, E, F, G, and H and failed to notify the Town Clerk until after over 600 absentee ballots had been mailed. The decision made was not to mix the incorrect and correct absentee ballots. As a result, the State Election division provided the Town of Needham with 5 additional ImageCast Tabulators and ballot boxes to process those incorrect absentee ballots properly on Election Day. We also designed the Town Hall as the Central Tabulation Center for the Early Voting ballots. This required two additional tabulators and ballot boxes. We hoped to avoid transporting large quantities of early voting ballots to each precincts. Because our current dog licensing program has been sold to another vendor, we are looking into the purchase of a new dog licensing program. The public record requests continues to increase, and the process needs updating. These requests put a strain on every department that needs to respond within a ten-business day response timeframe including the Town Clerk/Public Records Access Officer. It seems that new laws frequently land in the Office of Town Clerk and adjustments must be made in order to comply with all legislative and mandated requirements. We are looking into a program to help manage these public record requests. The Special Town Meeting of October 10, 2018 approved 16 articles including the wireless communications zoning amendment and the stormwater general by-law amendment. While we budgeted the sum of \$7800 for salaries for Early Voting in 2016, the town did receive approximately \$ 4900 in partial state reimbursement in addition to a grant of \$2000 for our extended Early Voting hours. We have been advised that the Governor 	

Department Information DSR1	
Department	Town Clerk/Board of Registrars
<p>signed a bill for Early Voting Funding in 2018. We are still waiting for approval from the Secretary of the Commonwealth to purchase 2 additional Poll Pads and printers for each of our ten precincts.</p> <ul style="list-style-type: none"> • 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 and is a real time saver in issuing certified copies. Unfortunately, we are still waiting for the electronic marriage program to become a reality. Then we may reach a point in which we no longer need our very outdated typewriters. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and will be in compliance with federal regulations. • Records Management System –The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall. 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. • Preservation of old town records continues and we are hoping to complete one volume in the fall 2018. To date we have restored thirty volumes on an annual basis. We applied and received funding through the Community Preservation Committee twice for restoration of archival records. These two projects were completed in the summer of 2015. We will continue to update archival records on an annual basis as needed. • We are hope to work with the new dog licensing vendor to create a one-time "WARNING" to owners of unlicensed dogs before we issue the non-criminal fine of \$50. We hope to continue to work with the Clerk Magistrate in Dedham with the expectation of reducing the number of unpaid fines. At last we finally were able to provide an option for credit card payments to our customers over-the-counter for a wide variety of purchases. This began in June 2018 and has been very successful. ✚ 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 a priority on our wish list. 	

Department Information DSR1

Department

Town Clerk/Board of Registrars

- FY2018 revenue totaled **\$299,431.77** compared with FY2017 revenue of **\$308,200.92**. **This represents an decrease of \$8,769.15** over FY17 and an increase of **\$11,529.87** over FY16. General Fees increased in FY17 by approximately \$12,862. We also had a one-time interest deposit of \$968.32 and a public records charge of \$137.50.

The following are total revenues by category for Fiscal Years 2014 – 2018

Fiscal Year	2018	2017	2016	2015	2014
General Fees	\$115,011.70	\$127,835.10	\$114,973.90	\$89,964.85	\$104,855.10
Alcohol License	\$96,376.07	\$92,580.00	\$83,720.00	\$86,145.00	\$96,630.00
Other Licenses	\$27,654.00	\$24,612.00	\$21,470.00	\$23,249.00	\$24,387.00
Dog Licenses	\$60,390.00	\$62,068.00	\$67,738.00	\$57,744.00	\$61,635.00
Public Records	0	\$137.50	0	0	\$0
Interest Income	0	\$968.32	0	0	\$0
TOTAL	<u>\$299,431.77</u>	<u>\$308,200.92</u>	<u>\$287,901.90</u>	<u>\$257,102.85</u>	<u>\$287,537.10</u>

Budget Statement**Town Clerk/Board of Registrars**

The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2019 had three scheduled elections – The State Primary on Thursday, September 4, 2018, the State Election on Tuesday, November 6, 2018, and the Annual Town Election on Tuesday, April 10, 2018. With three elections and Early Voting in FY2019, it has been one of the busiest years in the Town Clerk's Office out of a four-year period. Early Voting requires a huge commitment on the Town Clerk's Office in order to process each and every early ballot prior to election day!

With only two elections scheduled for Fiscal Year 2020 (The Presidential Primary in March, 2020 and the Annual town Election on April 7, 2020) the Town Clerk/Board of Registrars budget shows a decrease of \$17,221 in salaries and \$6,185 in Expenses for the total decrease of \$23,406 as follows:

The decrease in salary costs = \$17,221 include the following:

Board of Selectmen/Personnel Board review, step increases	
And revisions, longevity, Town Meeting	+ \$ 3,915
Increase stipend for board of registrars from \$545 to \$600	+ \$165
salary reduction of election Workers from 3 to 2 Elections	- \$14,200
Decrease Temporary Salaries due to one less election	- \$ 6,965
Decrease in Town Clerk Overtime due to one less election	- \$ 136

Department Information DSR1	
Department	Town Clerk/Board of Registrars
<p>Total Salaries FY2020 budget decrease: - \$17,221</p> <p>Purchase of Service & Expenses: A total decrease of \$6,185 as follows:</p> <ol style="list-style-type: none"> 1. Elections Professional/Technical (530) – a reduction of \$2500 due to programming Costs for two elections in FY20 versus three elections in FY19 - \$2,500 2. Town Clerk/Elections postage (5341): a reduction due to Postage costs for two elections in FY20 versus three elections in FY19. - \$1,685 3. Town Clerk/Elections Printing and Mailing (5345): an overall reduction of \$1025 in elections due to increased postage costs. - \$1,025 4. Town Clerk Governmental Charges (5690): an increase of \$50 to cover possible increase in dog tags/licenses. + \$ 50 5. Election Office Supplies (5420): a decrease of \$325 due to reduced election costs - \$ 325 6. Election Food (5490): a decrease of \$700 due to one less election in FY2020 - \$700 <p>Total Expense FY20 budget decrease is: - <u>\$6,185</u></p>	
Accomplishments and Activities	
<p>The major accomplishment this fall was the successful implementation of Early Voting from October 22 – November 2, 2018. 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 27th.</p> <ul style="list-style-type: none"> • The State Elections Division once again 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 hope to receive shortly! • 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 in time for the Early Voting in 2016. We are still waiting to learn if the State Elections Division will approve the poll pads for use at the polling locations. When and if that occurs, we do have available funding to purchase 2 poll pads for each of our 10 precincts. • The Early Voting process for the 2018 State Election is going well in Needham and everyone seems to love this process. As we complete the first week of Early Voting in Needham, we have processed approximately half the number of the Early Voting Ballots that we had processed in 2016. As in all new processes, there is always room for review and revision but the state has made some positive changes. We are still required to record the Early Ballots into the State Voter Registration Information System and then again after the election which is extremely time-consuming! This year the Town Hall has 	

Department Information DSR1			
Department		Town Clerk/Board of Registrars	
<p>been designated as the Central Tabulation Center for the Early Ballots. We will still need a warden and Clerk and four Inspectors to check-in , check-out and insert the early vote ballots on am Early Ballot Voting list prior to inserting them into the ImageCast Tabulator. We are hoping this will avoid hiring two – three additional election workers at each precinct and transporting these Early Ballots back and forth from town Hall to Precinct and back to Town Hall</p> <ul style="list-style-type: none">We are also looking at a new program to organize, track and report requests related to the new Public Records Law that became effective in January, 2017. The current process is inefficient and often non-existent.This office processes approximately 13,000 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.A new dog licensing program is on the horizon with the sale of our existing program. 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 finally acquired an over-the-counter credit card reader in June, 2018 after working on this acquisition for more than two years. In addition to the online payment ability our residents and customers can now purchase items both on line and over the counter. <p>We will continue to monitor new ideas and programs that will make life easier and more efficient for both our residents and ourselves.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$359,747		\$359,747
b) Expenses	\$53,850		\$53,850
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$413,597		\$413,597
V2020			

Department Expenditure Detail DSR2									
Department				Town Clerk/Board of Registrars					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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 positions covered by a contract for FY2020?						Yes	No	NA	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							276,602.00	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							10,889.00	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							2,211.00	
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1							289,702.00		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	80 Election Workers per Election – 2 Elections x \$14,200							28,400.00	
b.	Temporary Department Coverage							34,225.00	
c.									
d.									
e.	DSR3 Total								
Sub Total 2							62,625.00		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							4520.00	
b.	Training and Development								
c.								\	
d.									
e.	DSR3 Total								
Sub Total 3							4,520.00		
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend							2900.00	
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							2,900.00		

Department Expenditure Detail DSR2		
Department	Town Clerk/Board of Registrars	
5. Total Salary and Wages (1+2+3+4)		359,747
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 \$600 ; P O Box 920663 \$200	\$800
Other Property Related Services (529x)		
Professional & Technical Services (530x – 531x)	Binding Vitals (6 x \$350 \$2,100); Misc. Record Restoration \$1,200; = \$3,300 ; Programming/Printing for two Elections: (ATE = \$6500 + ES&S \$2,400 = \$8,900), Presidential Primary = \$2,500. (\$8,900 + \$2,500 = \$11,400)	\$14,700
Communications (534x)	Town Clerk Postage A\$.53 x 4000 = \$2100 ; Postage Census (14,000 x \$.53 = \$7,300 ; Confirmation Notices (2000 x \$.53 = \$1,040 ; Misc. Reg. Postage - \$250 ; Absentee Ballots (600 x 2 elections = 1200 x \$.85 = \$1,020 ; Town Clerk printing – letterhead, by-laws, A.G. Approvals, etc. = \$2,500 Wireless Monthly fee - \$540 ; Misc. Printing = \$200 ; Census 2020 Street List = \$3,000 Census forms/Dog Licenses \$1,500 & Census Env. \$650 = \$2,150 ; Warrants – 2 @ \$125 = \$250 ; Census sort, stuff & Mail = \$1,600 ;	\$21,950
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Town Clerk Misc. = \$1,000 ; Election Supplies (2 x 4225 - \$450); Registrars/Elections Misc. = \$1,000 ; Election Supplies (2 x \$100 = \$200	2,650
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		

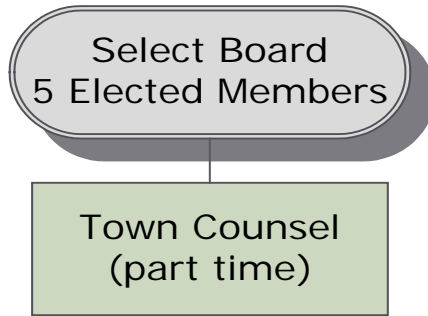
Department Expenditure Detail DSR2				
Department	Town Clerk/Board of Registrars			
Food and Service Supplies (549x)	2 Elections – Breakfast \$475 x 2 = \$950 /Dinner \$600 x 2 = \$1200 .		\$2,150	
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Voting Booths (4 4-unit booths = \$3600		\$3,600	
Governmental Charges (569x)	Dog Licenses/Tags \$700		\$700	
Travel & Mileage (571x – 572x)	Conference in State - 3 MTCA = \$1,000 ; Tri-County Meetings (2) = \$200 ; Conf. Out of state, NEACTC = \$350 ; IIMC = \$900		\$2,450	
Dues & Subscriptions (573X)	Intntl - \$200; NEACTC = \$25; MTCA = \$150; Tri-County \$25		\$400	
Other Expenses (574 X – 579x)	Town Clerk Bond = \$100		\$100	
6. Total Expenses			\$53,850	
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	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Town Clerk							
Town Clerk							
Salary & Wage Regular	273,891.30	286,884.32	297,230.92	285,787	289,702	3,915	
Salary & Wage Temporary	36,864.66	60,538.16	24,404.72	83,790	62,625	(21,165)	
Salary & Wage Overtime	774.59	1,429.78	1,413.65	4,656	4,520	(136)	
Salary & Wage Other	2,700.94	2,746.36	2,911.24	2,735	2,900	165	
Salary and Wage Total	314,231.49	351,598.62	325,960.53	376,968	359,747	(17,221)	-4.6%
Energy						-	
Non Energy Utilities						-	
Repairs and Maintenance	893.00	2,747.00	3,155.00	4,350	4,350	-	
Rental and Leases	436.01	446.66	558.00	800	800	-	
Other Property Related						-	
Professional & Technical	13,872.91	12,363.80	14,142.23	17,200	14,700	(2,500)	
Communications	17,816.57	18,778.03	19,173.47	24,660	21,950	(2,710)	
Recreation						-	
Other Purchased Services						-	
Energy Supplies						-	
Office Supplies	3,449.13	1,580.18	2,516.54	2,975	2,650	(325)	
Building & Equipment Repair Supplies						-	
Custodial Supplies						-	
Grounds Keeping Supplies						-	
Vehicular Supplies						-	
Food & Service Supplies	1,022.86	2,819.30	925.18	2,850	2,150	(700)	
Medical Supplies						-	
Educational Supplies						-	
Public Works Supplies						-	
Other Supplies & Equipment	1,017.00		2,800.00	3,600	3,600	-	
Governmental Charges	481.88	753.75	523.13	650	700	50	
Travel & Mileage	1,117.87	1,022.90	1,378.02	2,450	2,450	-	
Dues & Subscriptions	395.00	408.00	400.00	400	400	-	
Other	100.00	100.00	100.00	100	100	-	
Expense Total	40,602.23	41,019.62	45,671.57	60,035	53,850	(6,185)	-10.3%
Capital Equipment						-	
Capital Equipment Total						-	
TOTAL	354,833.72	392,618.24	371,632.10	437,003	413,597	(23,406)	-5.4%

Department Organizational Chart

Town Counsel



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. This budget funds Town Counsel and specialty counsel for activities related to subjects such as land acquisition, building projects, cable licensing, ongoing legal issues, human resources issues, contract disputes, environmental issues, title searches, Town Meeting article research and zoning issues. It funds appraisal services, stenographic services and expert witness services among other expenses. We anticipate services for the ongoing capital projects such as the high school expansion, the Williams School construction, equipment storage building construction and public safety buildings construction.			
Budget Statement			
The FY2020 salary amount has been provided by the Finance Department.			
Accomplishments and Activities			
Preparation of legal documents, giving legal opinions, legal representation before tribunals and state agencies, provide legal advice to the school department on procurement matters. Engaged outside counsel to represent the PPBC before the Planning Board on the Public Safety Buildings Project. Engaged outside counsel to represent the town in litigation against the DEP on water withdrawal registration, CATV matters and human resource issues.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	75,140		75,140
b) Expenses	254,000		254,000
c) Capital			
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	329,140		329,140
V2020			

Department Expenditure Detail DSR2									
Department				Town Counsel					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	.5		1	.5		1	.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 positions covered by a contract for FY2020?						Yes	No	NA	
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								75,140
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)									75,140

Department Expenditure Detail				
DSR2				
Department	Town Counsel			
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)			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)			254,000	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department			Town Counsel						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Schedule C Town Counsel Stipend	75,140	x						
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total								
Sections			X						
	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								

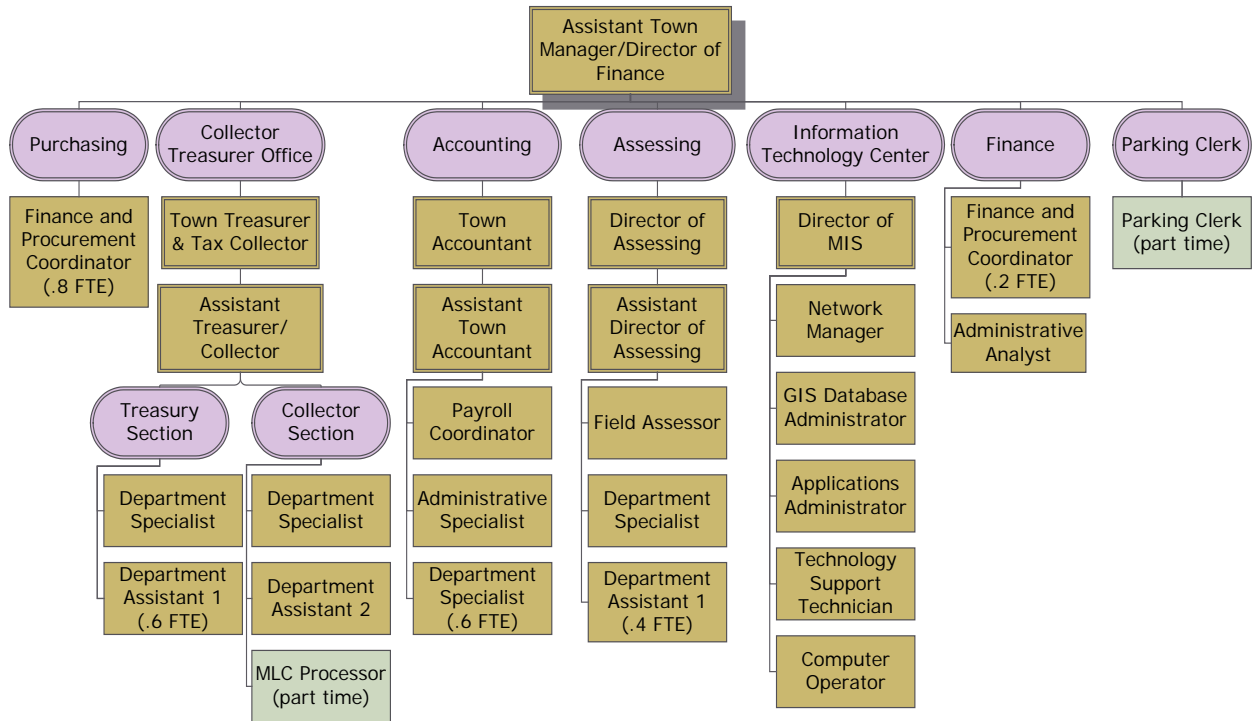
V2020

Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail Town Council	FY2016 Expenditures	FY2017 Expenditures	FY2018 Expenditures	FY2019 Budget 11/30/2018	FY2020 Department Request	FY2020 \$ Change	FY2020 % Change
Town Council							
Salary & Wage Regular	75,140.00	75,140.00	75,140.00	75,442	75,140	(302)	
Salary & Wage Temporary	0.00	0.00	0.00		0	-	
Salary & Wage Overtime	0.00	0.00	0.00		0	-	
Salary & Wage Other	0.00	0.00	0.00		0	-	
Personnel	75,140.00	75,140.00	75,140.00	75,442	75,140	(302)	-0.4%
Energy	0.00	0.00	0.00		0	-	
Non Energy Utilities	0.00	0.00	0.00		0	-	
Repairs and Maintenance	0.00	0.00	0.00		0	-	
Rental and Leases	0.00	0.00	0.00		0	-	
Other Property Related	0.00	0.00	0.00		0	-	
Professional & Technical	192,875.00	353,511.51	289,287.00	250,000	250,000	-	
Communications	0.00	0.00	0.00		0	-	
Recreation	0.00	0.00	0.00		0	-	
Other Purchased Services	0.00	0.00	0.00		0	-	
Energy Supplies	0.00	0.00	0.00		0	-	
Office Supplies	0.00	0.00	0.00		0	-	
Building & Equipment Rprs/S	0.00	0.00	0.00		0	-	
Custodial Supplies	0.00	0.00	0.00		0	-	
Grounds Keeping Supplies	0.00	0.00	0.00		0	-	
Vehicular Supplies	0.00	0.00	0.00		0	-	
Food & Service Supplies	0.00	0.00	0.00		0	-	
Medical Supplies	0.00	0.00	0.00		0	-	
Educational Supplies	0.00	0.00	0.00		0	-	
Public Works Supplies	0.00	0.00	0.00		0	-	
Other Supplies & Equipment	0.00	0.00	0.00		0	-	
Governmental Charges	200.00	0.00	0.00		0	-	
Travel & Mileage	0.00	0.00	0.00		0	-	
Dues & Subscriptions	4,018.00	3,500.00	3,685.00	4,000	4,000	-	
Other - Expenses	0.00	0.00	0.00		0	-	
Expense Total	197,093.00	357,011.51	292,972	254,000	254,000	-	0.0%
Capital Equipment	0.00	0.00	0.00		0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	272,233.00	432,151.51	368,112.00	329,442	329,140	(302)	-0.1%

Department Organizational Chart

Finance Department



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Department Mission

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

On the Horizon

Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law, but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided 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.

Divisional Activities

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.

The Town Accountant reviews procedures governing transactions in the accounting systems and makes

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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.

At the time of this budget submission, the accounting department was fully staffed. The division's goal for the remainder of FY2019 and for FY2020 is to cross train the employees so the workload will not be compromised if employee becomes incapacitated or is otherwise unavailable. We also plan to complete reconciliations on a monthly basis so adjustments can be done timelier than present. The division will have quarterly meetings with the various departments about concerns and difficulties that may be encountered with payroll and account payable processing. The accounting staff will attend the Tyler User Group Conferences and Webinars to enhance our knowledge of the system. The department is considering a major software change for its revenue applications as soon as FY2021, which will impact the division's workload.

Assessing: The primary function of the Assessor's office this year, as it is every year, will be one of keeping tabs on the sales and economic activity that took place during the preceding calendar year, reflecting any changes indicated by market data gathered, to make adjustments as needed to residential and commercial properties in town.

FY2020 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, showed no signs of slowing in calendar year 2018. 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 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 only segment of the market that appears to be slowing is the "First Generation" McMansions that have lost some of their resale value in recent assessing cycles. It is still too early to have amassed enough data on land sales to ascertain whether the "Small House" zoning regulations have affected land sale prices negatively or not.

The residential market review for adjustment of the FY2020 values will be, for the most part accomplished in house by inspecting all properties that changed hands in 2018 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 biggest change for the assessing function in many years that began in FY2019 and will carry over into FY2020 is the switch by the Community Software Consortium's (CSC) "State CAMA System" to Tyler Technologies IASworld CAMA system. After several well served decades; the State CAMA system reached a point where it needed to be totally rewritten or abandoned. After extensive review and consultation between the representatives of CSC member communities and MassIT, Tyler was selected, and a very favorable contract for the 40 members that will be converting was negotiated. The State will be assuming the nearly \$2,000,000 in conversions costs, the largest share of which is Needham's, for the 40 communities moving to the new system. The contract, while calling for higher annual expenses than the unrealistically low CSC dues Needham has paid for years, holds the costs in line for ten years going forward. This cost increase, as well as any ancillary costs that do occur, was handled without an increased

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budget request for FY2019. Once the new valuation system is fully implemented, the Department of Revenue will require some type of review to determine that the valuation model from the prior system has been correctly carried over to the proposed values in the Tyler IAS World system. The DOR has yet to opine on how extensive they want this review to be in terms of requiring review by outside vendors. This potential one-time expense as well as the more involved review by our personal property vendor, due to the new requirements triggered by the 5 year assessing cycle, are the two primary drivers of our increased Professional and Technical budget request for FY2020. The learning curve for the Assessing staff as well as the staffs from the Information Technology Center, Treasurer/Collector, and Accounting will no doubt be steep over the next few years. The conversion will invariably pose multiple challenges that these divisions must be ready to adapt going into fiscal years 2020 and 2021.

The use of limited outside legal consulting services in FY2019 appeals will hopefully once again result in multiple dispute resolutions on prior appeals in addition to successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers, thus taking the Appellate Tax Board (ATB) appeal option off the table in advance. As of this writing the office has only one outstanding Appellate Tax Board case still to be heard as a result of this strategy. Unfortunately, the Needham resident who served as our consultant, on terms very favorable to the Town, passed away this summer, so should legal consulting services be required going forward there will be greater expenses involved.

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 FY2020 values, which will be Needham's first revaluation year under the terms of the Municipal Modernization Act. Due to significant cutbacks in DOR staff, brought on by the State's Early Retirement Incentive Program (ERIP) and the anticipated retirement of many of the remaining "seasoned veterans", 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 the multiple forms necessary to setting the tax rate. This new format will hopefully hit full stride for FY2020.

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 new activity at Needham Crossing and Greendale Avenue 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 potential to continue its acceleration in 2019/20 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. The impact on overall rents in Needham Crossing due to facilities revitalization and the 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 FY2020.

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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 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. N-Star gas and Electric also contributed nearly \$10 million to the personal property ledger as well. A sizable bump in the realm of personal property is also likely to be seen as NBC moves equipment onto their new facility at 189 B Street.

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 advance in 2018. This seems to signal a continuation of the seller's market that was prevalent in the early to mid-2000. The sustainability of this market, where bidding wars have become the norm, into calendar 2019, 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 of established properties slightly, for the fifth year in a row, in what appears to be a stable commercial/industrial sector.

Passage of the 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 three year recertification cycle to a five 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 five 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 Act also consolidated 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 has been negotiated to resolve 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 settlements monies have been drawn from the consolidated account, regardless of settlement 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. 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.

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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.

Collector: It is the responsibility of the Collector to bill and collect all accounts due to the Town of Needham. Therefore, it is incumbent upon the Collector to make sure all billing of Real Estate, Personal Property, Motor Vehicle, and Water and Sewer is done timely and accurately.

In December, 2017, approximately 1,760 individuals prepaid their February 1 and May 1 real estate taxes early because of the pending changes to the Federal tax law effective January 1, 2018. The office collected over \$10.5 million between December 22nd and December 29th. Because the bills had not been printed and mailed, each prepayment required printing a document to process the payment, explaining to each taxpayer what they were able to pay and providing a receipt.

The monitoring of collections and the timely billing as well as the aggressive pursuit of delinquent accounts will always be a top priority. Accounts that remain delinquent beyond the end of the Fiscal Year are notified and if unresponsive are advertised for non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balances increases from 14% to 16%. Although Real Estate is a priority claim, upon the disposition of a property, any balance remaining is recorded at the Norfolk County Registry of Deeds to perfect the lien.

We remain sensitive to the needs of the public and the impact lower interest rates have had on individuals, especially the elderly, who, in some households depend on investments to provide the income necessary to meet their expenses. We are willing to work with each individual tax payer's circumstances while complying with state statute and maintaining timely collections.

The Town established the Elderly and Disabled Taxation Fund (EDTF) at the November 12, 2003 Special Town Meeting, authorized under Chapter 166 of the Acts of 1998. This allows the Tax Collector to include an insert with the bills so residents and taxpayers may make voluntary contributions to the fund. The awards from the fund are overseen by a five-member Elderly and Disabled Taxation Aid Committee. The committee consists of the Town Treasurer, a representative for the Board of Assessors, and three citizens appointed by the Board of Selectmen. To date, the Committee has awarded 455 grants for a total of \$180,700. The Town also established a local match program, the Property Tax Assistance fund, approved at the 2009 Annual Town Meeting, to which funds are appropriated by Town Meeting for the purpose of providing additional tax assistance and to encourage donations to the EDTF. This program is administered by a similarly structured committee. Since its inception the Property Tax Assistance committee has awarded 242 grants for a total of \$164,671.

The Town also offers a Property Tax work off program whereby a resident can work for the Town, and the compensation earned is applied as a credit to their real estate taxes up to \$1,000, depending on the number of hours worked. 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.

Starting in FY2013, the Collector's office began accepting online payments for water and sewer charges either by credit card or e-check. Previously, individuals could only pay these bills online if their banking institution offered a service that provided for direct payment from their checking or savings account. As of March, 2015 the ability to pay Motor Vehicle Excise taxes online became available. Individuals can also

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pay delinquent Motor Vehicle Excise taxes and parking tickets online. The performance measures attached reflect the activity since the ability to pay online has become available.

During FY2019, the Collector will be working with the Assessing division to implement the new real estate assessing package. All real estate and personal property bills are based on the value of the property as determined by the Board of Assessors and certified by the Department of Revenue. Therefore, the new software needs to integrate with the Town's billing and collections software.

Information Technology Center (ITC): As in previous years the department continues to support the technology hardware, software, services, and systems for Town departments. Continued growth in Information Technology User (ITUs) throughout the Town departments is a constant challenge for the ITC. Departments continue to request ways to make their day to day activities more productive and efficient not only within the offices but also including ways to develop a greater mobile presence for workers out in the field. The Network Manager has implemented additional security levels to better separate Public Safety from the main business network which demands more time and oversight. Because of the importance and demands of Public Safety there is a need to ensure that the network and applications are available 24x7 further putting demands on the ITC. The Applications Administrator along with the Computer Operator have continued to support enterprise applications, such as the General Ledger, revenue applications, the Town's web site, and provides support and training both individually and with groups for desktop and web based applications. The Applications Administrator position will have increased responsibilities moving forward due to the desire of other departments to use technology to enhance their processes. The Technology Support Technician has become an important element in the ITC taking on day to day actions and requests as well as assisting in developing additional ways to make ITC functions more efficient and effective. The Technology Support Technician has also been able to assume responsibilities for several mundane tasks that the Network Manager had been previously performing. This allows for the Network Manager to concentrate on network engineering, security, and appliance support across multiple buildings and departments. 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.

During FY2018, the ITC began a major project in upgrading the first of three data centers. The first is located at Town Hall and the project was started at the beginning of May and concluded at the end of June. The other data center upgrades continued directly afterwards into the next fiscal year. The ITC concluded an IT Assessment as part of the State of Massachusetts' Community Compact Initiative with hopes of implementing some of the suggestion over the next couple of fiscal years. Over the past year the ITC has been routinely involved in the Rosemary Recreation Complex, the Public Safety and Fire Station #2 design, the Memorial Fieldhouse design, and the Public Works Central Avenue Seasonal Storage Facility.

Parking Clerk: The Office of the Parking Clerk processes appeal requests of parking tickets online, in person, and by mail. Appeal statements are reviewed and investigated promptly and appellants are provided with written notification of appeal results. The office also prepares and processes hand written tickets so that the information will be available to the collection office. 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 Parking Clerk also provides weekly reports to administration, and supports the Parking Committee mainly to review of overnight permit application requests.

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

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the applicable Massachusetts General Laws, and in a manner that secures the best value of the Town. By facilitating education, resources, and guidance to all Town staff, the department seeks to provide solutions to purchasing challenges that safeguard taxpayer's dollars and promote a fair competitive process that is transparent. The Department also has functional oversight of the procurement procedures conducted by individual departments, and serves as a resource on procurement compliance.

In FY2018, the division completed setting up the Town's energy accounts in the MassEnergy Insight program as a first step to using the tool to better understand the Town's energy use. The next steps in the process is to monitor the activity in order to identify possible savings and make better informed decisions in the reduction of the Town's overall carbon footprint.

Other long term goals include the completion of the procurement manual, and continuation of training opportunities for town staff in all aspects of finance and purchasing.

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: In FY2018, the Treasurer's office working with a third party provider began offering electronic payment options to the Town's vendors. Although the Town has been doing this for a very short time, there is a great deal of interest and the hope is to eliminate the majority of expense checks processed and sent to vendors. This will cut down, if not eliminate, the printing, mailing and stuffing of expense checks. It will reduce the postage costs associated with the mailing and the staff time involved with these processes.

In FY2018, investment income improved as interest rates have risen. This increase is reflected primarily in Certificate of Deposit returns and, although interest rates on bank deposits lag behind a bit, Money Market rates have increased over the last several months of FY2018. This serves to offset the lower rates received at the beginning of the year. The safety of Town funds is of utmost importance. To further protect Town funds, we continue to require that Town deposits are collateralized if not insured. We regularly review rating agency reports and, although collateralization is required for funds held in any one financial institution for more than 14 days, funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures including payroll and debt service which dictates the amount of cash that must remain available on a weekly basis. Town funds are invested wisely and within the mandates of state statute. During FY2018, the State Legislature passed legislation that expanded the length of investment in Certificates of Deposit from twelve (12) months to thirty six (36) months. This allows treasurers to take advantage of the higher interest rates that are offered for longer duration CDs.

The Treasurer is responsible for making available sufficient funds to cover the weekly payroll and expenses. Due to the increased number and cost of capital projects currently underway we see weekly expenses upwards of \$4 million. To maximize interest income and yet maintain sufficient balances the Treasurer must be aware of and make provisions for the timely payment of extraordinary expenditures such as debt service and construction costs.

The Treasurer's office assisted and continues to support other departments throughout the Town including the school department, Town Clerk and RTS with the ability to accept credit cards both online and in

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person.

In 2014, the Town received approval from the State Retirees Benefits Trust fund (SRBT) to invest the Other Post-Employment Benefits (OPEB) funds through them with the Pension Reserves Investment Trust (PRIT). Participation in this pooled investment resulted in a return of 10% in FY2018.

In FY2018, the Treasurer issued \$32,548,000 in Bond Anticipation Notes and was able to obtain three zero interest loans from the MWRA totaling \$2,310,812.50. In addition, the town was awarded a grant in the amount of \$146,902.50 from the MWRA I/I program.

During FY2019, the Town implemented new health insurance programs including Health Savings Accounts. The Treasurer's office is responsible for monitoring, funding, and researching with the HR department any rejects and suspense items to make sure that the contributions are correctly credited to the employee accounts.

Budget Statement

The **FY2020 base budget submission is \$3,105,325** which is a change of \$137,636 (4.6%) over the current budget. The current budget is inclusive of \$38,000 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 2018, a general wage increase for non-represented employees, and the collective bargaining agreement with the ITWA union employees for FY2019. Although there may be some individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another so the expense is linked to the account that best describes its purpose. The Finance Department's base budget also includes an increase in the repairs and maintenance account of \$8,000 for copier service agreements that are being transferred from the Office of the Town Manager (\$7,000) and Health and Human Services (\$1,000) department budgets to Finance Department's budget for FY2020. There is also an additional \$109,088 requested through three DSR4 submissions, one Applications Administrator position for the Information Technology Center (ITC) division, and an increase in hours for a Department Specialist in the Accounting Office, and an electronic food establishment inspections technology, submitted by Health and Human Services Department to ITC. Including the three DSR4 requests, the department budget submission is \$246,724 over the current budget of \$2,967,689 or 8.3% higher. Below is a summary of the changes.

Salary and Wages

The fiscal year 2020 base budget submission of \$1,998,820 is **\$55,623** higher than the current budget of \$1,943,197, an increase of 2.9%, after accounting for the transfer from the Classification, Performance, and Settlements budget line by the Town Manager to reflect the Union contract agreement, changes to non-represented employee salary schedules, and the merit raises. The number of benefit eligible FTE's for FY2020 is 23.6, which is the same as FY2019. The department also relies on the services of two other part-time positions that work year-round, but are not eligible for Town benefits. As stated previously, there are two DSR4 requests, one for an additional position and, another for an increase in hours for an existing position, which if approved, would increase the total staff by 1.4 FTE's. Including the two DSR4 requests, the total increase for personnel is \$147,461 or 7.6% over the current year.

The submission includes step and longevity increases for the fourteen (14) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group for FY2020, which was approved at the October 10, 2018 Special Town Meeting.

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The request also includes step and longevity increases, if applicable, for the five (5) non-represented positions, and the longevity pay for the one department manager who is "grandfathered" under a previous compensation plan. Funding also includes two (2) non-benefited part-time positions, one is the Parking Clerk, and the other is an administrative support position in the Collector/Treasurer office. The wages are all based on the FY2019 classification and compensation plans. Merit pay increases for managers, if any, for FY2020 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 \$6,098, which is an increase of \$51, or 0.8% over FY2019. The \$19,105 allocation for overtime is \$4,788 more than FY2019. The increase is primarily due to the accounting division as the day-to-day work requires them to work beyond the standard business day. There is also an increase of \$73 for the collector division which is reflective of the higher wage rates. Some of the increase was offset by a \$135 reduction in the ITC division overtime budget. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$10,000, \$1,030, \$1,000, \$4,635, and \$2,440 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$28,536, an increase of \$625.

Services, Supplies, and other Expenses

The fiscal year 2020 submission of \$1,026,505 is **\$77,013** higher than the current appropriation of \$949,492 or 8.1% more. The major drivers for this increase are technology related, software licensing specifically, and the State required Townwide property revaluation work.

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 FY2020. The table below shows the various dollar changes from FY2019.

Expense	Division	Description	Change from FY2019	Comment	Net Change
Repairs and Maintenance	ITC	Technology Hardware Agreements	\$8,000	Transfer of copier service contracts from the Office of the Town Manager (\$7,000), and Health and Human Services (\$1,000) departments to Finance for FY2020. These costs are to be centralized.	\$11,000
	ITC	Technology Hardware Agreements	\$6,500	Shift of \$6,500 from Computer Supplies and Equipment due to equipment purchase on State Contract. Contract covers per page printing which includes consumables.	
	ITC	Mailing Equipment Maintenance Contracts	(\$2,000)	Amount lowered due to most equipment has been covered by maintenance agreements.	

**Department Information
DSR1**

Department		Finance Department					
		ITC	Repair and Maintenance Agreements	(\$1,500)	Retirement of old equipment which were on service agreements.		
Professional and Technical Services	Assessing	Property Valuation Services	\$27,095	State Required Five Year Reevaluation Certification Related Services.		\$77,867	
	Assessing	Property Valuation Services	\$9,700	Increased and more highly technical commercial and personal property valuation work.			
	Assessing	Software Fee	\$250	Estimated increase in annual license fee.			
	Collector	Contractual services	\$15,390	Increased volumes and charges for bill collection services and payment processing activities.			
	Collector	Professional Training and Seminar Charges	\$35	Reallocate expense from Dues and Memberships.			
	ITC	Software Licenses	\$21,265	Increase in annual fees for existing applications.			
	Parking Clerk	Contractual services	\$2,237	Parking Ticket processing services (offset in part with a \$1,500 decrease in the communications expense).			
	Treasurer	Contractual services	\$1,895	Increased volumes and charges on banking and other for financial processing activities.			
Communications	Finance Director	Printing, Mailing and Postage Expenses	(\$155)	Decreased based on history.		(\$3,142)	
	Parking Clerk	Printing, Mailing and Postage Expenses	(\$1,500)	Funds transferred to Professional and Technical Services.			
	Treasurer/Collector	Printing, Mailing and Postage Expenses	(\$2,387)	Changes made over the past couple of years allow for a continued reduction in these expenses.			
	ITC	Wireless	\$450	Increase Verizon fees for MIFI device which is used for public meetings in the Select Board Chambers.			
	ITC	Cable Internet	\$450	Increase in the charges.			
Other Purchased Services	Treasurer	Armor Car Service	\$360	Increase in the charges.		\$360	

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Department			Finance Department			
	Other Supplies and Equipment	ITC	Computer Supplies and Equipment	(\$13,000)	Transferred \$6,500 to Repairs and Maintenance Services for copier equipment purchase through a State Contract. The contract is on a per page basis which covers, parts and materials (but not paper). Transferred \$5000 to Replacement - Equipment to offset the increased cost for replacement computers, printers, and peripherals. \$1,500 decrease was to reflect the one-time funding to purchase equipment for the new position created for FY2019.	(\$13,000)
	Governmental Charges	Treasurer	ROD and Filing Feess	\$980	Increased based on history.	\$980
	Travel and Mileage	Accounting	Conference Travel	\$2,500	Increase for attendance at the Tyler Conference (Infinite Visions)	\$3,975
		Collector	Conference Travel	\$1,175	Increase for attendance at the National user group (SunGard)	
		Parking Clerk	Mileage	\$100	Employee mileage reimbursement for in-town travel, inspection of meter complaints, overnight parking requests.	
		Treasurer	Mileage	\$200	Employee mileage reimbursement based on actuals. Pick-up and delivery of Town mail from USPS.	
	Dues and Subscriptions	Collector	Dues	(\$90)	Funding not is required.	(\$90)
	Other Expenses	Treasurer	Bonds	(\$937)	Reduction based on anticipated lower premiums for the Town Treasurer and Assistant Treasurer bonds	(\$937)
TOTAL						\$77,013

Operational Capital

The FY2020 base submission is \$80,000 or \$5,000 more than FY2019. 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.

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Expense	Division	Description	Change from FY2019	Comment	Net Change
Operating Capital	ITC	Technology Equipment	\$5,000	Transfer \$5,000 from Other Supplies and Equipment to offset increased cost of additional replacement computers, printers, and peripherals. Shift to Windows 10 has caused an increase in hardware upgrades of older computers.	\$5,000

Other Requests for Funding (DSR4):

The Finance Department is submitting three DSR4 forms for FY2020. Two requests involve additional staff, one an additional position (Applications Administrator) for the ITC division, and the other to increase a part-time position to full time (Department Specialist) in the Accounting division. The third request originates from HHS for technology (Electronic Food Establishment Inspections). The request is for three iPads and a new software application that will assist employees in the Health division with their field work. More information and justification for each of the requests is included in the DSR4.

Other Funding Resources

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 in past years.

Accomplishments and Activities

Accounting Division Recap

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

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

Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY14	86%	86%	88%	88%
FY15	88%	87%	90%	89%
FY16	90%	90%	91%	90%
FY17	91%	90%	92%	92%
FY18	93%	93%	94%	94%

2. Electronic payment participation by vendors. Electronic payments are more secure and timelier than paper checks.

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

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Results:

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
FY18	0.00%	0.00%	0.29%	2.00%

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

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

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY13	2	1
FY14	1	1
FY15	3	1
FY16	4	1
FY17	4	2

Assessing Division Recap

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

Measure: Percentage of new construction permits inspected. Percentage of taxable construction permits issued that was captured by the assessment date. (Note this measure has been revised to reflect the new growth certified by the Department of Revenue)

Results:

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property 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)

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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. The 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 amount of New Growth certified by the Department of Revenue for **FY2017** was \$196,830,009 (\$140,384,110 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, 2017. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,292 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2018** was \$296,130,541 (\$183,627,889 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, 2018. This is the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,295 properties were inspected. The estimated New Growth for **FY2019** was still pending certification by the Department of Revenue at the time of this budget submission.

5. Number of adjustments/changes in property valuation subsequent to the issuance of the actual tax bills.

Measure: Number of changes (corrections) per year as a percent of the total number of parcels.

Results:

Of the 10,740 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 0.35% 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 0.35% in FY2015. The average adjustment in tax dollars for FY2016 was \$15,041 vs. \$2,626 for FY2015.

Of the 10,757 Real and Personal property accounts billed in **FY2017**, the value of 28 of those properties, or 0.26% saw changes in their value through the abatement process vs 0.27% in FY2016. The average adjustment in tax dollars for FY2017 was \$1,860 vs. \$15,041 for FY2016.

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

Other Assessing Accomplishments and Activities:

As a member of the Community Software Consortium Board of Directors Needham was part of a team that collaborated with the staff of MassIT, the Commonwealth's IT division, to assemble RFP documents, find a successful bidder, and negotiate a long term contract with a national CAMA system vendor that will allow 40 Massachusetts towns to continue collect tax revenue uninterrupted for the foreseeable future. In conjunction with the two other beta town of Holliston and Charlemont, the staff of our office has collectively spend many hours in consultations with both Tyler and Mass IT representatives refining the nuances of the new system to ensure a smooth rollout for the other 37 towns to be converted going forward.

The office seamlessly handled the replacement of a long term staff member with our new Field Assessor who came over from her previous position in the Treasurer/Collector's office.

Renegotiated substantial land value increase with Coke's new tax representatives based on development of surrounding properties and Kendrick St. ramp completion.

Collector Division Recap

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

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

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

Fiscal Year	2014	2015	2016	2017	2018
Escrow Service Payments	17,304	17,146	17,689	17,786	22,700
Customer Payment by Check/Cash	51,567	52,317	52,666	50,823	44,066
Customer Payment by ACH	684	1,085	1,447	2,595	2,264
Total Payments	69,555	70,548	71,802	71,204	69,030
Total Payments by Customer	52,251	53,402	54,113	53,418	46,330
Percentage of Customer Payments by ACH	1.31%	2.03%	2.67%	4.86%	4.89%
Escrow Service Amount Paid	\$38,652,211	\$40,622,619	\$42,818,683	\$44,942,065	\$47,546,434
Check/Cash Amount Paid	\$72,797,573	\$79,405,898	\$80,647,691	\$85,040,081	\$92,296,018
ACH Amount Paid	\$1,115,257	\$1,256,871	\$1,466,323	\$2,479,183	\$1,903,280
Total Amount Paid	\$112,565,041	\$121,285,387	\$124,932,697	\$132,461,329	\$141,745,732
Total Amount Paid by Directly by Customers	\$73,912,830	\$80,662,768	\$82,114,014	\$87,519,264	\$94,199,298
Percentage of Amount Paid by Customers via ACH	1.51%	1.56%	1.79%	2.83%	2.02%

Department Information DSR1

Department	Finance Department				
Utility Payments (Water and Sewer Service)					
Fiscal Year	2014	2015	2016	2017	2018
Customer Payment by Check/Cash	30,206	30,253	28,287	27,701	25,997
Customer Payment by ACH	8,427	8,688	8,320	8,245	8,588
Customer Payment Online	1474	2,235	3,046	4,433	5,552
Total Payments	40,107	41,176	39,653	40,379	40,137
Percentage of Payments by ACH or Online	24.69%	26.53%	28.66%	31.40%	35.23%
Check/Cash Payment Amount	\$11,176,261	\$12,221,402	\$11,933,730	\$11,480,767	\$10,698,751
ACH Payment Amount	\$2,271,492	\$2,605,203	\$2,476,178	\$2,475,747	\$2,531,418
Online Amount Paid	\$420,007	\$662,902	\$890,654	\$1,502,689	\$1,854,878
Total Payment Amount	\$13,867,761	\$15,489,506	\$15,300,562	\$15,459,203	\$15,085,047
Percentage of the Amount Paid by ACH or Online	19.41%	21.10%	22.00%	25.74%	29.08%

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

7. Optimize earnings on general funds while maintaining adequate liquidity.

Measure: Needham average investment yield compared to MMDT index.

Results:

Needham average investment yield for **fiscal year 2014** was 0.39% as compared to the 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%

Needham average investment yield for **fiscal year 2017** was 0.54% as compared to the MMDT rate of 0.53%

Needham average investment yield for **fiscal year 2018** was 0.87% as compared to the MMDT rate of 0.83 %

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

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

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Results:

Percent change in the year-end delinquent tax receivables for FY2015 decreased 0.07% from FY2014 year end, but then increased by 0.12% for FY2016 compared to FY2015, only then to decrease by 0.08% for FY2017. The year-end delinquent rate for FY2018 declined by 0.01%.

Year	1 st Qtr	2 nd Qtr	3 rd Qtr	Year End
FY14	1.33%	2.01%	0.26%	0.62%
FY15	1.31%	2.22%	1.47%	0.55%
FY16	1.24%	2.10%	0.54%	0.67%
FY17	0.87%	2.08%	0.58%	0.59%
FY18	1.34%	2.28%	(14.00%)*	0.60%

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

ITC Division Recap**9. Percentage of normal business hours principal business applications are available**

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

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

Total number of business hours Police Computer Aided Dispatch was available*:

(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 – 2,227.0 out of 2,227.0 = 100%
 (FY2017) Public Safety – 2,219.0 out of 2,219.0 = 100%
 (FY2018) Public Safety – 2,205.0 out of 2,210.0 = 99.77%

Total number of business hours Town Financial Applications (SunGard/Tyler) were available:

(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
 (FY2017) 2,219.0 out of 2,219.0 = 100% update
 (FY2018) 2,210.0 out of 2,210.0 = 100% update

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Total number of business hours Center At The Heights network was available:

(FY2014) NA

(FY2015) 2,218.5 out of 2,218.5 = 100%

(FY2016) 2,227.0 out of 2,227.0 = 100%

(FY2017) 2,219.0 out of 2,219.0 = 100%

(FY2018) 2,210.0 out of 2,210.0 = 100%

10. 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.

FY2017: 50 hours were proposed and the department provided 30 hours

FY2018: 50 hours were proposed and the department provided 30 hours

Other Information Technology Center (ITC) Accomplishments and Activities

The Information Technology Center (ITC) is continuously involved in multiple activities across multiple departments.

ITC staff was asked by Public Works staff to help in the discussion and selection of technology and vendors for the LED program. These involved meetings with the Public Works to understand the needs of the program, meetings and calls with vendors to understand the technology they were using, and working with the vendors on how what the technology can do to benefit not only Public Works but other departments and citizens.

ITC staff worked with Public Works on the security of the multiple Public Locations. These include the Public Works fuel island St Mary Street Pump Station, Charles River Street Water Treatment Plant, and the Recycling and Transfer Station.

ITC staff worked with Public Works staff review multiple pieces of web based software which is planned to be procured or used in the coming fiscal year. Fleet Maintenance reviewed fleet management software options, Public Works Water, Sewer, Drain Division reviewed cross connection inventory and inspection software options, and Public Works Highway Division reviewed sidewalk and roads inventory and inspection software options, Public Works Administration overview of the PeopleGIS Asset Tool.

ITC worked with a vendor to facilitate the upgrade to the phone system at 470 Dedham Ave. The phone system in the building was almost 20 years old and was experiencing multiple issues. The ITC worked with the vendor to inventory the phone lines and proportion lines to the proper groups and areas. This also allowed ITC to determine which lines were no longer being used. These lines were removed and some cost savings was gained by their removal.

ITC staff has been and will continue through the next fiscal year to assist the Schools in the implementation of a time entry and leave request system. The Applications Administrator has been working with School staff on process to move data between systems.

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The Applications Administrator, in conjunction with the Treasurer's and Accounting Offices, helped coordinate the process of setting up vendors in the General Ledger application for electronic payment. The Applications Administrator also worked with the vendor to ensure that the data to be exported was in the proper format for export to the banking website.

The GIS Administrator finalized the 2017 flyover images and uploaded those images to the Town's GIS web site. <https://www.mapsonline.net/needhamma/index.html>

Members of ITC have been involved in multiple Human Resource initiated projects through employee engagement and solutions groups to help better define processes throughout the Town.

ITC staff continues its daily support of the Public Safety Computer Aided Dispatch as well as a multitude of technology support requests that come out of the Police and Fire.

Parking Clerk Division Recap

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

Measure: Number appeals over number of parking tickets issued.

Results:

	FY14	FY15	FY16	FY17	FY18
Parking Tickets	4,279	5,116	5,047	3,988	5,382
Appeals	333	473	369	318	432
Appeal %	7.8%	9.2%	7.3%	8.0%	8.0%

Purchasing Division Recap

The Purchasing division's primary goal is a Townwide understanding and compliance of the procurement laws that govern every Town purchase of goods and services. Training sessions in procurement compliance, state contract purchasing, proper documentation and budget preparation and submission are offered in group settings as well as one-on-one basis. Guidance materials on these subjects is updated and distributed regularly. Staff understanding of procurement requirements is measured by the number of unapproved/returned purchase order requests submitted via the accounting software program that did not properly identified the procurement process used. In FY2018, and the division saw an overall reduction of 12% over the number of requests that were returned in FY2017.

Activity	FY15	FY16	FY17	FY18
Purchase Orders Reviewed	1,811	2,363	2,128	2,161
Contracts Drafted	25	41	43	52
Contracts Reviewed	326	307	306	347

Purchasing seeks to offer streamlined solutions for day-to-day operations at all levels. Consolidation of processes, individual accounts, and determination of preferred vendors are all tasks associated with connecting departments with the best value and most convenient way to procure goods and services under the law. The Purchasing division encourages staff to seek state contract vendors whenever possible,

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Department | Finance Department |

as they afford the Town favorable pricing, vetted providers, beneficial terms, and convenient, fast purchasing without further formal procurement. Purchases made through State Contracts increased 51% over the previous year.

The Department also assists in all aspects of the Town's Capital Improvement Plan and Budget submission process on a yearly basis. Activities include data gathering, review and proofing, attendance of all internal hearings and final assembly

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,998,820	[91,838]	2,090,658
b) Expenses	1,026,505	[17,250]	1,043,755
c) Capital	80,000	[]	80,000
d) []	[]	[]	[]
e) []	[]	[]	[]
f) []	[]	[]	[]
g) Total DSR2 & DSR4 Request (a through f)	[\$3,105,325]	[\$109,088]	[\$3,214,413]

V2020

Department Expenditure Detail DSR2									
Department				Finance Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	23	1	23.6	23	1	23.6
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 positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,851,761	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							18,861	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							20,472	
i.	PRD1 Budget Adjustments							14,536	
PRD1 Sub Total								1,905,630	
J.	DSR3 Other Compensation							39,451	
Sub Total 1								1,945,081	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary Various Committees which work with the ATM/FD							1,337	
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								6,098	
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 Fiscal Year end preparation work as needed							10,000	
d.	Collector office overtime for seasonal demands							1,000	
e.	DSR3 Total							8,105	
Sub Total 3								19,105	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							23,036	
c.	Program Stipend							1,500	
d.	Tuition Reimbursement							4,000	
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								28,536	

Department Expenditure Detail DSR2			
Department		Finance Department	
5. Total Salary and Wages (1+2+3+4)			\$1,998,820
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) Mailing Equipment – ITC (1,000) Copier Service Agreements – ITC (13,000) Dell Hardware Maintenance – ITC (8,000) Office equipment maintenance contracts – AS (200)		38,200
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 (30,000) State Required Five Year Revaluation Related Services – AS (27,095) CSC Software – AS (1,500) Services related to residential, commercial, industrial, and personal property data collection interpretation and value defense – AS (4,050) Accounting consulting services – AC (1,500) Parking ticket processing – PC (19,500) Electronic payment processing – CT (9,700) Banking, credit card, and rating service – CT (38,670) Collection, lockbox, and service bureau fees – CT (21,300) Debt issuing costs not included in prior appropriations – CT (3,000) Continuing Disclosure filings – CT (2,000) Bond Counsel related expenses not otherwise funded – CT (1,000) Ambulance billing and processing		760,875

Department Expenditure Detail DSR2		
Department	Finance Department	
	services – CT (30,000) Procurement regulation – PO (400) Accountants annual conference, quarterly training sessions, employee training – AC (4,500) State and County Assessing Association meeting, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR – AS (5,650) Mass Collector and Treasurer conferences and annual school, SunGard training conferences – CT (625) State and professional related seminars – FD (750) Professional outside trainers internal control program – FD (250) Other professional Services – FD (725) Purchasing and procurement professional development – PO (650) Professional and Technical - ITC (45,000) Conference Registration and Training - ITC (1,500) Current Applications and Systems - ITC: BMC TrackIT; Barracuda Networks; Code42 Hosted Backup; Carousel Aruba License; Citrix XenDesktop; Citrix GoToMyPC; CivicPlus; Computer Generated Solutions; Cross Match Technologies; Dell Equallogic OS Maintenance; Dell Sonicwall; Dell VMWare; DLT Solution AutoCAD; DLT Solutions Quest Recovery; DLT Solutions vRanger Backup & Replication; ESRI; FiberLink MaaS360; Fortinet Software; GeoTrust SSL; Heat Software / GoldMine CRM; MS Govern; PeopleGIS; RSA SecureID Application Support; ShareFile; SiteImprove; SPS VAR IBM OS Maintenance; Symantec Backup Exec; SunGard Financial Application; TriTech Computer Aided Dispatch; Office 365 – ITC (446,510)	
Communications (534x)	Postage – AC (300) Postage, certified, and copying – AS (6,900) Wireless communication – AS (1,500) Legal notices – AS (100)	120,885

Department Expenditure Detail DSR2			
Department	Finance Department		
	Postage, copying , mailing permit, postage machine fees, POB, and calling services, compliance mailings – CT (25,050) Postage, printing, mailing services for tax and other receivables – CT (64,300) Postage, printing, & mailing – FD (110) Postage & printing – PC (275) Legal notices, postage, printing, & mailing – PO (600) Fax line services and Internet IP – ITC (18,000) Wireless Communications – ITC (3,750)		
Recreational & Cultural Services (535x)			
Other Purchased Services (538x)	Armor Car Service		2,400
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 (1,500) 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 (4,000)		11,580
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)	Field inspection "calling cards", property cards and field equipment – AS (300) Parking Permits – CT (1,700) Hardware supplies and equipment parts,		68,000

Department Expenditure Detail DSR2				
Department	Finance Department			
	standard computer supplies for other departments, forms, paper, toners cartridges, etc. – ITC (61,000) Mail equipment supplies – ITC (1,000) Wireless equipment – ITC (4,000)			
Governmental Charges (569x)	ROD Fees – CT			980
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 (5,400); AS (1,535); TC (5,300); PC (100); PO (500); ITC (2,950)		16,735	
Dues & Subscriptions (573X)	Accounting related association dues – AC (300) Community Software Consortium; MAAO – AS (1,675) Mass Association of Assessing Officers, Banker and Tradesman dues and subscription fees – AS (425) Collector and Treasurer related association dues; etc. – CT (100) Professional associations – FD (325) Professional associations – PO (225) Network system, GIS dues and subscriptions – ITC (300)		3,350	
Other Expenses (574 X – 579x)	Collector & Treasurer and Assistant bonds – CT		2,500	
6. Total Expenses			\$1,026,505	
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment			80,000
7. Total Operating Budget Capital			\$80,000	
8. Total Base Request (Line 5 + Line 6 + Line 7)			\$3,105,325	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

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	1,030			X		
2	Technology Center overtime related to extended, evening callback, or weekend work	2,575			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 - Professional/Technical Support Specialist (PTS)	27,517	X				
5	Year Round Parking Clerk 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	47,556	X				
Sections							
	Amount Reported Under DSR2A Section 1	39,451					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	8,105					
II	Total						

V2020

Performance Improvement Funding Request DSR4									
Department	Finance Department – Information Technology Center								
Title	Applications Administrator (IE-20)				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		70,548					70,548	
2. Expense						5,000		5,000	
3. Operating Capital									
4. Department Total (1+2+3)			70,548			5,000		75,548	
5. Other Costs			27,535					27,535	
6. Grand Total (4+5)			\$98,083			\$5,000		\$103,083	
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?									X
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and NOT funded?									X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
Does the request support activities which produce revenue for the Town?								X	
If the request is not approved, will current Town revenues be negatively impacted?									X
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>This is an additional Applications Administrator position being requested which is based on the recommendation of the IT Assessment study that was initiated through the State of Massachusetts Community Compact Initiative. There was concern raised by the consultant, which was described in the assessment document, that because there is only one Applications Administrator who supports the General Ledger, and with the anticipation of transitioning to a new revenue package software, there would be no backup in case of personnel transition or absence of the Applications Administrator. The anticipation of future enterprise wide application projects, such as document management, permitting, Office 365, as well as departmental application needs, import/export of transactional files, and the Town's web site it was recommended that a second Applications Administrator position be created. This second position would take on the support functions of new or upgraded departmental and enterprise wide applications. There would be cross training between the two Applications Administrators to ensure for better transitions in the case of personnel changes. These positions would also develop and be involved in training for the applications they support or that are provided by the Information Technology Center. Both positions could also help in the documentation of the duties for the different tiered positions.</p>									

Performance Improvement Funding Request DSR4			
Department	Finance Department – Information Technology Center		
Title	Applications Administrator (IE-20)	Priority	1
<p>Does the request support activities which produce revenue for the Town? The proposal is the position would be the primary day to day support person of the revenue related (tax billing, utility billing, excise billing) software applications.</p> <p>Will the assistance of another department be required to provide support for this request to be implemented? The department will require the direct involvement of Human Resources which will assist in the recruiting and hiring for this position.</p> <p>In addition to the annual salary, funding for the first year includes \$5,000 which consists of 1) Computer Package \$1,500, and 2) Workstation and including installation \$3,500.</p> <p>The other cost of \$27,535 is related to employee benefits and other indirect related costs.</p>			
V2020			

Performance Improvement Funding Request DSR4									
Department	Finance Department – Accounting Division								
Title	Department Specialist (I-14) Additional Hours				Priority		2		
DSR4									
Expenditure Classification	FTE	Frequency Recurring Amount (A)				One Time Only Amount (B)		Total Amount (A + B)	
7. Salary and Wage	.40	21,290						21,290	
8. Expense									
9. Operating Capital									
10. Department Total (1+2+3)		21,290						21,290	
11. Other Costs		1,646						1,646	
12. Grand Total (4+5)		\$22,936						\$22,936	
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?									X
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and NOT funded?									X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?									X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
Does the request support activities which produce revenue for the Town?									X
If the request is not approved, will current Town revenues be negatively impacted?									X
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>The accounting department is subject to changing and additional guidelines from the Federal and State Government. In order to comply with the guidelines and deadlines the accounting office is seeking to increase the benefit eligible part-time position to full-time (22.5 hour to 37.5 hour per week). The additional 15 hours per week would increase the position to full-time. The position's hours were increased in FY2014 to accommodate the workload which has continued to increase since then. The position is responsible for posting the daily cash receipts, approving purchase requisitions over \$5,000, processing purchase orders for most contracts, reconciling the police, fire, and custodial detail accounts, filing MSBA reimbursement paperwork, training other department's administrative assistants on entering requisitions and processing invoices. This position also is the primary back-up to the other account payable position in the department during absences and heavier workloads. The position is crossed trained on entering weekly payroll. Because of the steep workload, there is always a backup on the day's work. This position should also be reconciling some of the liability accounts but there is no more time left in the day/week to accomplish this task.</p>									

Performance Improvement Funding Request DSR4			
Department	Finance Department – Accounting Division		
Title	Department Specialist (I-14) Additional Hours	Priority	2
The other cost of \$1,646 is related to incremental increase in employee related assessments, e.g., Medicare Tax, that the Town would pay for the additional hours.			
V2020			

Performance Improvement Funding Request DSR4				
Department	Health and Human Services Department (via Information Technology Department Budget)			
Title	Electronic Food Establishment Inspections	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		12,250		12,250
15. Operating Capital				
16. Department Total (1+2+3)		12,250		12,250
17. Other Costs				
18. Grand Total (4+5)		\$12,250		\$12,250
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Board of Health's Environmental Health Goals #'s 3 and 7 Select Board Goal 7, Continuing Strategies #5		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>Ensuring the safe and sanitary operation of food service establishments is a core function of the Public Health Division, and one which keeps the Division busy all year-round. In FY2018, the Division completed:</p> <ul style="list-style-type: none"> • 225 routine food service establishment inspections; • 42 plan reviews of new or renovated food service establishments; • 32 pre-operational inspections of food service establishments; • 60 retail inspections; • 8 residential kitchen inspections; • 13 mobile food vendor inspections; • 51 re-inspections of establishments to ensure remediation of noted violations; • 29 spot inspections of temporary food events; • 127 inspections of food vendors at the Farmers' Market; • 21 food service complaint investigations (and critical violations have fallen from 12 to 10 				

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department (via Information Technology Department Budget)		
Title	Electronic Food Establishment Inspections	Priority	3

- to 6 over the last three fiscal years); and
- 0 confirmed food borne illness investigations.

Food service establishment inspections are also the primary source of the Public Health Divisions revenue, responsible for \$48,233 in revenue in FY2018.

This past year, the Public Health Division was awarded grants from the Food & Drug Administration (FDA)/Association of Food and Drug Officials to expand and enhance its food establishment inspection processes and procedures. Three grants were received:

- Category 1 Award: \$2,945 for education and training of vendors in the community about safe and responsible food handling and preparation
- Category 2 Award: \$13,000 for detailed risk factor assessment and development of food-borne illness prevention procedures
- Category 3 Award: \$3,000 for staff training and education about food borne illness

The ultimate goal of these grants is to support local health authorities in their efforts to achieve the nine (9) steps of the Voluntary National Retail Food Regulatory Program Standards.

All three grants were for use in calendar year 2018. In the past two years, Needham has now received a total four awards from the FDA, totaling more than \$21,000. This is a significant accomplishment, since the Public Health Division had not previously received any federal funding to support food inspections and revised Food Code assessment policies.

These FDA grants were a critical source of funding and allowed the Division to train more than 80% of Needham's 130 food service establishments in the adoption of the FDA 2013 Food Code (Needham actually beat the state to adoption of the new code by just over 10 months). The newer Food Code reflects updated data about safe food handling practices and requirements; as a result, adopting the newer code is a significant step towards improving food safety in Needham.

Grant funds were also used to hire a consultant to conduct detailed Risk Factor Survey Assessments on food-borne illness prevention procedures at all food establishments. When this initiative is completed in December 2018, it will allow Needham to employ a data-driven approach to inspections. Instead of inspecting all establishments – whether a gas station with wrapped candy bars or a sushi restaurant with raw fish - at least twice a year, the data-driven approach will allow the Public Health Division to prioritize those establishments with the greatest need (whether that is based on past failures, population served like a skilled nursing facility, or simply on the type of food served, some kinds of which are inherently more risky such as raw fish).

This risk-based inspection approach allows the Public Health Division to concentrate its limited resources on those locations which are more important to overall food safety. For example, the cold holding for soft drinks and the expiration dates of wrapped candy bars do not require nearly as much time and attention as the sanitary practices of a kitchen at a hospital or skilled nursing facility.

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department (via Information Technology Department Budget)		
Title	Electronic Food Establishment Inspections	Priority	3
<p>In mid-October 2018, the Public Health Division applied for additional grant funds to pursue additional Voluntary National Retail Food Regulatory Program Standards during FY2019. If awarded, these grant funds will be used to finish Standard 1 Regulatory Foundation, Standard 7 Industry and Community Relations, and to continue work on Standard 9 Program Assessment, each of which will enhance food safety in the Town.</p> <p>The above information is to mention that the Public Health Division has actively pursued funding sources for food inspections. However, there is not currently a viable external funding source to support the <u>Board of Health's Environmental Health Goal #7</u>—"Fully implement electronic food inspection technology, and utilize capabilities for advanced analysis of food service establishment compliance and violations to identify topics for vendor training and education".</p> <p>The Public Health Division seeks funding to support the implementation of an electronic food establishment inspection system in order to:</p> <ul style="list-style-type: none"> • Address Board of Health Goal #7 and the Select Board's goal of moving to electronic permitting and inspection processes (more below); • Provide a more efficient platform by which to conduct inspections; and • Review and analyze inspection data. <p>In late FY2018, the Public Health Division worked cooperatively with the Information Technology Department and the Assistant Town Manager for Finance to use unobligated expense line funds for a 10 month long pilot program testing FoodCode-Pro™, a new tablet application and web-based food establishment inspection platform. The pilot program began just after Labor Day, so there is limited data available thus far. But both the Public Health Division and the Information Technology Department will be actively engaged in the full program roll-out, if support is obtained.</p> <p>FoodCode-Pro™ is a user-friendly program that allows Needham's Environmental Health inspectors to enter violations onto an IOS application on an iPad in real-time during each inspection. During the pilot program, the iPads have replaced the Division's standard carbon-copy food inspection form. The new platform is intuitive, comes with an easy to use violation search function, and is helpful both to the user and to the person(s) they are inspecting (the food establishment manager) because the inspection report can be signed electronically at the end of each inspection and a copy of the report is sent automatically to the inspector and to the establishment. Currently, Needham's vendors stand by with bemused patience as the inspectors proceed through an inefficient, paper-based process (which is supported by the vendors' application and license fees).</p> <p>FoodCode-Pro™ would also enable Environmental Health inspectors to take violation-specific pictures, which is very helpful during enforcement procedures because it visually documents violations and the pictures are automatically incorporated into the final inspection report.</p> <p>Violations of the Food Code may, though not always, result in food contamination or food-borne illnesses (norovirus, salmonella, E. coli, etc.). With the new system, the Environmental Health inspectors will be more efficient and will be unlikely to mistake any such violations, given the reminders that are incorporated into the electronic inspection form.</p>			

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department (via Information Technology Department Budget)		
Title	Electronic Food Establishment Inspections	Priority	3

Perhaps best of all, the system will allow the Public Health Division to track Priority violations like a refrigeration unit failing to maintain temperature or a dish washer that it not reaching the sanitary temperature level. The Division will also be able to monitor existing inspection trends. This information will then be incorporated into future food safety training topics and updated memos which the Environmental Health inspectors provide for food establishment owners/managers. Having a data export function from FoodCode-Pro™ will be a marked improvement on our current data gathering process, which consists of spreading out dozen of files and hundreds of inspection reports on a big conference table and marking trends with different colored sticky notes. Tracking violations and inspection trends will enhance the Division's ability to better identify and monitor foodborne illness outbreaks, and better report to the Board of Health and the Board of Selectmen, while saving valuable staff time.

Food regulation authorities that remain unautomated or operate with inadequate and unstandardized information systems, tend to result in lost efficiency, and risk having inconsistent and/or inaccurate data collection methods, which can vary from inspector to inspector. This standardized and streamlined approach will allow the Public Health Division to avoid those risks. Needham is making this dramatic change to become automated, with this modernized food inspection system, in order to better serve both the businesses and residents in the community.

Funding

Funding is requested in the amount of \$12,250 for the Information Technology Department's budget, which will be split between the costs for the FoodCode-Pro™ application annual licenses (approximately \$10,000) and data service plan costs for three iPads (\$2,250; the three iPads have already been purchased as part of the pilot program).

Goals

Implementing an electronic food establishment inspection platform will address the Board of Health's FY 2019 and FY 2020 Environmental Health Goals:

- EH #3—"Work toward meeting all nine (9) Food & Drug Administration (FDA) Voluntary National Retail Food Regulatory Program Standards"; and
- EH #7—"Fully implement electronic food inspection technology, and utilize capabilities for advanced analysis of food service establishment compliance and violations to identify topics for vendor training and education".

Implementing an electronic food establishment inspection platform will also address the Select Board's FY2018-2019 Section 7-Evaluate Town Operations and Administration, Goal #9 "Investigate options for moving permit application and inspection processes to electronic and/or web-based platforms".

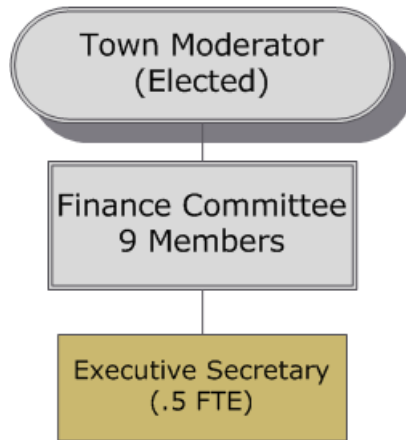
V2020

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Finance Department	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Finance Department							
Salary & Wage Regular	1,601,802.19	1,641,687.86	1,693,913.30	1,894,922	2,036,919	141,997	
Salary & Wage Temporary	1,225.38	2,383.46	834.07	6,047	6,098	51	
Salary & Wage Overtime	6,826.73	11,854.92	14,520.32	14,317	19,105	4,788	
Salary & Wage Other	0.00	18,421.49	24,743.34	27,911	28,536	625	
Personnel	1,609,854.30	1,674,347.73	1,734,011.03	1,943,197	2,090,658	147,461	7.6%
Energy	0.00	0.00	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	26,929.41	21,068.18	23,465.87	27,200	38,200	11,000	
Rental and Leases	814.50	1,269.00	171.00	1,000	1,000	-	
Other Property Related	0.00	0.00	0.00	0	0	-	
Professional & Technical	466,085.25	511,460.69	498,563.92	683,008	770,875	87,867	
Communications	160,179.16	80,044.22	113,403.47	124,027	123,135	(892)	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	23,500.00	25,045.96	35,737.50	2,040	2,400	360	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	12,378.84	16,903.62	8,409.43	11,580	11,580	-	
Building & Equipment Repair Suppli	0.00	51.10	0.00	0	0	-	
Custodial Supplies	0.00	0.00	0.00	0	0	-	
Grounds Keeping Supplies	0.00	0.00	0.00	0	0	-	
Vehicular Supplies	0.00	0.00	0.00	0	0	-	
Food & Service Supplies	23.98	96.53	0.00	0	0	-	
Medical Supplies	0.00	0.00	0.00	0	0	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	0.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	97,118.04	90,275.69	84,597.37	81,000	73,000	(8,000)	
Governmental Charges	379.00	152.00	912.00	0	980	980	
Travel & Mileage	6,747.82	4,356.71	9,128.87	12,760	16,735	3,975	
Dues & Subscriptions	3,400.00	5,735.00	5,270.00	3,440	3,350	(90)	
Other - Expenses	3,178.00	3,233.00	2,313.00	3,437	2,500	(937)	
Expenses	800,734.00	759,691.70	781,972.43	949,492	1,043,755	94,263	9.9%
Operating Capital	38,475.00	68,025.01	68,475.00	75,000	80,000	5,000	
Operating Capital	38,475.00	68,025.01	68,475.00	75,000	80,000	5,000	6.7%
TOTAL	2,449,063.30	2,502,064.44	2,584,458.46	2,967,689	3,214,413	246,724	8.3%

Department Organizational Chart

Finance Committee



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 continue to pay close attention to ongoing capital planning and to review the project scope and proposed financing methods for upcoming capital projects. The Committee will also review the Town's operations in connection with spending plans, and continue its review of the purposes of the specialty reserve funds and the associated target balances.				
Budget Statement				
The salary and wage line is increasing by \$147 to account for the budgetary adjustment for an additional day during FY2020. Expenses are increasing by \$40 to cover anticipated increases in conference registration fees.				
	Description	Change from FY19	Comments	Net Change
Salary/Wage	Cost of living	\$147	From HR	\$147
Prof/Tech	Annual Conferences of ATFC, MMA	\$40	Increased registration fees	\$40
Accomplishments and Activities				
In close consultation with the Board of Selectmen, the School Committee, the Permanent Public Building Committee and other boards and committees, as well as Town and School Administrators, the Finance Committee continues to provide feedback and guidance on financial issues and capital projects. The Finance Committee also works closely with the Town and School administration and staff in the course of the development of the annual operating budget recommendation and capital spending plans.				
Some of the Finance Committee's most significant accomplishments during last year, FY2018, included:				
Development of the FY2019 operating budget to recommend to Town Meeting, after holding budget review hearings with heads of each Town department;				
Making recommendations to Town Meeting on capital requests and warrant articles with financial implications;				
Oversight of Reserve Fund and authorization for transfers to other budget lines as needed;				
Review of the FY2019-FY2023 Capital Improvement Plan;				
Review of the Facilities Financing Plan updates;				
Review of staffing reports of Police and Fire Departments, as well as for the new Rosemary Recreation Complex;				
Review of School Transportation Report;				
and				
Monitoring of budgets and progress of ongoing capital projects, including the installation of				

Department Information DSR1			
Department		Finance Committee	
modular classrooms at Mitchell School, and the construction of the Public Safety headquarters and Fire Station 2.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	38,532		38,532
b) Expenses	1,360		1,360
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	39,892		39,892
V2020			

Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	.5		1	.5		1	.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 positions covered by a contract for FY2020?						Yes	No	NA	x
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							38,238	
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							294	
PRD1 Sub Total								38,532	
J.	DSR3 Other Compensation								
Sub Total 1								38,532	
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)								38,532	

Department Expenditure Detail DSR2				
Department		Finance Committee		
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 2x \$65 ATFC and 4x \$190 MMA annual meetings			890
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Name plates, copies, paper			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)	Assoc. Town Fin. Com. Dues			370
Other Expenses (574 X – 579x)				
6. Total Expenses				1,360
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				39,892
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Finance Committee	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Finance Committee							
Salary & Wage Regular	33,999.27	35,091.71	37,448.00	38,385	38,532	147	
Salary & Wage Temporary	0.00	0.00	0.00		0	-	
Salary & Wage Overtime	0.00	0.00	0.00		0	-	
Salary & Wage Other	0.00	0.00	0.00		0	-	
Personnel	33,999.27	35,091.71	37,448.00	38,385	38,532	147	0.4%
Energy	0.00	0.00	0.00		0	-	
Non Energy Utilities	0.00	0.00	0.00		0	-	
Repairs and Maintenance	0.00	0.00	0.00		0	-	
Rental and Leases	0.00	0.00	0.00		0	-	
Other Property Related	0.00	0.00	0.00		0	-	
Professional & Technical	160.00	170.00	850.00	850	890	40	
Communications	0.00	6.65	0.00		0	-	
Recreation	0.00	0.00	0.00		0	-	
Other Purchased Services	0.00	0.00	0.00		0	-	
Energy Supplies	0.00	0.00	0.00		0	-	
Office Supplies	93.58	0.00	100.00	100	100	-	
Building & Equipment Rprs/S	0.00	0.00	0.00		0	-	
Custodial Supplies	0.00	0.00	0.00		0	-	
Grounds Keeping Supplies	0.00	0.00	0.00		0	-	
Vehicular Supplies	0.00	0.00	0.00		0	-	
Food & Service Supplies	0.00	0.00	0.00		0	-	
Medical Supplies	0.00	0.00	0.00		0	-	
Educational Supplies	0.00	0.00	0.00		0	-	
Public Works Supplies	0.00	0.00	0.00		0	-	
Other Supplies & Equipment	0.00	0.00	0.00		0	-	
Governmental Charges	0.00	0.00	0.00		0	-	
Travel & Mileage	0.00	0.00	0.00		0	-	
Dues & Subscriptions	333.00	333.00	370.00	370	370	-	
Other - Expenses	0.00	0.00	0.00		0	-	
Expense Total	586.58	509.65	1,320	1,320	1,360	40	3.0%
Capital Equipment	0.00	0.00	0.00		0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	34,585.85	35,601.36	38,768.00	39,705	39,892	187	0.5%

Department Organizational Chart

Planning and Community Development



Department Information DSR1	
Department	Planning and Community Development Department
Department Mission	
<p>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 a collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.</p>	
On the Horizon	
<p>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 capitalizes on 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.</p> <p>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.</p> <p>Most Specifically, the Planning and Economic Development Division continues to oversee the permitting and build-out which is occurring within the New England Business Center and in particular the Center 128 project. 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 completed and occupied by its tenant, Trip Advisor, in July of 2015. The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East project currently underway or recently completed include: the construction of 390 residential housing units and associated structured parking at 2nd Avenue, the expansion of Parking Garage B at Center 128 West to accommodate the redevelopment planned at Center 128 East, and the renovation and occupancy of the building located at 77A Street to accommodate the new SharpNinja headquarters. Anticipated for the fall of 2018 is the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters. 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</p>	

Department Information DSR1	
Department	Planning and Community Development Department
<p>and 390 residential housing units. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements is expected to be completed by June of 2020 and will represent a major step forward in the implementation of the vision developed for the district.</p> <p>Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a Departmental priority. Having successfully applied for grants with the City of Newton (MassWorks) to expedite the Highland Avenue corridor project, the Division continues to work with Newton, MassWorks and the Boston Region Metropolitan Planning Organization (MPO) to guide the project's implementation and to make sure that Needham's interests are represented and protected. Additionally, 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 FY2016 and included an overall marketing plan for the corridor and specific recommendations for attracting high tech and life science industries to the locale. As a result of this work the Needham/Newton Chamber of Commerce raised \$325,000 to implement the recommendations of the 2016 study to promote targeted, sustainable, and well-planned development in the N² Innovation District. The plan calls for hiring a district director, creating marketing materials, and building a website to promote the district and encourage economic development. An article was approved at the May 2017 Annual Town Meeting to appropriate \$20,000 as the Town's matching grant contribution for this effort with a report expected in the fall of 2018.</p> <p>The Planning and Economic Division further continued with implantation of the Needham Center Planning effort providing staff support to the Planning Board where a meeting of all key property owners along the Chestnut Street corridor was organized to explore opportunities for partnership between the Town and owners to advance the recommendations of the Needham Center Plan. The meeting was well attended and offered an opportunity to present an overview of the Center plan recommendations and ascertain interest from key owners for moving forward with its recommendations through future investment and redevelopment. Follow-up to this meeting was held with several key landowners to assess their interest in acting upon the zoning incentives identified in the Chestnut Street Overlay District in particular, and to determine what if any constraints they feel would need to be addressed to incent the desired redevelopment. The feedback received at those follow-up meetings was constructive and has helped the Board and Department identify a number of regulatory constraints that will need to be addressed to assure Plan implementation. Finally, the Planning Board and Department have been meeting with representatives of the Hartney Greymont property located at 433 Chestnut Street to review their redevelopment objectives for this property. A preliminary site plan showing 148 residential units, elevation drawings, fiscal and traffic studies have been prepared by the owners representative for the Planning Board's consideration. Presently, the Planning Board is reviewing a draft zoning article which would implement the noted redevelopment program. A meeting with the Board of Selectmen has been scheduled to receive feedback and to discuss next steps.</p> <p>The Housing Division assisted in the establishment and operation of a Municipal Affordable Housing Trust that will serve as the Town's entity to oversee affordable housing issues and to</p>	

Department Information DSR1	
Department	Planning and Community Development Department
<p>manage a dedicated fund in support of affordable housing initiatives. In this regard an article was submitted and approved at the 2018 Annual Town Meeting which authorized the creation of a Municipal Affordable Housing Trust in Needham. The Town had been receiving funds related to the monitoring of affordable housing units, which have been considered General Fund receipts. The housing trust will now provide the means to reserve these funds for housing initiatives. Additional funds that may become available (such as by donation to the CPA, for example) could also be used to capitalize the fund. Potential uses of the fund include support for project monitoring and marketing of rental units, community education and outreach, the hiring of consultants for technical input into rezoning and for fiscal impact analyses, small grant programs, and Housing Authority initiatives. Presently, the Department has submitted a funding request for a Small Grant Repair program which would be funded through a \$50,000 appropriation at the May 2019 Annual Town Meeting to capitalize the fund. The Small Repair Grant Program is being introduced to provide assistance to moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. The Small Repair Grant Program is further detailed in the attached DSR5.</p> <p>Finally, the Conservation Division has identified the following primary goals for FY2019: (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 Ridge Hill/Nike Study and Assessment - This project will assist the Town in characterizing existing site conditions and constraints and identifying potential uses that may be possible; (4) Finalization and implementation of the Town's Open Space and Recreation Plan Update; (5) Finalization and implementation of the Town's Walker Pond Study; (6) Assisting various Town departments in assessing compliance with the Town's NPDES permit and other initiatives; (7) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; and (8) Developing a conservation land signage initiative to improve consistency and quality of signage at conservation lands across town.</p>	
Budget Statement	
<p>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 2013, the Planning and Economic Development Department added a part-time Community Housing Specialist position. The Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees in the development of affordable housing opportunities, and assists in the implementation of the Town's Community Housing Plan. Finally, in Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. We</p>	

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Department	Planning and Community Development Department
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believe that the reorganization has been successful in improving operational efficiency and interdepartmental coordination and thus has enhanced service delivery to Needham's constituents.

In Fiscal Year 2017, the Department secured funding through CPA for the Community Housing Specialist in the amount of \$60,000. Said CPA funding was anticipated to cover a 6 month period in each of the 2017, 2018 and 2019 Fiscal Years with the remainder of the funding for the position coming from a general fund allocation. However, due to Departmental staffing turnovers during both FY 2017 and FY 2018 reduced CPA allocations were required during the noted years thereby leaving sufficient CPA funds available to fund the position for an additional fiscal year. Accordingly, the Fiscal Year 2020 budget request again allocates 50 percent of position costs for the Housing Specialist to CPA and 50 percent to the general fund. Finally, increased funding for the Administrative Specialist position was approved in FY2019 so as to increase the hours of the position from 25 to 29 for the purpose of providing recording secretary services to the Conservation Commission. This allocation has been carried forward into FY 2020. As relates the operating component of the FY2020 budget an overall increase of 3.6% is requested for a total of \$1,150. This requested increase is reflective of increased costs in the following budget categories: professional and technical services, government charges, travel and mileage, and dues and subscriptions all as further detailed in the table below.

Table 1: Detail of FY 2020 Budget Changes

Category	Change from FY 2019	Comments
Professional and Technical Services	\$1,000	Increase in professional and technical services for Planning based on FY 2017. Increase in Conservation seminars and training based on division needs.
Communications	(\$400)	Decrease in legal notice expense for Conservation and Postage for BOA based on FY2018.
Office Supplies	(\$200)	Decrease in office supply expense for Planning based on FY2018.
Building and Equipment Supplies	(\$250)	Decrease in building supplies for Conservation based on FY 2018.
Other Supplies and Equipment	No Change	
Government Charges	\$450	Increase in governmental charges for Planning, Conservation and BOA for Registry of Deeds services.
Travel and Mileage	\$150	Increase in mileage allocation for BOA Board member package delivery.
Dues and Subscriptions	\$400	Increase in professional dues for Planning and Conservation based on FY2018.

Department Information
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Department	Planning and Community Development Department
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Planning and Economic Development Division

In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. Beginning in 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 FY2019 is expected to remain in the range of 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.

Table 2: Planning and Economic Development Application Fees & Grants

	FY '16	FY '17	FY '18	FY '19*	FY '19**
Application Fees	\$80,620	\$14,813	\$10,445	\$16,717	\$22,717
Zoning By-Laws	\$180	\$120	\$60	\$30	\$60
Zoning Maps	\$60	\$45	\$0	\$15	\$45
Subdivision Regulations	\$0	\$20	\$0	\$0	\$20
Grants/Donations	\$3,050 ^a	\$2,896 ^b	\$3,004 ^c	\$1,869 ^d	\$1,131
Traffic Mitigation Fee					
Total	\$83,910	\$17,894	\$13,509	\$18,631	\$23,973

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

^bHome Program (\$2,896 received).

^cHome Program (\$3,004 received).

^dHome Program (\$1,869 received).

*Revenue received July 1, 2018 through October 17, 2018.

**Projected revenue to June 30, 2019.

**Department Information
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Department	Planning and Community Development Department
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Conservation Division

During FY2018, the Conservation Commission met formally a total of twenty-three (23) times and held a total of thirty five (35) public hearings. During FY2018 the Conservation Commission collected a total of \$20,812.00 in fees and there were no fines issued. Permitting activity for FY2019 is expected to remain at FY2018 levels.

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

Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Town Bylaw)	Town Portion of State WPA Fee	Enforcement Order Fines Collected
FY 2015	36	\$12,697*	\$ 2,597.50	\$2,700
FY 2016	37	\$16,917*	\$ 4,867.00	\$3,200
FY 2017	48	\$22,340*	\$ 6,790.00	\$8,800
FY 2018	35	\$20,812*	\$ 5,062.00	0

Board of Appeals Division

During FY2018, the Board of Appeals met formally a total of eleven (11) times and held a total of thirty (30) public hearings and two (2) informal hearings. The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. During FY2018, the Board of Appeals collected a total of \$4,900 in fees in fulfilling its regulatory function as noted below. The decrease in application fees from FY2016 is due to the fact that no 40B filings have been made since that time. Permitting activity for FY2019 is expected to remain at FY2018 levels.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2014	41	5	\$12,100
FY 2015	28	8	\$10,700
FY 2016	32	6	\$49,200
FY 2017	20	4	\$7,964
FY 2018	30	2	\$4,900

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:

Department Information DSR1	
Department	Planning and Community Development Department
<p>Review and Approval/Disapproval of:</p> <ul style="list-style-type: none"> • 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 <p>* This includes Special Permit Decisions, with legal notices, public hearings, and written decisions.</p> <p>Review and Advisory Reports on:</p> <ul style="list-style-type: none"> • 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 <p>Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting</p> <p>Reprinting of Town Zoning By-Laws and Zoning Map</p> <p>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)</p> <p>Revisions to "Subdivision Regulations and Procedural Rules of the Planning Board" and printing of the same</p> <p>Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies)</p> <p>In its capacity as a special permit granting authority, the Planning Board in FY2018 processed 12 applications as "Major Projects" under the Site Plan Review By-Law. In addition, the Board reviewed and approved 2 subdivision plans and 5 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.</p> <p>The Board of Appeals referred 24 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.</p> <p>Planning Studies currently underway and recently completed are as follows:</p> <p><u>Land Use and Zoning Study for the Industrial-1 and Industrial Districts:</u> Working with the Industrial sub-committee from the Council of Economic Advisors, residents, businesses and elected officials the goal of this effort was to bring together a zoning proposal to incent development in three industrial zones abutting 128. The districts were reviewed in terms of their use profile and dimensional requirements with associated changes to the noted parameters to encourage redevelopment at a more intense level. A consultant was engaged to respond to neighborhood concerns expressed during the Subcommittee's initial outreach. A build-out analysis, traffic impact study and elevation drawings were completed. Zoning implementing the vision was prepared and presented to numerous interested resident and business interest groups for feedback and comment. The Council of Economic Advisors issued a final report with its recommendations to the Board of Selectmen in the Fall of 2017. The Selectmen reviewed the</p>	

Department Information DSR1	
Department	Planning and Community Development Department
<p>report and secured citizen input on the rezoning initiative and decided to proceed with only a portion of the recommended rezoning presently, namely, the Industrial-1 District located south of the MBTA right-of-way. The Planning Board is currently reviewing the study recommendations and zoning initiative for this district and anticipates that a zoning article for this area will be presented in accordance with the study recommendations at the May 2019 Annual Town Meeting.</p> <p><u>Accessory Dwelling Units (ADU):</u> There are no provisions to allow accessory apartments in Needham, although all neighboring communities allow them, as do most comparable municipalities in the state as such units are helpful in meeting a number of important policy objectives. The Needham Planning Board is currently exploring alternative approaches to providing for Accessory Apartments in Needham and anticipates a bylaw permitting such units will be presented at the May 2019 Annual Town Meeting. This effort is a follow-up to the Senior Friendly Housing in Needham study completed in 2017 and the Accessory Dwelling Report commissioned by the Board of Health and completed last year. The report, <i>Accessory Dwelling Units: A Report for the Needham Public Health Division</i> examined in some depth the experience of nine communities similar to Needham that have passed ADU bylaws. Their experiences, combined with recommendations from the Massachusetts Office on Energy and Environmental Affairs, are now serving as a guide as Needham assesses the impact of these bylaws on issues of importance to Needham, including cost, density, traffic, appearance, and meeting the changing needs of our residents.</p> <p><u>Chestnut Street Corridor and Hartney Greymont Property at 433 Chestnut Street:</u> The Planning Board is presently reviewing the zoning plan which was established for the Lower Chestnut Street area through the Chestnut Street Overlay District established in 2009 to determine if it is meeting its stated objective of establishing a pedestrian friendly streetscape with multi-use development in the form of a traditional New England Village. Additionally, the Board is reviewing the Hartney Greymont property at 433 Chestnut Street and in particular the owner's redevelopment objectives for this key property. A preliminary site plan, elevation drawings, fiscal and traffic studies have been prepared for a 148 unit apartment complex at the site along with a draft zoning article which would implement the proposed redevelopment program. A joint meeting of the Planning Board and Board of Selectmen is anticipated to receive feedback and to discuss next steps.</p> <p>In Fiscal Year 2018 the Planning Board offered eight major zoning initiatives as described below.</p> <p>Zoning articles prepared for presentation to the October 2017 Special Town Meeting are as noted below. All of the articles were adopted.</p> <p><u>1. Amend Zoning By-Law-Map Change to Center Business District.</u> This article describes the geographical area located at the intersection of Chestnut Street and School Street proposed to be changed from a Single Residence B District to a Center Business District. One parcel, namely the Police and Fire Station property, Parcel 56 on Assessors' Plan 47, that is currently zoned Single Residence B, is affected by this rezoning.</p> <p><u>2. Amend Zoning By-Law-Floor Area Ratio and Lot Coverage Requirement for a Municipal Building or Structure in the General Residence District.</u> This article amends the section of the Zoning By-Law that limits the maximum floor area ratio and the maximum lot coverage requirements for a municipal building or structure in the General</p>	

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Department	Planning and Community Development Department
<p>Residence District. The amendment was offered in an effort to guide the planned reconstruction and expansion of the Needham Fire Station at the intersection of Highland Avenue and Webster Street. The amendment allows the Planning Board, acting as a special permit granting authority under site plan review, to issue a special permit in the General Residence District to increase the maximum permitted floor area ratio for a municipal building or structure up to 0.60 and the maximum permitted lot coverage for a municipal building or structure up to 25 percent. Currently in the General Residence District, the maximum floor area ratio for a municipal building or structure is capped at 0.30 and the maximum lot coverage for a municipal building or structure is capped at 15 percent.</p> <p>Zoning articles prepared for presentation to the 2018 May Annual and Special Town Meetings are as noted below. Articles 1 and 2 were adopted. Articles 3 and 4 did not receive the required 2/3 vote to be adopted and Articles 5 and 6 were withdrawn.</p> <p><u>1. Amend Zoning By-Law – Permitted Uses in the Neighborhood Business District</u></p> <p>This article authorized by special permit apartment or multi-family dwelling use above the first floor in the Neighborhood Business District located at Central Avenue and Reservoir Street. Affordable housing was also required in larger scale mixed-use developments authorized under this amendment.</p> <p><u>2. Amend Zoning By-Law –Map Change to Neighborhood Business District</u></p> <p>This article rezoned the geographical area located between the Charles River, Reservoir Street and 100-feet distant from the Central Avenue Layout from an Industrial District to a Neighborhood Business District.</p> <p><u>3. Amend Zoning By-Law –Side and Rear Setbacks Adjoining Residential Districts</u></p> <p>This article eliminated from the 50 foot setback requirement the portion of any residential district located within the Route 128/95 layout. Without the proposed change, certain commercial areas located along Route128/95 will continue to be subject to restrictions that limit development and diminish property values but serve no public purpose (i.e. there are no residences to protect with a 50 foot setback requirement). Accordingly, with the amendment the commercial properties along the layout would be subject only to the dimensional and setback requirements of the district in which they are located.</p> <p><u>4. Amend Zoning By-Law –Marijuana Establishments</u></p> <p>This amendment serves to prohibit all types of recreational marijuana establishments in all districts of the Town, including cultivation, testing, product manufacturing, retail and any other type of recreational marijuana-related business. The amendment does not affect any other aspects of the recent legalization of recreational and medicinal marijuana. Personal possession and use by adults of marijuana, growing a limited number of plants at home for personal use, and the ability of licensed and regulated Medical Marijuana Treatment Centers and Off-Site Medical Marijuana Dispensaries to locate in Needham are all unaffected by these changes.</p> <p><u>5. Amend Zoning By-Law – Dimensional and Use Regulations in the Lower Chestnut Street Overlay District.</u></p>	

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This article seeks to expand the use in the Lower Chestnut Street Overlay District to allow multi-family dwelling units by special permit. It also establishes waivers to dimensional requirements. The Lot Area, Frontage and Setback Requirements would change by allowing the Planning Board to waive minimum lot area, minimum front setback, minimum lot frontage, and maximum front setbacks. In addition, the article allows for multi-family dwelling buildings only a 5 foot setback on lots abutting residential districts and the MBTA right-of-way. This article also proposes to increase the current foundational height requirements to an as-of-right 4 stories and 48 feet in height. It further allows the Planning Board to grant a special permit for height of up to 6 stories and 80 feet. This article allows for an increased FAR depending on the number of stories as-of-right instead of by special permit. Lastly, this article allows for multi-family dwelling only to have a minimum of one off-street parking space requirement per bedroom by right.

6. Amend Zoning By-Law –Map Change to Lower Chestnut Street Overlay District.

This article describes the geographical area located directly to the south and the west of 433 Chestnut Street proposed to be placed in the Lower Chestnut Street Overlay District. Portions of both parcel 051-084 and the MBTA right-of-way shown on Assessors' Plan Number 45 are affected by this rezoning. The subject land is owned by the Massachusetts Bay Transportation Authority and is located within the Single Residence B zoning district. A total area of 2.876 acres, more or less, would be affected by this map revision.

Performance Factors

During the previous fiscal year the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the close of the public hearing, and filing of the written decision 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 FY2018. During the affected timeline 12 new Special Permit applications and 2 Subdivision applications were processed. Public hearings were held on average within 31 days of application receipt, decisions were issued within 13 days of the close of the public hearing, with written decisions filed with the Town Clerk within 2 days of permit issuance. Total average time required to process an application was 56 days with a minimum of 43 days and a maximum of 71 days. The Department plans to continue to track these items and will submit a similar report with its FY2021 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

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management.

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

- Reviews Notice of Intent applications and other filings for completeness and compliance with wetland statutes and associated regulations.
- Assures legal requirements are met including postings, hearing and permit timeframes, minutes and other records.
- Schedules and attends twice monthly meetings of the Conservation Commission and transcribes meeting minutes.
- Maintains case files and materials including computer databases.
- Arranges and conducts on-site inspections related to filings.
- Reviews wetland delineations.
- Drafts permits with associated conditions and other documents.
- Monitors construction to ensure compliance with permits.
- Reviews building permits for projects occurring within the Commission's jurisdiction to reduce the amount of Enforcement Orders 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 FY2018, all applications were completed within the noted time line with

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<p>no requests for additional time requested.</p> <p>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.</p> <p>The collective knowledge and experience of the Conservation Division serves to benefit the regulated community including the Town of Needham as it provides professional expertise in a growing and more restrictive environmental regulatory time period.</p> <p><u>FY2018 Achievements</u></p> <p>Fiscal year 2018 was a busy year for Town projects whether they were beginning, in progress or finishing up. The Conservation Division was involved in many of these projects right from the start. Department staff delineated the resource areas in the field for the temporary fire station on Glen Gary Road and for the Student Conservation Association (SCA) project reconstructing the footbridge along the Rosemary Lake trail. Staff used their technical skills to review several large wetland delineations completed by hired consultants for major projects such as the Rosemary Recreation Complex and Pool project and work by Eversource on their R-O-W #3.</p> <p>Staff assisted other Town Departments to guide them through the permitting process for the Sunita Williams School on Central Avenue (at the former Owen's Poultry Farm site) including the various educational components such as the Knoll Trail and interactive pond area. The Walker Pond study was initiated and created the opportunity for the Conservation Commission and staff to educate the neighbors in the Walker Pond watershed area on the importance of proper stormwater management for the health of the pond. A brochure was produced for the Walker Pond watershed residents to help explain the steps they can take to improve the water quality in the pond.</p> <p>During this fiscal year, the permitting for the proposed final dredging of Rosemary Lake was submitted to the Conservation Commission for their approval. It took several meetings and many revisions before the Commission was ready to issue the Permit. The oversight on this project by MassDEP added to the extensive review. Several of these large Town projects were taking place concurrently and all required a large expenditure of staff hours to attend pre-construction meetings and conduct various inspections and monitoring efforts. The Needham Accessible Reservoir Trail (NART) construction took place at the reservoir behind the Public Services Administration Building in FY2018. Due to the sensitive nature of the area and its close proximity to the resource areas, this project required almost daily oversight. The public has been very receptive to the NART and the trail has become a unique asset to the Town and to an underserved segment of the population.</p> <p>The Board of Selectmen had requested that a Ridge Hill/Nike Site study and assessment be conducted by a hired consultant in order to begin a discussion with the Conservation Commission regarding existing conditions and what potential future uses may be possible. Staff coordinated these efforts between the Commission, the Selectmen, the Town Manager and the consultant.</p> <p>The Conservation Division continued to provide educational outreach opportunities in FY2018, including hosting a well-attended presentation on Ticks: One Bite Can Change Your Life. Larry</p>	

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Dapsis, Entomologist with the Cape Cod Cooperative Extension spoke and gave a presentation on the topic. Lastly, 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.

Performance Factors

The following Table 5 reflects the number of permit application filings and requests received by the Conservation Commission in each of the last three fiscal years. Over the course of the year, the Commission continued to see a steady flow of applications primarily for the construction of single-family homes and additions. During FY2018, the Conservation Commission met formally a total of twenty-three (23) times and held a total of thirty-five (35) public hearings.

Table 5: Conservation Commission Application Filings & Requests

Type of Application Filing/Request	FY 2016	FY 2017	FY 2018
Notice of Intent ¹	22	28	22
Request to Amend Order of Conditions ¹	3	3	1
Request for Determination of Applicability ¹	11	17	8
Abbreviated Notice of Resource Area Delineation ¹	1	0	2
Extension Permit ¹	0	2	2
Emergency Certification	1	1	0
Certificate of Compliance	28	30	24
Minor Modification Request	14	9	15
Enforcement Order	5	5	4
Trail Maintenance Notification Form	0	2	0
DPW Generic Permit Activity Notification Form	1	2	0
Exemption Letter	11	13	5
Conservation Restriction	3	0	25
Notice of Non-significance	0	0	0
TOTAL	100	112	108

¹Filing involved a public hearing

In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out existing permits. The Commission handled forty-one (41) 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 FY2018, four (4) projects required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.

During FY 2018, the Conservation Division staff continued to issue standardized post cards to

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Department	Planning and Community Development Department
<p>permit holders alerting them of various permit requirements or permit expiration dates. The goal of this program is to encourage voluntary compliance and project close-out that saves permit holders time and money, while reducing the need for enforcement actions by the Conservation Commission.</p> <p>Zoning Board of Appeals Division</p> <p>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 amendments 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.</p> <p>The Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; reviews and analyzes applications for completeness and compliance to established zoning guidelines; coordinates the interdepartmental administrative review process, conducts site reviews; organizes the production of Special Permits and Board determinations post-public hearings; provides professional staffing to Board members, provides management and coordination of Comprehensive Permits projects, designs procedures for any new zoning review processes, produces technical reports, conducts research, and maintains and manages all Board data bases, communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.</p> <p><u>Performance Factors</u></p> <p>In FY2018, the Board of Appeals met formally a total of eleven (11) times and held a total of thirty (30) public hearings and two (2) informal hearings (refer to Table 4). The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. The Board of Appeals received nineteen (19) applications relating to Special Permits; three (3) of which were withdrawn (refer to Table 6). There was one (1) Appeal of a Building Inspector's Decision and one (1) application for a Variance. The Board issued eighteen (18) Decisions in FY2018.</p> <p>Both Board of Appeals' 40B Comprehensive Permits projects - <i>Modera Needham</i>, 700 Greendale (previously known as the Greendale Mews, 692-744 Greendale Avenue), and <i>Second Avenue Residences</i>, 275 Second Avenue, are currently under construction with occupancy anticipated in FY2019. Modera Needham is a 136-unit residential development consisting of 52 Townhouses and 84 units in a multi-story building. 25% of the units are affordable. 2nd Street Residences is a 390-unit apartment complex. 98 of the units are affordable. The Division continues to manage the coordination of the multiple municipal stakeholders and the developer in insuring the compliance of the conditions of the issued Comprehensive Permits.</p> <p>In advance of the adoption of the Town's <i>Stormwater Ordinance</i> and to comply with the Town's</p>	

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yearly reporting requirements to the US Department of Environmental Protection Agency (MS4 General Permit Report), the Division did research to collect stormwater review data for Special Permit applications for residential and commercial projects going back to FY2013. This resulted in a comprehensive Zoning Board Appeals stormwater data base that is kept current for easy statistical retrieval for future MS4 General Reports.

Table 6: Number of Permit Application Filings FY2014 - FY2018

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2014	13	40	1	1	0	2	49
2015	12	26	1	2	0	2	28
2016	14	24	2	4	2	5	29
2017	11	21	0	1	0	3	19
2018	11	19	1	1	0	3	18

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	554,745		554,745
b) Expenses	33,050		33,050
c) Capital			
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	587,795		587,795

V2020

Department Expenditure Detail DSR2									
Department				Planning and Community Development Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	6.2	4	3	6.3	4	3	6.3
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			1
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							510,607	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							6,153	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,975	
PRD1 Sub Total								520,735	
J.	DSR3 Other Compensation								
Sub Total 1								520,735	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary							6,310	
b.	Housing Specialist							21,770	
c.									
d.									
e.	DSR3 Total								
Sub Total 2								28,080	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Additional Hours of Part-time staff							1,030	
d.									
e.	DSR3 Total								
Sub Total 3								1,030	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							4,900	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								4,900	
5. Total Salary and Wages (1+2+3+4)								554,745	

Department Expenditure Detail				
DSR2				
Department	Planning and Community Development Department			
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 (\$4,000) Con Comm (\$2,200) BOA (\$500)	6,700		
Communications (534x)	Wireless Communications (\$1,600) Printing & Mailing (\$2,850) Legal Notices (\$5,200) Postage (\$5,100)	14,750		
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Planning (\$2,000) Con Comm (\$400) BOA (\$500)	2,900		
Building & Equipment Supplies (543x)	Con Comm (\$500)	500		
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Planning (\$1,300) Con Comm (\$600)	1,900		
Governmental Charges (569x)	Planning (\$300) Con Comm (\$300) BOA (\$100)	700		
Travel & Mileage (571x – 572x)	Conf In-State (\$500) Mileage (\$1,100) Conf Out-State (\$1,300)	2,900		
Dues & Subscriptions (573X)	Planning (\$1,300) Con Comm (\$1,300) BOA (\$100)	2,700		
Other Expenses (574 X – 579x)				
6. Total Expenses		33,050		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		587,795		
Will the Department submit any Special Financial Warrant Articles?				
YES		x	NO	

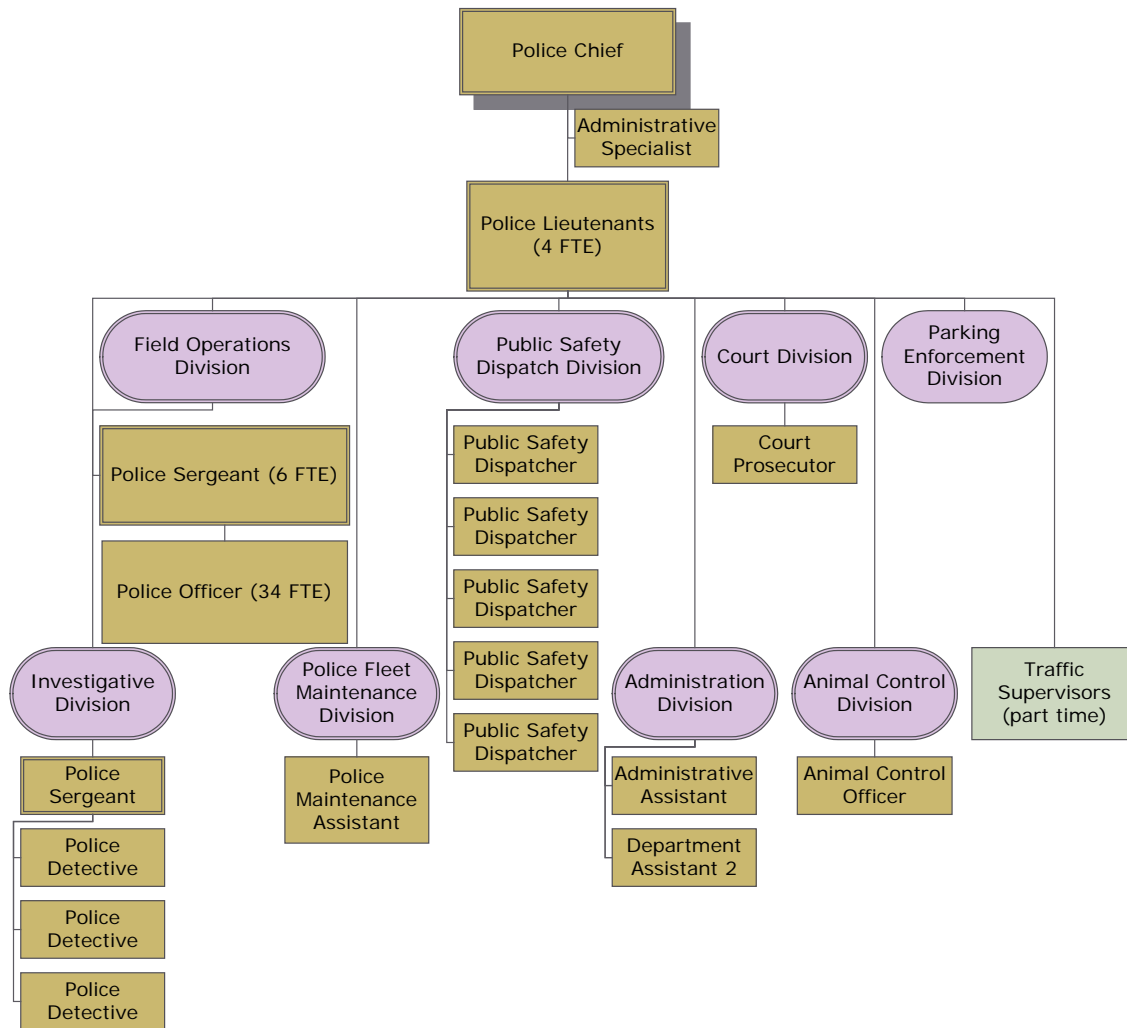
Department Expenditure Detail DSR2				
Department	Planning and Community Development Department			
(DSR5 Form)				
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2020

Fiscal Year 2020 Proposed Budget

Town of Needham		FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Line Detail		Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Planning & Community Development								
Planning & Community Development								
Salary & Wage Regular		450,215.22	449,392.27	468,113.99	504,425	520,735	16,310	
Salary & Wage Temporary		3,778.97	36,005.11	34,550.37	28,578	28,080	(498)	
Salary & Wage Overtime		299.71	0.00	3,512.58	1,030	1,030	-	
Salary & Wage Other		0.00	4,636.86	9,110.39	4,900	4,900	-	
Salary and Wage Total		454,293.90	490,034.24	515,287.33	538,933	554,745	15,812	2.9%
Energy		0.00	0.00	0.00	-	0	-	
Non Energy Utilities		0.00	0.00	0.00	-	0	-	
Repairs and Maintenance		0.00	0.00	0.00	-	0	-	
Rental and Leases		622.20	0.00	0.00	-	0	-	
Other Property Related		0.00	0.00	0.00	-	0	-	
Professional & Technical		8,034.26	4,810.00	889.00	5,700	6,700	1,000	
Communications		12,115.96	10,066.59	13,254.13	15,150	14,750	(400)	
Recreation		0.00	0.00	0.00	-	0	-	
Other Purchased Services		0.00	0.00	0.00	-	0	-	
Energy Supplies		0.00	0.00	0.00	-	0	-	
Office Supplies		1,050.72	4,005.10	868.90	3,100	2,900	(200)	
Building & Equipment Repair Supplie		93.89	1,222.70	0.00	750	500	(250)	
Custodial Supplies		0.00	0.00	0.00	-	0	-	
Grounds Keeping Supplies		0.00	0.00	0.00	-	0	-	
Vehicular Supplies		0.00	0.00	0.00	-	0	-	
Food & Service Supplies		150.00	0.00	0.00	-	0	-	
Medical Supplies		0.00	0.00	0.00	-	0	-	
Educational Supplies		0.00	0.00	0.00	-	0	-	
Public Works Supplies		0.00	0.00	0.00	-	0	-	
Other Supplies & Equipment		745.63	3,102.01	8,553.42	1,900	1,900	-	
Governmental Charges		928.00	152.00	60.00	250	700	450	
Travel & Mileage		1,367.12	346.25	522.57	2,750	2,900	150	
Dues & Subscriptions		1,178.00	2,188.00	2,365.00	2,300	2,700	400	
Other		0.00	0.00	0.00	-	0	-	
Expense Total		26,285.78	25,892.65	26,513.02	31,900	33,050	1,150	3.6%
Capital Equipment		0.00	0.00	0.00	-	0	-	
Capital Equipment Total		0.00	0.00	0.00	-	0	-	
TOTAL		480,579.68	515,926.89	541,800.35	570,833	587,795	16,962	3.0%

Department Organizational Chart

Police Department



Department Information DSR1

Department	Police Department
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Department Mission

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

On the Horizon

We continue to expand our training program based on need and environmental factors that dictate increased training. For example we completed the IACP One mind Pledge where we established a partnership with a community mental health organization; new policy trained 100% of staff in mental health first aid and continued our CIT team.

We are going through a one to three year period where we will see a above average turnover rate as a large group will hit retirement eligibility and three officers may transfer to Boston Police. This will lead to increased training requirements with younger officers who lack experience. We will continue to focus on current trends, high risk low frequency events such as firearm, pursuit and use of force.

The Police/Fire Station #1, originally built in 1931, was reconstructed in 1988 – 1989. The amount of space that was originally allocated within the building for the Police Departments is no longer sufficient to accommodate changes in operations, changing personnel needs, technology upgrades, and security improvements. The station is not fully accessible for individuals with limited mobility.

The department is requesting three additional officers, one in fy 2020 and two more officers in 2021. The current staffing level for the police department is fifty. The request for new officers will increase salary, operational and legacy costs.

Budget Statement

	FY18	FY17	FY16
<u>Calls</u>			
Calls for Service	48,098	42,217	33,610
Priority 1 Calls	4,178	3,750	4,020
<u>Records Management</u>			
Total Offenses Committed	1,032	970	978
Total Felonies	254	291	253
Total Crime Related Incidents	568	430	475
Total Non-Crime Related Incidents	819	733	608
<u>Arrests/Summons/Warrants</u>			
Total Adult On View Arrests	100	95	108
Total Adult Summons/Hearing	254	229	158
Total Arrests/Summons/Warrants	354	324	266
<u>Traffic</u>			
Total Motor Vehicle Crashes	463	456	461
Total Citations	5,203	5,529	3,519

Department Information DSR1

Department | Police Department |

Priority 1 Calls (Immediate police response)

Examples: Domestic disturbance, Physical Altercation, Accident with injury, Robbery, Suspicious Person

FY 2020 Budget Request

The FY 2020 budget request is \$7,050,521 which is \$235,521 above FY 2019 actual budget (\$6,815,401). Included in the overall budget is a DSR 4 request for 1 additional officer position at a cost of \$70,162

Salary and Wages

The salary and wage amount requested is \$6,469,163. The increase of 105,368 is a result of the following;

Step increases for several members of the bargaining unit under the current collective bargaining agreement.

COLA increases for administrative staff and salary step increases for public safety dispatchers.

Division	Description	Change From FY19	Comments
ADMIN	Rentals and Leases	\$125.00	TTY INCREASE
P P & E	Rentals and Leases	\$48,300.00	INCREASE IN MOTOR CYCLE LEASE, LEASE SPACE FROM CABOT TOWER FOR COMMUNICATION SYSTEM
ADMIN	Seminars and Training	\$1,000.00	NEW LT TO SEND TO COMMAND TRAINING
TRAIN & DEV	Seminars and Training	\$3,000.00	SEVERAL NEW OFFICERS TO TRAIN
P P & E	Seminars and Training	\$2,000.00	SEVERAL NEW OFFICERS TO TRAIN
ADMIN	COMM-LANDLINE	\$300.00	NEW DISPATCH CONNECTIONS
ADMIN	COMM-WIRELESS	\$1,000.00	INCREASE IN NUMBER OF TABLETS IN CRUISERS
ADMIN	PRINTING & MAILING	\$1,000.00	NEW OFFICERS/PROMOTIONS/ETC
ADMIN	RECREATION	\$500.00	COVER COSTS FOR BUS RENTAL FOR JUV POLICE ACADEMY
B G & M	GAS	\$12,228.00	Gas- 3 yr Avg (23,600 @ \$3.03/ gallon (FY19 - \$2.47/GALLON)
ADMIN	FOOD & SERVICE	\$300.00	FOOD FOR MAJOR INCIDENTS/STORMS/ETC
P P & E	UNIFORMS	\$2,500.00	VESTS INCREASE FROM 5 REPLACEMENTS TO 10. THIS MONEY DOES GET REIMBURSED
ADMIN	GOVERNMENTAL CHARGES	\$190.00	POLICE ID'S FOR NEW HIRES/PROMOTIONS
P P & E	GOVERNMENTAL CHARGES	\$(1,000.00)	DECREASE NUMBER OF EMT RECERTS
ADMIN	MEMBERSHIP & DUES	\$(4,500.00)	SSPI DECREASE IN COST
		\$66,943.00	TOTAL INCREASE
		\$378,233.00	FY20 EXPENSE REQUEST
		\$311,290.00	FY19 EXPENSE REQUEST
		21.51%	% INCREASE FROM FY19 REQUEST
		2.16%	INCREASE WITHOUT GAS & TOWER LEASE

Department Information DSR1			
Department	Police Department		
Police			
Accomplishments and Activities			
Two officers received State 911 live saving awards and we held our second annual Jr Police Academy that was attended by 30 rising seventh and eighth graders. We just recently completed the IACP One Mind Pledge which required us to establish a clearly defined and sustainable partnership with one or more community mental health organization(s) Develop and implement a model policy addressing police response to persons affected by mental illness Train and certify 100 percent of my agency's sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid or other equivalent mental health awareness program Provide Crisis Intervention Team training to a minimum of 20 percent of my agency's sworn officers (and selected non-sworn staff, such as dispatchers)			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,469,163	67,642	6,536,805
b) Expenses	378,233	2500	380,733
c) Capital	132,983		132,983
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	6,980,379	70,142	7,050,521
V2020			

Department Expenditure Detail DSR2									
Department				Police Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	1	59.0	60	1	60	61	1	61
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 positions covered by a contract for FY2020?						Yes	No	x	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							4,293,315	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							190,272	
c.	PRD1 Education							525,935	
d.	PRD1 Extra Holiday							11,980	
e.	PRD1 Longevity							62,196	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							58,260	
i.	PRD1 Budget Adjustments							39,554	
PRD1 Sub Total								5,181,512	
J.	DSR3 Other Compensation								
Sub Total 1									
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Matrons							1,600	
b.	Parking Enforcement							33,384	
c.	Traffic Enforcement							200,153	
d.	Ret Det Mullins Evidence/Records Support							31,616	
e.	DSR3 Total								
Sub Total 2								266,753	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							559,838	
b.	Training and Development							175,060	
c.	Elections (2)							8,000	
d.	Vacation and NOSL Backfilling							250,000	
e.	DSR3 Total								
Sub Total 3								992,898	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs							15,000	
b.	Pay In Lieu of Accrued Leave							13,000	
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4								28,000	
5. Total Salary and Wages (1+2+3+4)								6,469,163	

Department Expenditure Detail DSR2			
Department		Police Department	
DSR2B			
Object	Description	Amount	
Energy (521x)			
Repairs & Maintenance Services (524x – 525x)	Photo Copier (1,200) Radar, Lidar, Bikes (6,000) Radio/Communications (18,700) CJIS Maintenance (3,000) Vehicle lift Inspection (1,500) Vehicle Repair & Maint.(8,500)	38,900	
Rental & Leases (527X)	Postage/TTY/Cooler (2,000) Range Rental (3,000) Motorcycle (5,000) Cabot tower rental for communication (48,000)	58,000	
Other Property Related Services (529x)	Animal Control Crematory (2,500)	2,500	
Professional & Technical Services (530x – 531x)	Admin Training (5,000) PP&E Training/Testing Services (8,000) Seminars & Specialized Training (8,000) Animal Control Training (100)	21,100	
Communications (534x)	Public Relations Comm. (4,800) General Postage (2,200) 911 & Landlines (7,000) Wireless (16,000) Printing & Mailing (3,000)	33,000	
Recreational & Cultural Services (535x)	Youth Academy (2,500)	2,500	
Other Purchased Services (538x)	Vehicle Cleaning (800) Towing (900) ACO Testing (800)	2,500	
Office Supplies (542x)	Station Wide Office Supplies (9,000)	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 (15,275) Replacement Graphics (1,500) Vehicle Oil (1,800)	18,575	
Gasoline and Diesel Fuel (5481)	Gasoline (71,508)	71,508	
Food and Service Supplies (549x)	Meetings, Incidents (700)	700	
Medical Supplies (550x)	Station/Cruiser Kits (1,200) Narcan/Defib Supplies (4,600)	5,800	
Public Works Supplies (553x)			
Other Supplies & Equipment (558x)	Emergency Replacement (8,300) Range Supplies (14,200) Portable Radio Batteries Patrol, Traffic, Training Supplies (24,700) New/Replacement Uniforms (15,000) Lab Items & Evidence Supplies (1,900) Maintenance Uniform (500) Traffic Sprvrs Uniforms (6,000) Dispatch Uniforms (1,000) Animal Control Uniform (500)	72,100	
Governmental Charges (569x)	Court Filing Fees Police ID (350)	2,350	

Department Expenditure Detail DSR2				
Department	Police Department			
	EMT Lic (2,000)			
Travel & Mileage (571x – 572x)	Conferences, Seminars, Train & Court (3,000)		3,000	
Dues & Subscriptions (573X)	Memberships & Dues GBPC, MetroLec, IACP, SSPI, Plymouth County, FBI, Mass Chiefs Assn. (15,000)		15,000	
Other Expenses (574 X – 579x)	Detail Contingent Account (20,000)		20,000	
6. Total Expenses			378,233	
DSR2C				
Capital Equipment Replacement (587X)	Replacement of 1 supervisor vehicle and purchase of 1 new cruiser that will be an addition to the existing fleet		132,983	
7. Total Operating Budget Capital			132,983	
8. Total Base Request (Line 5 + Line 6 + Line 7)			6,980,379	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
Does the Department depend on any Federal or State grants to provide services?				
YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>	
V2020				

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			67,642				67,642		
2. Expense					2500		2500		
3. Operating Capital									
4. Department Total (1+2+3)									
5. Other Costs			33,134				33,134		
6. Grand Total (4+5)			100,776				103,276		
Budgetary Considerations							Yes	No	
Does this request address a goal of the Board of Selectmen or other Board or Committee?								x	
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and NOT funded?								x	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?								x	
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								x	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?								x	
Does the request support activities which produce revenue for the Town?								x	
If the request is not approved, will current Town revenues be negatively impacted?								x	
Is there an increased exposure for the Town if the request is not approved?								x	
Is specialized training or licensing required (beyond the initial purchase)?							x		
Does this request address a documented health or safety issue?								x	
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>The Needham Police Department is requesting three additional officers, one in FY 2020 and two more officers in 2021. The current staffing level for the police department is Fifty.</p> <p>The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours.</p> <p>Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential Developments, nursing home units and the commercial development in the Needham Crossing</p>									

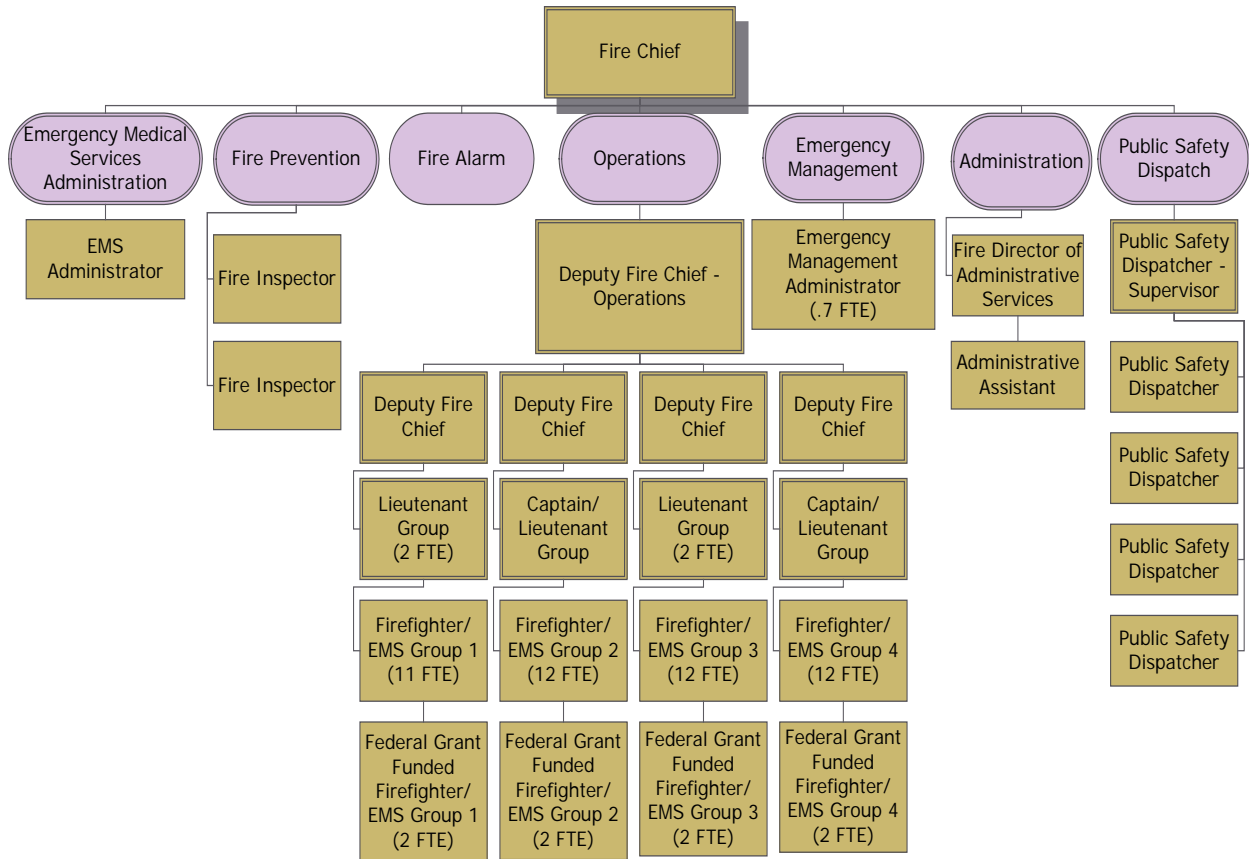
Performance Improvement Funding Request DSR4			
Department	Police Department		
Title	Police officer	Priority	1
<p>location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. This request is supported by a staffing study that was completed this year explaining the operational needs of the department that would be supported by the additional officers.</p> <p>The request for an officer in FY 2020 would be assigned to patrol operations. There would be a onetime expense of \$2,500.00 for uniforms. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours.</p> <p>The officer would be placed in the patrol rotation in order to balance the patrol staff. Currently we usually have four sector cars and a UC car on the day and evening shift. The addition of the new officers would allow us to increase our minimum manning that would ensure a second UC car on all day and first half shifts. This would add a UC car to cover sector 3 and 4 which covers the lower end and Needham Crossing and the Needham Mews area and the second UC would cover sector 1 and 2. Not only would this give us more coverage in the designated patrol areas it would provide a measure of bench strength that would allow us to cover patrol staffing vacancies due to illness, vacation, without paying overtime or ordering to the shifts. This would be the first of three officers to complete this desired staffing goal.</p>			
V2020			

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Police Department	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Police Department							
Salary & Wage Regular	4,147,269.42	4,342,941.16	4,400,919.42	4,592,133	5,249,154	657,021	
Salary & Wage Temporary	23,702.01	19,021.25	170,487.01	266,753	266,753	-	
Salary & Wage Overtime	574,612.26	636,982.91	826,346.64	976,481	992,898	16,417	
Salary & Wage Other	566,641.69	487,139.77	518,006.46	527,928	28,000	(499,928)	
Salary and Wage Total	5,312,225.38	5,486,085.09	5,915,759.53	6,363,295	6,536,805	173,510	2.7%
Energy	0.00	1,175.99	-	-	0	-	
Non Energy Utilities	0.00	0.00	-	-	0	-	
Repairs and Maintenance	28,994.22	32,813.89	31,044	38,900	38,900	-	
Rental and Leases	2,451.58	12,120.00	7,480	9,575	58,000	48,425	
Other Property Related	150.00	81.75	-	2,500	2,500	-	
Professional & Technical	17,050.00	27,730.64	13,850	15,100	21,100	6,000	
Communications	31,153.22	20,311.11	27,503	30,700	33,000	2,300	
Recreation	0.00	0.00	-	2,000	2,500	500	
Other Purchased Services	254.50	8,120.15	3,103	2,500	2,500	-	
Energy Supplies	0.00	0.00	-	-	0	-	
Office Supplies	15,004.50	8,998.00	7,129	9,000	9,000	-	
Building & Equipment Rprs/S	0.00	600.00	2,189	1,000	1,000	-	
Custodial Supplies	0.00	0.00	-	-	0	-	
Grounds Keeping Supplies	178.18	176.17	330	700	700	-	
Vehicular Supplies	51,281.51	59,449.38	68,152	77,855	90,083	12,228	
Food & Service Supplies	0.00	116.06	2,002	400	700	300	
Medical Supplies	4,708.03	5,047.60	3,151	5,800	5,800	-	
Educational Supplies	0.00	0.00	8	-	0	-	
Public Works Supplies	1,608.65	1,500.00	-	-	0	-	
Other Supplies & Equipment	85,746.16	62,049.32	70,227	69,600	74,600	5,000	
Governmental Charges	1,735.00	2,192.15	1,361	3,160	2,350	(810)	
Travel & Mileage	1,639.21	1,504.79	4,285	3,000	3,000	-	
Dues & Subscriptions	9,119.00	9,289.00	14,054	19,500	15,000	(4,500)	
Other	3,719.66	8,214.14	1,288	20,000	20,000	-	
Expense Total	254,793.42	261,490.14	257,154	311,290	380,733	69,443	22.3%
Capital Equipment	164,373.20	218,079.32	172,503.35	153,574	132,983	(20,591)	
Capital Equipment Total	164,373.20	218,079.32	172,503	153,574	132,983	(20,591)	-13.4%
TOTAL	5,731,392.00	5,965,654.55	6,345,417.34	6,828,159	7,050,521	222,362	3.3%

Department Organizational Chart

Fire Department



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	
<p>The Fire Department continues to move forward with the Public Safety Building and Fire Station 2 construction project. As the project moves from the design phase to construction, it is important to note many safety feature upgrades including larger bays for modern apparatus and a dedicated infrastructure for decontamination of gear and equipment. In addition, it will provide state of the art fitness facilities for wellness initiatives. These fitness centers will be used on a regular basis helping our firefighters to achieve optimum fitness levels; thereby helping to reduce injuries which can lead to the Town having to pay for firefighters being placed on 111F and/or early retirement.</p> <p>The current Fire Alarm System is also being upgraded from a hard wired system relying on copper wires to a modern wireless radio box system. It is the goal of this project to have all alarm systems which are currently connected to our hard wired municipal fire alarm system transferred to the new wireless system by the time we move into our new facility in mid-2020.</p> <p>The Fire Department received a Staffing for Adequate Fire and Emergency Response (SAFER) grant to hire 8 new Firefighter/Paramedics. As a result, we are looking forward to housing a second, fully staffed Advanced Life Support (ALS) rescue at Station 2. This rescue should provide superior service to the Needham Heights and Crossing area, while supplementing secondary calls for service throughout Town.</p>	
Budget Statement	
<p>The Fire Department has three main sources of revenue for the Town: the rescues, fire inspection permits and fire alarm master box permits. In FY2018, we collected \$1,081,616 in revenue from the rescues, \$60,813 in revenue from fire inspection permits and actual inspections, and \$52,800 from fire alarm master box fees and inspections.</p> <p>In FY2018, we were awarded a Student Awareness of Fire Education (SAFE) grant in the amount of \$4,308 and a Senior SAFE grant in the amount of \$2,615. This funding provides us the opportunity to provide lifesaving education in the classroom, and for seniors in the community, as well. In addition to disseminating information to seniors, we encourage home visits to assess fire safety needs. As part of our program, we provide and install free smoke detectors and CO monitors. If needed, we also provide free flashlights, night lights and oven mitts in our on-going effort to keep seniors safe.</p>	
DSR2: Salary and Wages	
<ul style="list-style-type: none"> The Salary and Wage Permanent Positions do not include contractual raises for Local 1706, Units A & C. It does, however, include step and longevity raises. In addition, it does not include contractual raises for Civilian Fire Dispatchers. Contractual raises are included for members of ITWA/LIUNA Local 272. As part of a reorganization, the Emergency Management Program Coordinator position has been moved from the Health and Human Services budget to the Fire Department budget. This position is budgeted at .67 FTE's. The Scheduled Overtime line item on the DSR2 includes overtime necessary to cover all vacations and ½ of the personals, as well as \$225,000 to cover the cost of sick coverage, 	

Department Information
DSR1

Department

Fire Department

mutual aid callbacks, holdovers, storm coverage, 111F, mechanics and meeting/court coverage for Units A & C.

- Training increased by \$46,723 due to the fact that this year the number of firefighters needing training hours to recertify as a Paramedic nearly doubled. In addition, this number includes 25% of the cost of 8 new SAFER Paramedics recertifying.
- Fire Administration and Civilian Dispatch Overtime decreased by \$4,082. Although Civilian Dispatch Overtime increased slightly, the number of hours requested for Administration overtime decreased substantially.
- Working Out of Grade is based on ½ the difference between what was spent in FY2018 and what was budgeted for in FY2019. The cost decreased by \$1,230.

DSR2: Services and Supplies

	Description	Change from FY19	Comments	Net Change
Repair and Maintenance Services	Copier maintenance contract	\$35	Copier in first full year, based on monthly cost and estimated overages	(\$3,315)
	Repair/maintain FF equipment	(\$2,478)	Extinguishers purchased in FY2019 (\$2,578); increased small engine repair (\$100)	
	Vehicle inspections	\$480	Increase in apparatus needing inspection and stickers from 10 to 14	
	Outside vehicle repairs	(\$3,349)	Used 5 year avg, plus 1/2 difference between avg and high	
	Radio maintenance contract	\$149	Maintenance cost increase	
	Defibrillator maintenance contract	\$1,848	Increase to cover new Lucas Device and change from Lifepak 12 to Lifepak 15	
Professional and Technical Services	Shared Resource Account	\$200	Cost increase based on agreement	\$4,886
	New Hire Psychological, PAT, FFI and FFII Certification	(\$590)	Change from 7 new hires to 6	
	Monthly meetings	(\$360)	Norfolk County Chief's Association no longer charging monthly fee, but increased annual dues	

Department Information DSR1					
Department		Fire Department			
	Attendance at various conferences	\$305 \$2,000 \$500	Based on conferences/seminars offered and cost spent in FY2018 Funding to provide Emergency Management trainings to Town and School staff members transferred from Public Health budget Training for Emergency Management Program Coordinator transferred from Public Health budget		
	Emergency Medical Billing Reporting system	\$1,688	Change in vendor from AmbuPro to ESO		
	Medical Oxygen	\$48	Based on 2 year average		
	EMS continuing education program	\$629	Fee based on additional personnel		
	Police details	(\$56)	Based on Town detail rate		
	Civilian Dispatch continuing education	\$362	Mandated training required for dispatchers		
	RAVE - Emergency Notification System	\$16	Contractual cost increase		
	Callback Staffing Solutions	\$144	Notified of price increase		
Communications	Wireless Communication Postage Printing/Mailing Mobile Communication Equipment Wireless Communication Em Mgt Postage Em Mgt Printing/Mailing	(\$1,296) \$15 \$90 (\$20,000) \$750 \$250 \$750	Fewer wireless cards; more printing being done in-house Completed in FY2019 \$1,750 transferred from Public Health budget to support Emergency Management	(\$19,441)	
Other Purchased Services	Tailoring/Embroidery	\$700	Cost of embroidery on uniforms	\$700	
Vehicular Supplies	Vehicle Supplies	\$2,540	Based on 3 year average	\$2,540	

Department Information DSR1					
Department		Fire Department			
Grounds Keeping Supplies	Mulch and plantings	(\$100)	Based on past years' spending	(\$100)	
Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	\$6,446	Increase based on FY2018 consumption for unleaded fuel and 3 year average consumption for diesel fuel	\$6,446	
Food and Service Supplies	Meeting and Occasion refreshments	(\$300)	Based on average spending	(\$300)	
Medical Supplies	Medical Supplies	\$3,000	Increased call volume; more supplies being used; keep all rescues stocked and have back-up supplies Completed in FY2019	(\$12,538)	
	Lucas Device	(\$15,538)			
Other Supplies and Equipment	General Firefighting Supplies	(\$2,226)	Change in what is being purchased in FY2020	\$12,986	
	Uniforms	(\$801) \$15,811	Slight decrease in uniforms due to what is being purchased; Increase due to need to purchase promotion and new hire Personal Protective Firefighting gear		
	Fire Prevention Supplies	(\$200)	Based on past years' expenses		
	Fire Prevention Databases	\$149	National Fire Protection Association Codes on-line increase		
	Fire Alarm Other Supplies	(\$347)	Based on prior years' spending and anticipated needs		
	Emergency Management Other Supplies	\$600	Additional supplies needed for various Emergency/Disaster campaigns \$500 transferred from Public Health budget		
Governmental Charges	EMS Licenses EMT/Paramedic	\$3,750	Added Food and Drug license for additional rescue (\$200)	\$3,750	

Department Information DSR1					
Department		Fire Department			
	State/National recertification			Recertification fee changes yearly based on the number of EMT/Paramedics needing to recertify	
Travel	In-State Conferences	\$94		Increase in hotel cost for Tri-Tech conference; E-Z pass toll increase based on FY2018 cost	\$3,894
		\$500		In-state travel expenses for Emergency Management Program Coordinator transferred from Public Health budget	
	Out of State Conference	\$1,800		Change in costs and number of attendees associated with IAFC and FDIC conferences	
		\$1,500		Out of state travel expenses for Emergency Management Program Coordinator transferred from Public Health budget	
Dues	Dues and Subscriptions	\$550		Increase in Norfolk County Chiefs, IAFC annual dues	\$800
		\$250		Dues for Emergency Management professional organizations transferred from Public Health budget	
Accomplishments and Activities					
The past year has been extremely busy with several major undertakings including the anticipated new Public Safety Building Complex and a new Fire Station 2; and, the awarding of a SAFER grant enabling us to hire 8 additional Firefighters. <ul style="list-style-type: none">• In addition to those previously mentioned projects, the Fire Department partnered with the Needham Police Department to develop an Active Shooter Hostile Event Response (ASHER) plan and held four “live” training sessions for personnel. Needham Fire and Police Departments, along with the School Department, were invited to present as a case study to several communities throughout the Commonwealth at three separate School Shooter Symposiums as a model of interagency cooperation and collaboration.• Through the Statewide Fire Mobilization network, we took part in the response to the Merrimack Valley gas line incident.• One of our Firefighter/Paramedics who is trained in Swiftwater Rescue was deployed to					

Department Information DSR1			
Department	Fire Department		
<p>North Carolina with the Swiftwater Rescue Unit of the Southeastern MA Technical Rescue Team to assist in the rescue and recovery mission in the aftermath of the flooding.</p> <ul style="list-style-type: none">• In an effort to reduce illness and improve overall health, the department continues to work with a registered dietician as part of our health and wellness initiative.• Four members of the department attended the annual Fire Department Instructors Conference in Indianapolis where they learned about the most up to date fire industry equipment, procedures and tactics. In addition, several of our members attended the Massachusetts Professional Development Conference held at the Worcester Centrum.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	8,245,355	681,329	8,926,684
b) Expenses	377,130	13,000	390,130
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	8,622,485	694,329	9,316,814
V2020			

Department Expenditure Detail DSR2									
Department				Fire Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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		71	71		71	79.67		73.67
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			
Are all union positions covered by a contract for FY2020?						Yes	No	X	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							5,714,282	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							432,967	
c.	PRD1 Education							417,082	
d.	PRD1 Extra Holiday							515,211	
e.	PRD1 Longevity							126,340	
f.	PRD1 Snow Program								
g.	PRD1 Uniform							7,100	
h.	PRD1 Other Compensation							49,337	
i.	PRD1 Budget Adjustments							(403,650)	
							PRD1 Sub Total		6,858,669
J	DSR3 Other Compensation								
							Sub Total 1		6,858,669
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 (9hrs/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)							968,063	
b.	Training and Development							308,928	
c.	Fire Alarm Overtime							10,000	
d.	Fire Administration (\$5,547) and Civilian Fire Dispatch Overtime (\$59,963)							65,510	
e.	DSR3 Total								
							Sub Total 3		1,352,501
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend							1,500	
d.	Tuition Reimbursement								
e.	Working Out of Grade							6,280	
f.	DSR3 Other Compensation								
							Sub Total 4		7,780
5. Total Salary and Wages (1+2+3+4)									
							8,245,355		

Department Expenditure Detail DSR2		
Department	Fire Department	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	Copier maintenance contract (455) Repair/maintain FF including, but not limited to: self-contained breathing apparatus (SCBA) flow and hydrostatic testing; air compressor maintenance contract; service for Amkus tools; annual calibration of CO monitors; recharging fire extinguishers; small equipment repair (12,620) Vehicle inspections (5,990) 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 (18,800) Municipal fire alarm outside repairs (10,848) Radio maintenance contract (4,541) Radio repairs (1,800) Defibrillator maintenance contract (9,324)	64,378
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 resources (1,200) New hire psychological, PAT, Firefighter certification as Firefighter I and II , and Haz Mat certification (3,540) Monthly Metro Fire, Fire Chiefs’ Association of MA, and Norfolk County Fire Chief’s Association meetings and Fire Prevention Association monthly meetings (1,320) Annual conferences including International Association of Fire Chiefs, FDIC, Fire Prevention Association of Massachusetts and various professional development training for officers and firefighters (13,495) ESO (Emergency Medical Services reporting and billing) software license and user fee (7,874) Medical oxygen (1,143) EMT/Paramedic Refresher/ACLS/ CPR/12 Lead program (6,500)	65,738

Department Expenditure Detail DSR2		
Department	Fire Department	
	Monthly EMS continuing education program (4,480) Police details (328) Instructor's fees (4,500) Civilian Fire Dispatch education (1,990) RAVE (Emergency notification system) (6,692) Callback Staffing Solutions (computer generated callback system) (5,176) Wellness training (5,000) Emergency Management training for Town and School staff members (2,000) Emergency Management Conferences(500)	
Communications (534x)	All wireless communications (4,950) All phones/repeater lines (4,105) Postage (600) Printing and mailing (1,225)	10,880
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Tailoring/Embroidery (1,200)	1,200
Office Supplies (542x)	General office supplies including but not limited to: pens, paper, envelopes, file folders, paper clips, staples, notebooks, etc. (2,100)	2,100
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch and plantings (285)	285
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (31,640)	31,640
Gasoline and Diesel Fuel (5481)	Gasoline (17,290) Diesel fuel (23,392)	40,682
Food and Service Supplies (549x)	Meeting and special occasion refreshments (400)	400
Medical Supplies (550x)	Medical supplies to stock all rescues including, but not limited to: gloves, saline, sharps, syringes, electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, nebulizers, EPI-pens, Narcan, defib pads, EZ-IO needles, bandages, etc. (35,000)	35,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: hose, nozzles, Amkus and other tools, self-contained breathing apparatus (SCBA) facepieces and accessories, gas and hydrogen cyanide meters, etc. (38,515)	96,251

Department Expenditure Detail DSR2		
Department	Fire Department	
	All work and dress uniforms including, but not limited to: dress pants, dress coats, dress shirts, badges, nameplates, work pants, work shirts, sweatshirts, hats, gloves, etc. (34,755) Promotion/New Hire Personal Protective Equipment (15,811) NFPA Codes on-line (1,495) Fire Prevention supplies (400) Public education supplies (2,000) Fire Alarm supplies (2,175) Emergency Management supplies (1,100)	
Governmental Charges (569x)	License for rescues (1,200) Food and Drug license (600) EMT/Paramedic State/National recertification (6,750)	8,550
Travel & Mileage (571x – 572x)	Mileage, hotels, airfare, parking and tolls for all conferences and meetings (11,047) Mileage for Emergency Management conferences (500) Out of state travel expenses for Emergency Management Program Coordinator (1,500)	13,047
Dues & Subscriptions (573X)	Fire Chiefs' Association of Massachusetts (500) Norfolk County Fire Chiefs' Association (500) International Association of Fire Chiefs (1,814) National Fire Protection Association (875) Fire Prevention Association of Massachusetts (100) MetroFire (2,500) MetroFire Haz Mat Team (120) International Municipal Signalmen's Association (80) Emergency Management membership dues to professional organizations (250)	6,739
Other Expenses (574 X – 579x)		
6. Total Expenses		377,130
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		

Department Expenditure Detail DSR2				
Department	Fire Department			
8. Total Base Request (Line 5 + Line 6 + Line 7)				8,622,485
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Performance Improvement Funding Request DSR4									
Department	Fire Department								
Title	Staffing for Adequate Fire and Emergency Response (SAFER) New Hires					Priority	1		
DSR4									
Expenditure Classification	FTE	Frequency Recurring Amount (A)				One Time Only Amount (B)		Total Amount (A + B)	
1. Salary and Wage	8	651,195						651,195	
2. Expense									
3. Operating Capital									
4. Department Total (1+2+3)									
5. Other Costs		277,280						277,280	
6. Grand Total (4+5)		928,475						928,475	
Budgetary Considerations								Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?								X	
If yes, which Board or Committee?								Board of Selectmen	
Has this request been submitted in the last three fiscal years and NOT funded?									X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?									X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?								X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?									X
Does the request support activities which produce revenue for the Town?								X	
If the request is not approved, will current Town revenues be negatively impacted?									X
Is there an increased exposure for the Town if the request is not approved?									X
Is specialized training or licensing required (beyond the initial purchase)?									X
Does this request address a documented health or safety issue?									X
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>The Needham Fire Department was recently awarded as SAFER (Staffing for Adequate Fire and Emergency Response) grant in the amount of \$1,643,230 for the hiring of 8 additional firefighters. Our award will add 2 firefighters to each of the 4 work groups at Station 2. It will allow us to meet several requisites set by the National Fire Protection Association (NFPA) Standard 1710. Specifically, it will allow us to cross-staff a rescue and increase the staffing of our aerial apparatus to 4 firefighters at all incidents; thereby, increasing the number of initial response personnel working a simple room and contents fire. In addition, having a full-time ALS rescue at Station 2 should bring in more revenue. By meeting this Standard, the department's fire ground response will become more effective and achieve better results in a more efficient manner. Having more firefighters on scene within the critical early minutes of an incident will allow firefighters to concentrate on and perform specific tasks. This lowers physical and mental stresses and helps to minimize the potential for accidental injuries, as well as long term cardiac issues due to overtaxing personnel with multiple duties.</p> <p>This grant has a three year period of performance. In Year One, the grant would pay for 75% of the usual annual costs of a first year firefighter. In Year Two, the grant would again pay for</p>									

Performance Improvement Funding Request DSR4			
Department	Fire Department		
Title	Staffing for Adequate Fire and Emergency Response (SAFER) New Hires	Priority	1
<p>75% of the usual annual costs of a first year firefighter. In Year Three, the grant would pay for 35% of the usual annual cost of a first year firefighter.</p> <p>Please note that this DSR 4 under Salary and Wage includes the actual full year salary for 8 first year Firefighters (\$608,008). However, the DSR 2 has been adjusted to reflect only 25% of the 8 salaries. In addition, in-service training hours (112 hours) for the 8 Firefighters is included under Salary and Wage and totals \$43,187; however, only 25% of our share is reflected in the DSR2. Under "Other Costs" is the fringe benefit cost associated with the hiring of these Firefighters (\$277,280).</p>			
			V2020

Performance Improvement Funding Request DSR4				
Department	Fire Department (with Health and Human Services Department)			
Title	Full-time Emergency Management Program	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage		\$30,134		\$30,134
8. Expense		\$13,000		\$13,000
9. Operating Capital				
10. Department Total (1+2+3)		\$43,134		\$43,134
11. Other Costs		\$3,330		\$3,330
12. Grand Total (4+5)		\$46,464		\$46,464
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		FY2019 Select Board Governing Principle #10 Board of Health EM/EP Goals #'s 1, 2, 3, 4, 5, 6, 7, 8		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>The goal of the Emergency Management program (which is shared between the Fire Department and the Public Health Division) is to ensure that the Town of Needham, its schools, and its community partners will quickly and appropriately respond to protect the health and safety of the community during man-made emergencies, severe weather events, and natural disasters.</p> <p>Needham's Emergency Management Program is focused upon the following three objectives:</p> <ul style="list-style-type: none"> • Effective Town-wide response to emergencies. • Resident understanding and preparedness for emergencies; and • Town/School employee understanding and preparedness for emergencies; <p>Emergency Management is a continuous process of quality improvement. Needham's drills and exercises are designed and evaluated using the FEMA Homeland Security Exercise and Evaluation Program (HSEEP), which takes a building block approach and uses the evaluation of drills and exercises to reveal areas for improvement. Those areas for improvement are addressed through revisions to the Town's plans and procedures, which are then the subject of further training for Town staff. Once the new training has occurred, the Town's ability to respond to an emergency is</p>				

Performance Improvement Funding Request DSR4			
Department	Fire Department (with Health and Human Services Department)		
Title	Full-time Emergency Management Program	Priority	2
<p>once again tested by means of a drill or exercise. Through each cycle, Needham's ability to respond to the emergency will improve, its staff will be better trained, and its plans and procedures will become more comprehensive.</p> <p><u>Background and Funding Specifics</u></p> <p>Town funding was first dedicated to support emergency management and preparedness planning beginning in FY2017 with a Special Warrant Article. \$70,000 was appropriated in May 2016; the majority of that funding supported a part-time (25 hrs/week) Emergency Management Program Coordinator, and the remainder supported equipment, supplies, trainings, materials, and project costs. (The funding in the Special Warrant Article is projected to be exhausted by late FY19.) In spring 2017, Needham hired a part-time Emergency Management Program Coordinator. Prior to that, the Town relied upon a small portion of the Fire Chief and Public Health Director's time which meant that no one person was responsible for emergency management on a day-to-day basis. The result of a lack of a dedicated staff member was that Needham fell out of compliance and lost the state certification for its Local Emergency Planning Committee (LEPC) and the Town's emergency plans sat on shelves and were not tested and improved. When the current Fire Chief and Public Health Director assumed their positions in FY2016, all of the Town's emergency plans were out of date, and many were available only in paper form.</p> <p>With the resources already dedicated to Emergency Management in FY2017 and FY2018, Needham is in the midst of revising and refining its plans and procedures, and will establish a consistent protocol by which those plans will be regularly reviewed and revised. With the part-time Emergency Management Program Coordinator, Needham achieved provisional LEPC certification, conducted an in-depth Hazard Vulnerability Analysis (HVA), revised and updated the Needham Comprehensive Emergency Management Plan (CEMP) including the GIS-plotting of critical infrastructure and key services in accordance with MEMA requirements, and conducted a series of public presentations and trainings on personal and family preparedness for the Town, schools, and seniors. Additionally, the Emergency Management Program Coordinator:</p> <ul style="list-style-type: none"> • Developed educational materials about personal and family preparedness and about the ways to be informed about Town activities (the "KnowNeedham" insert in water bills); • Recorded a series of preparedness videos with the Needham Channel and presented on emergency management or personal/family preparedness topics to Town groups like the Rotary Club, Senior Center, DPW and Building Maintenance staff, and at a booth during the Farmers' Market; • Doubled Needham's share of received state emergency management grants in FY 2018 from \$8,460 to \$16,480; • Developed a comprehensive set of emergency procedures for Town buildings, including both written guides to the procedures and a mobile application, trained staff in Town buildings on the procedures, and tested them during a drill; • Served as the Town's coordinator during emergencies and severe weather events, helping to coordinate responses and lead communications into a more unified whole; and • Served as project manager for the Town's emergency preparedness exercise in April 2018 and the Town's training on the Incident Command System in March 2018. <p>A DSR4 budget request was submitted as part of the FY2019 budget cycle to support the costs of</p>			

**Performance Improvement Funding Request
DSR4**

Department	Fire Department (with Health and Human Services Department)		
Title	Full-time Emergency Management Program	Priority	2

a full-time Emergency Management Program Coordinator, and those costs were supported in the Town Manager's recommended budget. Town Finance Committee chose to only recommend coverage of half of the salary costs for Emergency Management in the budget which was presented at Town Meeting.

Documented Need

Needham's most recent emergency preparedness exercise occurred in April 2018. The scenario focused on a train derailment in Needham Center with a related spill of potentially hazardous materials. It was an exercise which had four primary objectives:

- To gauge the ability of the Town of Needham to use the Incident Command System to coordinate response activities and communications;
- To review the Town's plans and procedures to secure the site of the accident, to correctly identify the hazards, and to ensure the safety of the public and responders at the scene;
- To assess the Town's plans and ability to share initial and ongoing information with staff and with external response partners (state agencies like MEMA and the MBTA); and
- To test the Town's plans, policies, and procedures for the issuance of public information warnings and to coordinate information with the media.

Through the use of an impartial assessment, it was shown that the Town was unable to meet all of the objectives, as well as FEMA Core Capabilities without challenges. As a result, the Improvement Plan that followed showed there are major areas for improvement in the Town's ability to prepare for, respond to, and recover from an emergency. A full-time staff member is needed to spearhead the efforts to make those improvements.

Funding Request Specifics

The Emergency Management Division's most immediate challenge is maintaining the momentum that was developed in FY17 and FY18, and the best way to do that is to fund a full-time Emergency Management Program Coordinator at a salary of \$90,402. The Coordinator will manage and direct the Town's planning, preparedness, response, and recovery activities.

This budget request also includes \$13,000 to support the costs of planning and conducting an emergency preparedness exercise that meets the LEPC requirements and is compliant with the standards of HSEEP—the Homeland Security Exercise & Evaluation Program. Expense line funding that previously been allocated for Emergency Management in the Public Health Division's budget will be transferred to the Emergency Management account with the Fire Department budget. Those funds support the costs of running an emergency management program and are used for the monthly service costs of a smart phone, the printing and mailing of educational materials like the Preparedness Brochure that was distributed in the Sept-Oct-Nov 2018 Water Bills, office supplies, mileage, training, and attendance at one educational conference per year. "Other Costs" represent the additional fringe benefit cost associated with making this a full time position. The investment of time and money now to prepare for any type of man-made emergency, severe weather event, and natural disaster which could occur would be prudent and cost-effective. If we are not pro-active, being reactive could prove devastating, costly and have long-lasting effects.

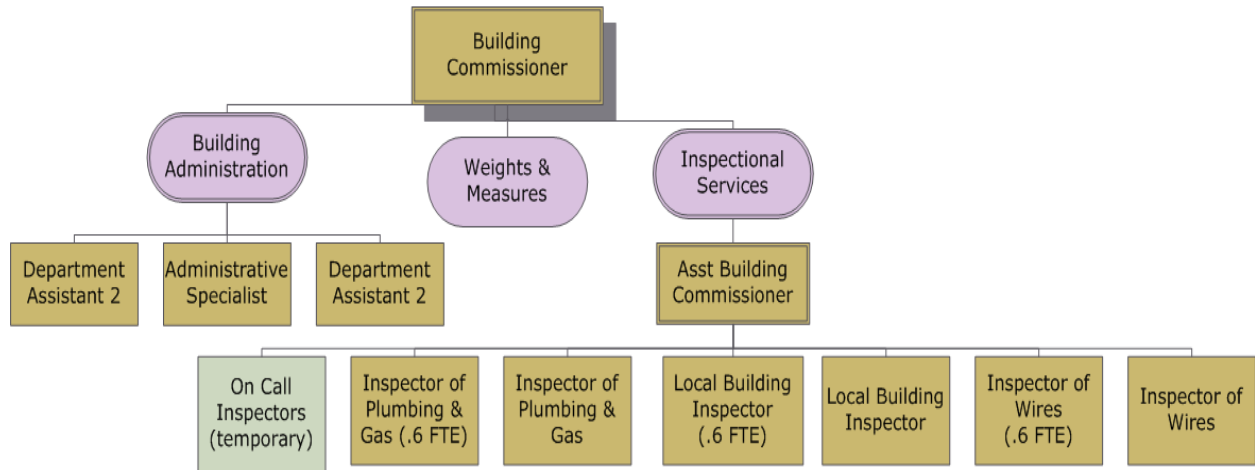
V2020

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Fire Department	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Fire Department							
Salary & Wage Regular	5,224,597.03	5,360,601.47	5,649,436.65	6,168,172	7,123,596	955,424	
Salary & Wage Temporary	9,225.85	7,660.20	5,172.30	26,405	26,405	-	
Salary & Wage Overtime	723,670.72	1,067,372.75	1,146,262.96	994,371	1,043,573	49,202	
Salary & Wage Other	511,082.46	526,528.75	635,264.44	585,549	733,110	147,561	
Salary and Wage Total	6,468,576.06	6,962,163.17	7,436,136.35	7,774,497	8,926,684	1,152,187	14.8%
Energy	0.00	0.00	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	36,602.72	44,313.86	37,622.35	67,693	64,378	(3,315)	
Rental and Leases	239.76	661.55	246.00	240	240	-	
Other Property Related	0.00	0.00	0.00	0	0	-	
Professional & Technical	45,561.00	50,638.28	53,138.58	60,852	78,738	17,886	
Communications	11,161.01	12,978.91	11,944.43	30,321	10,880	(19,441)	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	2,065.00	1,959.90	2,193.00	500	1,200	700	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	1,838.94	2,724.85	10,149.36	2,100	2,100	-	
Building & Equipment Rprs/Sp	0.00	0.00	0.00	0	0	-	
Custodial Supplies	0.00	0.00	0.00	0	0	-	
Grounds Keeping Supplies	6,450.00	295.99	219.11	385	285	(100)	
Vehicular Supplies	89,212.58	52,934.20	58,572.05	63,336	72,322	8,986	
Food & Service Supplies	524.14	454.60	347.81	700	400	(300)	
Medical Supplies	23,248.05	47,704.83	44,332.07	47,538	35,000	(12,538)	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	0.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	63,083.40	93,212.27	104,277.74	83,265	96,251	12,986	
Governmental Charges	5,015.00	4,325.00	6,825.00	4,800	8,550	3,750	
Travel & Mileage	2,659.35	2,909.72	9,783.32	9,153	13,047	3,894	
Dues & Subscriptions	4,723.00	4,443.00	4,743.00	5,939	6,739	800	
Other	0.00	0.00	0.11	0	0	-	
Expense Total	292,383.95	319,556.96	344,393.93	376,822	390,130	13,308	3.5%
Capital Equipment	20,311.00	23,701.00	29,999.00	23,778	0	(23,778)	
Capital Equipment Total	20,311.00	23,701.00	29,999.00	23,778	0	(23,778)	-100.0%
TOTAL	6,781,271.01	7,305,421.13	7,810,529.28	8,175,097	9,316,814	1,141,717	14.0%

Department Organizational Chart

Building Department



Department Information DSR1			
Department		Building	
Department Mission			
<p>The Building Department oversees several functions of public safety, and the enforcement of their applicable codes:</p> <p>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.</p> <p>National Electric Code: The purpose of this Code is practical safeguarding of persons and property from hazards arising from the use of electricity.</p> <p>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.</p> <p>The Building Department also reviews all building, electrical, plumbing, gas, and sign applications.</p> <p>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.</p> <p>Department staff works with Town departments involved with planning future developments in town.</p>			
On the Horizon			
Currently there are several major projects: 189 "B" Street, 171,000 sq. ft., NBCU Boston Office and Studio Complex; "B" Street, 97,000 sq. ft., 128 Room Mix-Use Hotel; Construction of new Memorial Park Field House; Construction of new DPW Storage Facility on Central Avenue at the RTS; Construction of temporary Police and Fire Stations.			
Budget Statement			
<p>The Building Department is funded by its fiscal operational budget.</p> <p>The FY17 operational budget was \$705,770.00 The FY18 operational budget was \$745,518.00 The FY19 operational budget is \$756,753.00 The FY20 budget submittal is \$779,086.00</p>			
Description	Change from FY19	Comments	Net Change
Base Salary & Wages	\$9,434	Union Contract & Step Increases	\$9,434
Building & equipment Supplies	(\$4,000)	FY19 one-time purchase scanner no longer needed	(\$4,000)

Department Information DSR1	
Department	Building
Accomplishments and Activities	
<p>Monies generated by the Building Department are by means of permit fees, and misc. fees.</p> <p>Total fees collected in FY15-\$1,391,043 Total fees collected in FY16-\$1,995,869 Total fees collected in FY17-\$4,157,536 Total fees collected in FY18-\$2,259,771</p> <p>Building Activity- New Construction: FY16 Residential Single Family Dwellings-104 FY16 Residential Two Family Dwellings-6 FY16 Non-residential Buildings-4 FY17 Residential Single Family Dwellings -96 FY17 Residential Two Family Dwellings-10 FY17 Residential Apartment Units-474 FY17 Residential Condo/Town House Units-52 FY17 Non-residential Buildings-2 FY18 Residential Single Family Dwelling-84 FY18 Residential Two Family Dwelling-8 FY18 Commercial-2</p> <p>Demolition: FY16 Residential-96 FY16 Commercial-2 FY17 Residential 93 FY17 Commercial 3 FY18 Residential 91 FY18 commercial 8 * This amount does not include dollar values of mechanical permits without building permits.</p> <p>Number of permits issued: FY16-5,307 FY17-4,922 FY18-4,692</p> <p>Total number of requested inspections performed: FY16-10,158 FY17-10,744 FY18-11,250</p>	

Department Information DSR1			
Department		Building	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$728,046		\$728,046
b) Expenses	\$51,040		\$51,040
c) Capital			
d) Other			
e) Other			
f) Other			
g) Total DSR2 & DSR4 Request (a through f)	\$779,086		\$779,086
V2019			

Department Expenditure Detail DSR2										
Department				Building						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2017)			Current Year (FY2018)			Next Year (FY2019)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	8	3	9.8	8	3	9.8	8	3	9.8	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Are all union positions covered by a contract for FY2019?						Yes	No	X	NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							\$690,132		
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							\$5,318		
PRD1 Sub Total										
J	DSR3 Other Compensation									
Sub Total 1							\$696,650			
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.							\$10,554		
d.	DSR3 Total									
Sub Total 3							\$10,554			
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	DSR3 Other Compensation									
Sub Total 4							\$0			
5. Total Salary and Wages (1+2+3+4)							\$728,046			

Department Expenditure Detail DSR2			
Department		Building	
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 (\$3149)	\$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 (\$1500)	\$1,500	
Governmental Charges (569x)	Contract with Massachusetts Division of Weights & Standards (\$12,000)	\$12,000	
Travel & Mileage (571x – 572x)	Mileage, lodging, meals, tolls, parking & transportation for conferences and education seminars. (\$2111)	\$2,111	
Dues & Subscriptions (573X)	Annual membership fees for SEMBOA, MBCIA, MWBOA, IAPMO & IAEL. Updated Code books & Amendments (\$880)	\$880	
Other Expenses (574 X – 579x)			
6. Total Expenses		\$51,040	
DSR2C			
Capital Equipment Replacement (587X)			
7. Total Operating Budget Capital			

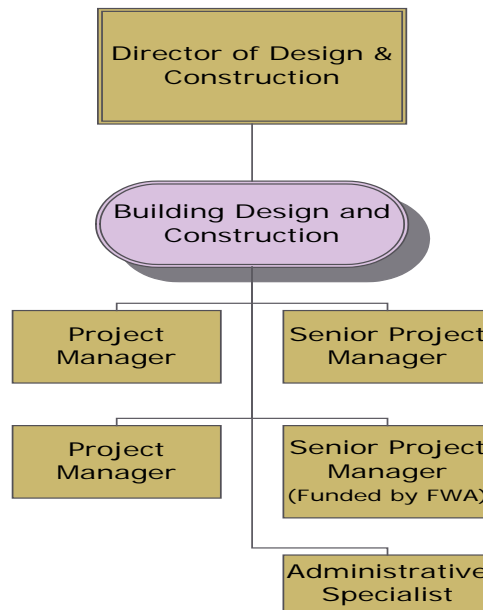
Department Expenditure Detail DSR2				
Department	Building			
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$779,086
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for FY2019 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for FY2019 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2019				

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Building Department	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Building Department							
Salary & Wage Regular	514,023.14	576,076.67	600,136.44	687,216	696,650	9,434	
Salary & Wage Temporary	8,151.00	5,525.00	8,489.00	20,842	20,842	-	
Salary & Wage Overtime	12,829.71	11,069.98	16,670.85	10,554	10,554	-	
Salary & Wage Other	0.00	0.00	7,940.12		0	-	
Personnel	535,003.85	592,671.65	633,236.41	718,612	728,046	9,434	1.3%
Energy	0.00	40.00	0.00		0	-	
Non Energy Utilities	0.00	0.00	0.00		0	-	
Repairs and Maintenance	368.73	0.00	0.00		0	-	
Rental and Leases	0.00	0.00	0.00		0	-	
Other Property Related	0.00	0.00	0.00		0	-	
Professional & Technical	2,100.00	11,430.00	11,707.50	25,231	25,231	-	
Communications	4,155.65	6,452.79	5,838.37	6,169	6,169	-	
Recreation	0.00	0.00	0.00		0	-	
Other Purchased Services	0.00	0.00	0.00		0	-	
Energy Supplies	0.00	0.00	0.00		0	-	
Office Supplies	1,784.11	1,090.64	1,438.42	3,149	3,149	-	
Building & Equipment Rprs/S	0.00	0.00	0.00	4,000	0	(4,000)	
Custodial Supplies	0.00	0.00	0.00		0	-	
Grounds Keeping Supplies	0.00	0.00	0.00		0	-	
Vehicular Supplies	0.00	0.00	0.00		0	-	
Food & Service Supplies	0.00	0.00	0.00		0	-	
Medical Supplies	0.00	0.00	0.00		0	-	
Educational Supplies	0.00	0.00	0.00		0	-	
Public Works Supplies	0.00	0.00	0.00		0	-	
Other Supplies & Equipment	422.30	1,230.90	3,343.88	1,500	1,500	-	
Governmental Charges	12,000.00	12,000.00	12,000.00	12,000	12,000	-	
Travel & Mileage	511.08	494.07	565.35	2,111	2,111	-	
Dues & Subscriptions	190.00	140.00	740.00	880	880	-	
Other - Expenses	0.00	0.00	0.00		0	-	
Expense Total	21,531.87	32,878.40	35,634	55,040	51,040	(4,000)	-7.3%
Capital Equipment	0.00	0.00	0.00		0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	556,535.72	625,550.05	668,869.93	773,652	779,086	5,434	0.7%

Department Organizational Chart

Building Design and Construction Department



Department Information DSR1	
Department	Building Design and Construction Department
Department Mission	
<p>The Public Facilities Department – Construction was renamed the Building Design and Construction Department at the 5/18 ATM. The Building Design and Construction Department mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of \$500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible. The Construction Division works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with.</p>	
On the Horizon	
<p>Currently in FY19 the Department is or will be overseeing the ongoing construction of the Sunita L. Williams Elementary School on Central Avenue. The project is anticipated to be completed by September 2019. The department has continued to work on the design of the Public Safety Complex and Fire Station #2 Project and a Construction Manager at Risk was hired. The project was approved at the October 2018 Special Town Meeting and if an override vote on November 6th is passed, bids will be due in late November 2018 and construction is anticipated to start in February 2019. Completion if the project is anticipated in early 2022.</p> <p>The Memorial Park Field House Project construction started in July 2018 and is anticipated to be complete in July 2019. The Central Avenue Seasonal Storage Facility construction is anticipated to start in March 2019 and is anticipated to be complete by October 2019. Construction of Modular Classrooms at the Mitchell Elementary School resulted from the Full Day Kindergarten Study. Construction is anticipated to start in the Spring of 2019 and be complete by September 2019.</p> <p>A feasibility study for placement of School Administration at the Emery Grover or elsewhere will be initiated this coming spring and completed in early 2020. Future upcoming projects as outlined by the Master Plan include the DPW Complex Renovation, the Pollard Middle School Feasibility Study, the Mitchell Elementary School Feasibility Study, Hillside School renovation for use as swing space and the Cricket Field House Feasibility Study. A comprehensive School(s) Master Plan Study is anticipated to be initiated in mid 2019.</p> <p>The Building Design and Construction Department works to provide comprehensive project management and oversight on all of the municipal renovation/construction projects it is charged with.</p>	
Budget Statement	
<p>The Salary & Wages costs for current staff have increased for FY20. The increase in Salary & Wages from last year is \$8,592, an increase of 1.7% from FY19.</p> <p>In FY18 38% of Salary & Wages was allocated to capital projects. During FY19 it is anticipated</p>	

Department Information DSR1			
Department		Building Design and Construction Department	
that a similar amount of the Salary and Wage line item currently budgeted will be charged to project funds, and it is anticipated that this trend will continue.			
Accomplishments and Activities			
<p>Several projects were completed in FY18. Construction of the relocated Fuel Island was completed in November 2017 with the generator installation complete in August 2018. The High School Expansion Project commenced in March 2018 using the Construction Manager at Risk (ch.149A) delivery process. Completion of renovated and new construction was phased as follows: Phase 1- interior class and science rooms and chiller/boiler replacement repairs – August 2018; Phase 2 – rebuild of Gym “A” and addition of gym storage – September 2018; Phase 3 – new addition – October 2018; and Phase 4 – site improvements – November 2018.</p> <p>The Full Day Kindergarten Study was complete and resulted in the Mitchell Elementary School Modular Classroom project design getting started. Funds for the project were appropriated at the May 2018 Annual Town Meeting. Construction is anticipated to start in the Spring of 2019 and be complete by August 2019. The Memorial Park Field House design was completed in May 2018 with construction awarded and commencing in July 2018. The Rosemary Recreation Complex reached substantial completion on August 16, 2018 and the pool was opened to the public.</p> <p>The Sunita L. Williams Elementary School on Central Avenue construction commenced in November 2017 and construction on that project is anticipated to finish in June 2019. The High School Expansion project construction started in February 2018, completion will be in phases with all phases complete by November 2018. The Public Safety Complex and Fire Station #2 Project construction was approved at the October 2018 Special Town Meeting. The project is ready to go out to bid and with a successful override vote in November 2018 construction will start in early 2019. The project is anticipated to span two years and will be complete in 2021.</p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	507,317		507,317
b) Expenses	19,495		19,495
c) Capital			
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	526,812		526,812
V2020			

Department Expenditure Detail DSR2									
Department				Building Design and Construction Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	5		5	5		5	5		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 positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							493,844	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							600	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,873	
PRD1 Sub Total							498,317		
J.	DSR3 Other Compensation								
Sub Total 1							498,317		
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 – Vehicle Allowance							9,000	
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)									
							507,317		

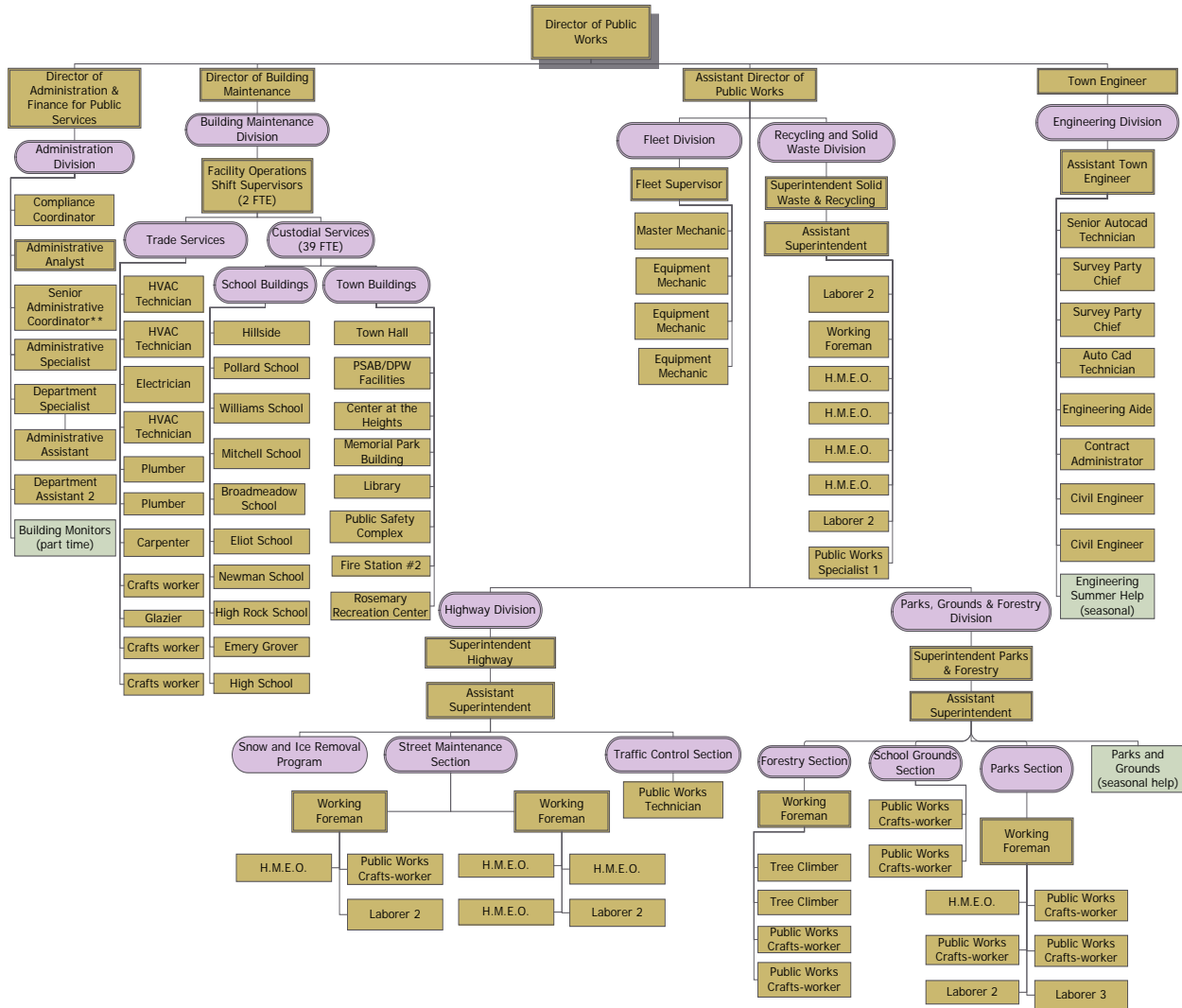
Department Expenditure Detail DSR2				
Department		Building Design and Construction Department		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x – 531x)	Seminars & Training (\$5,700) Advertising Legal Notices (\$500)		6,200	
Communications (534x)	Postage (\$400) Wireless Communication (\$3,100)		3,500	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Other Purchased Services (\$1,600)		1,600	
Office Supplies (542x)	Office Supplies (\$1,000)		1,000	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Other Supplies & Equipment (\$300)		300	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)	Conferences (\$2,000) Mileage Reimbursement for use of personal vehicle (\$3,000)		5,000	
Dues & Subscriptions (573X)	Dues & Subscriptions (\$1,895)		1,895	
Other Expenses (574 X – 579x)				
6. Total Expenses			19,495	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			526,812	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
YES	<input type="checkbox"/>	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Public Facilities Design & Construction	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Public Facilities Design & Construction							
Salary & Wage Regular	2,951,521.97	3,093,015.23	276,177.78	489,725	498,317	8,592	
Salary & Wage Temporary	32,999.60	19,753.71	5,072.26	0	0	-	
Salary & Wage Overtime	355,519.55	481,170.84	0.00	0	0	-	
Salary & Wage Other	39,489.33	64,208.15	9,000.00	9,000	9,000	-	
Salary and Wage Total	3,379,530.45	3,658,147.93	290,250.04	498,725	507,317	8,592	1.7%
Energy	2,480,618.97	65,672.64	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	730,180.13	610,272.51	0.00	0	0	-	
Rental and Leases	50,155.70	74,919.20	0.00	0	0	-	
Other Property Related	639,262.22	669,605.95	0.00	0	0	-	
Professional & Technical	115,790.84	137,278.19	4,524.00	5,700	6,200	500	
Communications	160,504.78	161,907.51	6,112.17	4,000	3,500	(500)	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	21,647.50	13,895.20	0.00	1,600	1,600	-	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	1,950.09	12,191.20	450.28	1,000	1,000	-	
Building & Equipment Rprs/Sp	372,007.87	500,284.79	0.00	0	0	-	
Custodial Supplies	128,053.15	125,004.72	0.00	0	0	-	
Grounds Keeping Supplies	8,757.95	12,615.00	0.00	0	0	-	
Vehicular Supplies	20,521.36	20,773.51	0.00	0	0	-	
Food & Service Supplies	43.91	130.77	162.12	0	0	-	
Medical Supplies	0.00	0.00	0.00	0	0	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	500.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	16,502.26	38,528.81	318.61	300	300	-	
Governmental Charges	12,200.00	2,855.00	907.00	0	0	-	
Travel & Mileage	5,622.90	5,495.28	5,870.25	5,000	5,000	-	
Dues & Subscriptions	1,745.50	498.75	0.00	0	0	-	
Other	9,025.54	0.00	409.39	1,895	1,895	-	
Expense Total	4,775,090.67	2,451,929.03	18,753.82	19,495	19,495	-	0.0%
Capital Equipment	0.00	10,000.00	0.00	0	0	-	
Capital Equipment Total	0.00	10,000.00	0.00	0	0	-	
TOTAL	8,154,621.12	6,120,076.96	309,003.86	518,220	526,812	8,592	1.7%

Department Organizational Chart

Department of Public Works



Department Information DSR1	
Department	Public Works Department
Department Mission	
<p>The Department of Public Works is responsible for maintaining the physical infrastructure of the Town excluding building projects over \$500,000. The infrastructure includes: roads, bridges, sewer systems, water systems, trash disposal, recycling, parks, trees, sidewalks, etc. The Department is also responsible for providing scheduled and routine maintenance to all of the School and Town buildings. Additionally, it is responsible for all Town custodial operations and permitting spaces to Town, School, and non-profit organizations.</p> <p>The Department of Public Works consists of nine different divisions, seven of which are budgeted under the general fund and two of which are independent enterprise funds. Within the general fund, there are three support divisions (Administration, Engineering, and Fleet) which provide support services to all of the operating divisions of the DPW regardless of their funding source, and four operations divisions (Building Maintenance, Parks & Forestry, Highway, and Recycling & Solid Waste).</p>	
On the Horizon	
<p>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.</p> <p><u>Building Maintenance</u></p> <p>In FY20, the Building Maintenance Division will have the results of the Building Maintenance Best Practices Study and will begin to implement recommendations based off of that study. The division will also prepare for the opening of the Williams School and the new Memorial Park building, increasing regular maintenance, custodial responsibilities, and staff.</p> <p><u>Parks & Forestry</u></p> <p>The Parks & Forestry Division will continue to work with the Rail Trail Advisory Committee to establish an annual maintenance program next year. The Division plans to develop a neighborhood tree planting program in the Warren Street/Greene's Field area. The safety netting on the first base side of the Memorial Park baseball diamond should be replaced this year.</p> <p><u>Administration</u></p> <p>The Administration Division will continue to examine operational efficiencies following the merge of Building Maintenance into the Department of Public Works, including the relocation of staff to the first floor office suite previously occupied by Park & Recreation in the Public Services Administration Building (PSAB). The Division plans to roll out the PeopleGIS Work Order Management System and Stormwater Management Suite.</p> <p><u>Engineering</u></p> <p>The Engineering Division plans to conduct stormwater trainings for all DPW divisions throughout the year. The Town's Stormwater Management Plan (SWMP) will be submitted by June 30, 2019 in accordance with regulatory requirements. The Engineering Division will be working on Stormwater Pollution Prevention Plans (SWPPP) for the Town. Currently, the Division is designing plans for removal of all known sources of infiltration and construction is expected to begin next year.</p> <p><u>Highway</u></p> <p>The Highway Division plans to apply for the MassDOT Complete Streets Funding Program. The proposal will address accessibility for intermodal transportation on Central Avenue at the new</p>	

Department Information DSR1	
Department	Public Works Department
<p>Williams school. Existing traffic signal systems throughout town will be analyzed in order to create a prioritized list of repairs and improvements. The results of the Pedestrian Safety Audit will be reviewed and the Division will develop and implement recommended improvements throughout town.</p> <p><u>Fleet</u> The Fleet Division will source and implement fleet management software for Town-wide use which will provide necessary asset maintenance and repair documentation along with support information to effectively and efficiently manage the Town's fleet. In FY20, the Division strives to become a paperless shop. A formal Fleet policy will be drafted that documents the best practices and responsible management of the DPW fleet. The Fleet Division plans to increase staff training as a way to reduce reliance on outsourcing repairs. The Division will also seek options to encourage technician certification to increase efficiency and reduce liability.</p> <p><u>Recycling & Solid Waste</u> The Recycling & Solid Waste Division will complete Phase IV of the Signage Improvement Plan and Installation project. Significant exterior and interior improvements are planned for the Rex Building, including new siding, insulation, LED lighting, and electric heat. The Division will make structural repairs to the bottle and can shed and the drop-off areas for waste oil and antifreeze. Asphalt, brick, and concrete will continue to be removed from the Materials Processing Area (MPA) in preparation for the installation of the concrete block storage bays. The Division also plans to install bumpers on the drop-off walls to minimize damage to the trash and recycling containers.</p>	
Budget Statement	
<p>The enterprise fund for the Recycling and Transfer Station (RTS) has been dissolved and the budget has been merged in the Department of Public Works (DPW) General Fund. All analysis below is done applying the FY19 RTS Enterprise Budget to the DPW FY19 submission and addressing all changes outside of this merger.</p> <p>Salaries & Wages increasing \$267,263, 3.15%* Expenses & Services increasing \$313,253, 5.19%* Operating Capital increasing \$15,007, 12.35%* Total Budget Submission Increase by \$595,523, 4.07%* *not including snow</p> <p>Salaries There are presently contracts signed for all representative groups within DPW. For FY20 ITWA has a 2.5% cost of living increase (COLA), NIPEA has a 2% COLA increase and all employees will be eligible within that fiscal year for a step increase, and BCTIA has a 2.5% COLA. All non-represented and management employees are level funded. The total increase for regular salaries is \$245,190, 3.22%.</p> <p>The Other Salary & Wages have been increased by \$1,200 to cover Sick Incentive Payments for the three employees added to Building Maintenance in FY19. Temporary Salaries have not increase.</p> <p>Other than rate increases, the new BCTIA agreement has a premium overtime payment of double time for overnight shifts in exchange for changing Sunday double time to regular time and half overtime. This has contributed to the increase in the overtime budget. The Overtime Budget has increased by \$20,873, 2.98%.</p>	

Department Information DSR1

Department	Public Works Department
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Expenses & Services

Energy

Fuel Type	5 Year Average Consumption*	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	36,620	\$3.62**	\$132,564	\$16,889

*Used 5 year average due to milder years of FY17 & FY18

**Increase from last year's budgetary figure of \$2.95

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Building Maint	Gasoline	7,281	\$3.03*	\$22,061	\$1,630
Parks & Forest	Gasoline	5,237	\$3.03*	\$15,868	\$6,749
Parks & Forest	Diesel	8,477	\$3.58**	\$30,348	-\$254
Highway	Gasoline	1,941	\$3.03*	\$5,881	\$1,331
Highway	Diesel	15,470	\$3.58**	\$55,383	\$4,560
Fleet	Gasoline	5,427	\$3.03*	\$16,444	\$3,178
Fleet	Diesel	1,464	\$3.58**	\$5,241	\$1,425
Admin	Gasoline	587	\$3.03*	\$1,779	\$250
Engineering	Gasoline	1,208	\$3.03*	\$3,660	\$847
RSW	Gasoline	626	\$3.03*	\$1,897	\$417
RSW	Diesel	18,978	\$3.58**	\$67,941	\$9,550

*Increase from last year's budgetary figure of \$2.47

**Increase from last year's budgetary figure of \$2.92

Administration

There are only incremental changes in the FY20 budget submission. There is a \$2,000 increase in Out of State travel to correspond with the Director of Finance and Administration for Public Service participation in the Leadership International City Managers Association (ICMA) and attending the national conference to present in October 2019. The Office Supplies for RSW have been transferred into the Administration Budget (\$3,000).

Net Increase \$5,250

Engineering

The only change is in gasoline.

Net Increase \$847

Building Maintenance (BMD)

The major changes in to FY20 budget submission are related to incremental increases in contracts and the addition of maintenance at the Williams School (\$53,785) and Memorial Park Field House (\$28,585). These amounts are anticipated to increase in out years, as warranties on building systems expire.

Department Information
DSR1

Department	Public Works Department
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Additionally, the increase in staffing required for the Williams School was off-set by the outsourcing of the Newman School (\$115,009). The Custodians working at the existing Hillside School have been transferred over to the Williams School along with 2 Custodians from the Newman School. A regular custodian has been reclassified to a Senior Custodian for the Newman School to provide contractual oversight.

Responsibility for the mowing and mulch bed maintenance contract has been transferred to the Parks and Forestry division (-\$72,138). Landscaping services will go out to bid in 2019 to provide better service to the landscaped aprons of the building.

Net Increase \$177,665

Fleet

The major changes in to FY20 budget submission are related to the new above ground fuel tanks (\$9,000) and improvements to the shop. These include a software program so that vehicle maintenance and needs can be more accurately tracked (\$7,000). As more work is being completed by Town staff there is a decrease in outsourced services, but a required increase in parts (\$8,200).

Net Increase \$28,833

Highway

There are only incremental changes in the FY20 budget submission that are related to incremental increases in contracts (\$28,515).

Net Increase \$32,476

Parks & Forestry (P&F)

The major changes in to FY20 budget submission are related to incremental increases in contracts (\$14,349) and the transfer of contracted mowing and mulch services from Building Maintenance (\$100,299). Additionally, the Rail Trail is aging and now requires annual maintenance on the surfacing, clearance of vegetation, and tree work (\$12,000).

Net Increase \$118,233

Recycling & Solid Waste Division (RSW)

These items were formally budgeted under the RTS Enterprise Fund. The energy from this fund was transferred to the Needham Electric Light and Gas budget (-\$26,962). The main changes are from MSW (-\$2,236) and Recycling (-\$25,396) processing as outlined below. Due to a newer fleet for heavy equipment there was a reduction in rentals and maintenance costs (-\$10,000). Costs for Custodial Supplies (-\$1,000) were transferred to Building Maintenance and Office Supplies (-\$3,000) were transferred Administration.

The additional tonnage realized from removing the RTS sticker fee has been realized in the prior three years, so no supplemental tonnage was added.

**Department Information
DSR1**

Department	Public Works Department
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MSW Disposal & Hauling

3 Year Average Tons	FY 20 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,239	\$69.43*	\$641,464	-\$11,607

*Increase from prior year's tipping fee of \$68.15

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$358*	402	\$143,916	\$9,371

*Increase from prior year's budgetary cost of \$351 per load

**Est. figure of 25 tons per load, adjusted to 23 due to scale accuracy and overweight concerns

Recycling

Material	3 Year Average Tons	Est. Cost Per Ton	Estimated Value	Difference from Prior Year Submission
Corrugated Cardboard	392	-\$44*	-\$17,248	\$1,769
Mixed Paper	1,417	\$31**	\$43,927	\$12,467
Commingle Containers	870	\$6***	\$5,220	-\$39,413
Single Stream Recycling	265	\$55****	\$14,575	\$5,872
Rigid Plastics	0	\$85	\$0	\$0

*Decrease in revenue from prior year's revenue value of \$55 per ton

**Increase in cost from prior year's budgetary value of \$20 per ton

***Decrease in cost from prior year's budgetary value of \$50 per ton

****Increase in cost from prior year's budgetary value of \$35 per ton

Cost per Load	Est. Number of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
\$382.50*	288	\$110,160	-\$6,090

*Increase from prior year's budgetary value of \$375

Net Decrease -\$50,051

Snow

There has been an additional increase of 1% (\$4,163) over the prior year's submission.

Line Item	Div.	Description	Change from FY 19	Comments	Net Change
Energy	BMD	Oil	\$16,889	Based on 3 year Average	(\$10,073)
	RSW	Electricity	(\$26,962)	Moved to ELG Budget	

**Department Information
DSR1**

Department

Public Works Department

Line Item	Div.	Description	Change from FY 19	Comments	Net Change
Repairs & Maintenance Services	BMD	Alarm and Sprinkler Servicing	\$4,953	Contract for half of FY20, assumed 3.5% increase & increase for Williams & Memorial Park	\$97,506
	BMD	Building Repairs	\$3,810	No contract for FY20, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Door Access Systems	\$1,500	No contract for FY20, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Door Repairs	\$3,103	No contract for FY20, assumed 3.5% increase	
	BMD	Electrical Repair	\$3,250	No contract for FY20, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Elevator Maintenance	\$22,725	FY20 contract pricing & increase for Williams & Memorial Park	
	BMD	Extinguisher Service	\$1,500	Increase for Williams & Memorial Park	
	BMD	Fence Repairs	\$12,400	Moved from Other Property Related Services	
	BMD	General Repair	\$1,500	Increase for Williams & Memorial Park	
	BMD	Generator Repair	\$2,857	Contract for half of FY19, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Hardware Maint. Agree	\$1,331	FY20 contract pricing	
	BMD	HVAC Maintenance	\$3,500	Increase for Williams & Memorial Park	
	BMD	Masonry Repair	\$1,500	Increase for Williams & Memorial Park	
	BMD	Mech. Electric. Plumb.	\$1,500	Increase for Williams & Memorial Park	
	BMD	Plumbing Repairs	\$2,918	Increase of 4.14% in prior year contract & increase for Williams & Memorial Park	
	BMD	Roof Repairs	\$1,700	No contract for FY20, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Welding repairs	\$466	No contract for FY20, assumed 3.5% increase	
	Fleet	Fuel Tank Maintenance	(\$2,000)	New above ground fueling tanks	
	Fleet	Vehicle Repair	(\$7,000)	Moved to Vehicular Supplies for parts, more work done in house	
	Highway	Roadway Markings	\$1,993	FY20 contract pricing increase 5%	
	Highway	Fence/Guardrail	\$20,000	Moved from Other Property Related Services	
	P & F	Fence Repairs	\$6,000	Moved from Other Property Related Services	
	RSW	Tire Repair	\$13,000	Most tire repair performed by outside company as a service, moved from Vehicular Supplies	
	RSW	Loader Repair	(\$4,000)	Loaders recently replaced and under warranty	
	RSW	Packer Repair	(\$1,000)	Replaced packer in FY 19. new packer under warranty	

Department Information DSR1					
Department			Public Works Department		
Line Item	Div.	Description	Change from FY 19	Comments	Net Change
Rental Leases &	RSW	Misc. Equipment Rentals	(\$5,000)	Conversion of unit #5 to swap loader with packer body, reduces need for rentals	(\$5,000)
Other Property Related Services	BMD	Contract Cleaning	\$115,009	Contract in place for FY20, addition of Newman	\$116,870
	BMD	Contracted Mowing/Mulching	(\$72,138)	Moved services to Parks & Forestry	
	BMD	Fence Repairs	(\$12,400)	Moved to Repairs & Maintenance Services	
	BMD	Irrigation Systems	\$2,548	No contract for FY20, assumed 3.5% increase	
	BMD	Other Prop Related Service	\$8,724	No contract for FY20, assumed 3.5% increase & increase for Williams & Memorial Park	
	BMD	Pest Control Services	\$530	Increase for Williams & Memorial Park	
	Highway	Fence Repairs	(\$20,000)	Moved to Repairs & Maintenance Services	
	Highway	Disposal of Street Sweepings	\$1,309	Increase of 5% in FY20 contract	
	Highway	Street Sweeping	\$1,314	Contract for half of FY20, increase of 5% in prior year contract	
	Highway	Sidewalk Curb, and HP Improvements	\$4,035	Contract for half of FY20, increase of 6% in prior year contract	
	Highway	Road Surface Treatments	\$3,473	Contract for half of FY19, assumed 3.5% increase	
	Highway	Roadway Paving	\$9,081	Contract for half of FY19, assumed 3.5% increase	
	P & F	Contracted Mowing/Mulching	\$100,299	Based on contract pricing for FY20 and transfer of Building Maintenance responsibilities & increase for Williams	
	P & F	Fence Repairs	(\$6,000)	Moved to Repairs & Maintenance Services	
	P & F	Fertilizer & Grub Control	\$7,410	Contract for half of FY20, increase of 6% in prior year contract	
	P & F	Field Work	\$2,368	Contract in place for FY20, increase of 6%	
	P & F	Greene's Field Landscaping	(\$15,000)	One time request	
	P & F	Rail Trail Maintenance	\$12,000	Cost of annual maintenance on rail trail	
	P & F	Soil Sampling	\$100	Contract for half of FY20, increase of 6% in prior year contract	
	P & F	Top Dressing	\$1,124	Contract in place for FY20, increase of 6%	
	P & F	Wetting Agent	\$690	Contract for half of FY20, increase of 6% in prior year contract	
	RSW	MSW Hauling	\$9,371	Based on 3 year average, FY20 contract, and decreased tonnage per load due to overweight concerns	
	RSW	MSW Disposal	(\$11,581)	Based on 3 year average	
	RSW	Recycling & Hauling	(\$25,396)	Based on 3 year average, and assumptions about the recycling market	

Department Information DSR1					
Department			Public Works Department		
Line Item	Div.	Description	Change from FY 19	Comments	Net Change
Professional & Technical Services	Fleet	Fuel Management Software	\$1,000	Maintenance agreement of FuelMaster System, no longer under 3 year agreement	\$9,000
	Fleet	Vehicle Maintenance Software	\$7,000	For cloud based fleet maintenance program	
	Highway	Inspectional Services	(\$2,000)	Removed as no longer being utilized	
	RSW	Landfill Groundwater Monitoring & Testing	\$2,000	Based on FY 20 quote received	
	RSW	Soil & Compost Testing	\$1,000	Increased to include 4 annual tests	
Communications	BMD	Landline Telephone	\$9,000	Increase for Williams & Memorial Park	\$11,500
	BMD	Cable	\$4,000	Cost for cable at Rosemary facility	
	RSW	Mail Brochure	(\$1,500)	No longer deemed appropriate to send out mail brochures	
Other Purchased Services	RSW	E-Waste	(\$5,000)	Contract is by weight and changes in technology reduce the weight of the items being disposed	\$7,000
	RSW	Septic Tank Pumping	\$2,000	Increased based on prior year's spending	
	RSW	Log & Brush Grinding	\$5,000	Based on FY18 quote process	
	RSW	Tailings Disposal	\$5,000	Increased based on prior year's spending	
Office Supplies	Admin	Office Supplies	\$3,000	Moved from RSW	\$0
	RSW	Office Supplies	(\$3,000)	Moved to Admin	
Building & Equipment Supplies	BMD	Misc. Supplies	\$6,000	Increase for Williams & Memorial Park	\$6,000
Custodial Supplies	BMD	Custodial Supplies	\$27,360	Transfer from RSW, increase for Williams & Memorial Park	\$26,360
	RSW	Custodial Supplies	(\$1,000)	Transfer to Build Maint	
Grounds Keeping Supplies	P & F	Seed	\$2,657	Contract for half of FY20, increase of 6% in prior year contract	\$2,657
Vehicular Supplies	Fleet	Fuel Additives & DEF Fluids	\$10,000	Broken out from parts and includes fuel additives required during cold season due to above ground tanks	\$12,768
	Fleet	Vehicle Repair Parts & Batteries	\$15,200	Transferred from Repairs and Maintenance Services and based on prior year's spending	
	Highway	Cutting Edges and Related Accessories	\$354	Contract for half of FY20, assumed 3.5% increase	
	Highway	Sweeper Brooms & Wear Parts	\$214	Contract for half of FY20, assumed 3.5% increase	
	RSW	Tires	(\$13,000)	Transferred to Repairs and Maintenance Services	

Department Information DSR1					
Department			Public Works Department		
Line Item	Div.	Description	Change from FY 19	Comments	Net Change
Gasoline & Diesel Fuel	All	Diesel	\$15,281	Based on 3 year average	\$29,683
	All	Gasoline	\$14,402	Based on 3 year average	
Public Works Supplies	Fleet	Shop Supplies	\$4,500	Moved from Hardware & Welding Supplies	\$6,742
	Fleet	Hardware Supplies	(\$2,000)	Moved to Shop Supplies	
	Fleet	Welding Supplies	(\$2,500)	Moved to Shop Supplies	
	Highway	Asphalt	\$5,996	No contract for FY20, increase 5% based on last change of contract	
	Highway	Traffic Signs	\$746	Contract for half of FY20, assumed 3.5% increase	
Other Supplies & Equipment	All	Clothing, Work & Safety Gear, Supplies & Equipment	\$240	Additional clothing contractually required	\$240
Travel & Mileage	Admin	In State/Mileage	(\$3,000)	Moved to Out of State	\$2,000
	Admin	Out of State	\$5,000	Increased for additional ICMA attendance in FY20	

Operating Capital

Unit 68 – Truck Mounted Compressor

Replacement of an existing 1995 portable truck mounted compressor, on a fifteen year replacement schedule. This compressor is used in jackhammering roadways, trenches, and keyways, as well as clearing debris from the roadway in advance of paving projects.

Hydraulic Truck Conveyor (Loam Spreader)

Replacement of an existing hydraulic truck conveyor, on a ten year replacement schedule. This conveyor mounts on a large dump truck to deliver material such as loam or gravel during paving projects.

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 Recycling and Transfer (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.

Roll-Off Containers

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 at the RTS.

DSR4s

Building Maintenance Additional Staff

The Building Maintenance Division is requesting funding for an additional custodian and an additional Building Monitor. The custodian would provide services to the Center at the Heights and Memorial Park. The Building Monitor would work at the Memorial Park building.

Fleet Service and Parts Manager

The Fleet Division is requesting funding for a Fleet Service and Parts Manager. This position

Department Information DSR1	
Department	Public Works Department
<p>would be responsible for planning, organizing, and coordinating the day to day operations of the garage while under the general direction of the Fleet Supervisor.</p> <p><u>Equipping Vehicles and Equipment with GPS</u> This request is to install Global Positioning Systems (GPS) in 90 vehicles and pieces of equipment within the Department of Public Works fleet. These systems have the capability to send real time dashboard warning light alerts, detect engine idling, and provide real time fleet location tracking so that units can be dispatched more efficiently.</p> <p><u>Organics Recycling Program</u> The Recycling & Solid Waste Division is requesting funding to establish an Organics Recycling Program that will collect organics (food waste) from nine Needham Public schools and a residential drop off program at the Recycling and Transfer Station (RTS). The food waste will be collected, transported, and used in anaerobic digestion. This program will reduce the amount of food waste in the Town's trash stream.</p> <p>Grants</p> <p><u>Mattress Recycling Grant</u> This grant was a competitive three-year grant provided to the Town to offset the costs of collecting, storing, transporting and recycling residential mattresses. The program has allowed the Recycling and Solid Waste Division to reduce the cost to residents for mattress recycling from \$15.00 to \$5.00 per mattress. FY19 was the final year of this grant.</p> <p><u>MAPC LED Street Lighting Conversion Grant</u> In FY19, the Town received this grant to provide financial assistance for the conversion of the Town's cobra head street lighting to LEDs. This is in addition to any utility incentives for this conversion and includes controls.</p>	
Accomplishments and Activities	
<p>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 tools, SeeClickFix and SchoolDude.</p> <p><u>Building Maintenance</u> In FY18, a permanent director started with Building Maintenance. Additionally, the division prepared for the official merge into the Department of Public Works starting in FY19. The Rosemary Recreation Complex opened and the division took on the responsibilities of maintaining and cleaning that building. The division undertook major plumbing repairs at the Newman to fix a hot water problem and throughout various buildings in Town. At the Emery Grover School Administration Building, the division undertook structural repairs to the roof and the side arches. The concrete ramps at the Library were repaired. At the Pollard Middle School, the division painted parts of the exterior of the building and designed the installation of an additional freezer for the kitchen. At the Mitchell School, a large ceiling fan was installed in the cafeteria/auditorium to improve air flow. Multiple buildings underwent HVAC repairs.</p> <p><u>Parks & Forestry</u> The Parks & Forestry Division completed a minor infield renovation on the Asa Small ball</p>	

Department Information DSR1	
Department	Public Works Department
<p>diamond this past year. The Division continues to partner with the Needham Public Schools on landscape improvements, recent projects include: a memorial rock garden and oak tree preservation program at the Newman, archeological dig boxes and wildflower gardens at the High Rock, and courtyard landscaping improvements at the Mitchell, where the Division celebrated Arbor Day with the second grade class. The Parks & Forestry Division was instrumental in the recovery efforts throughout town from storm Riley last winter. The Division installed a top layer of wood mulch and regraded the access road at the Off-Leash Dog Recreational Area.</p> <p><u>Administration</u></p> <p>The Administrative Division set forth an initiative to have more frequent, shorter, and focused meetings to accomplish the goals of the DPW. This has included snow meetings, budget meetings, and procurement meetings. The benchmarking project with the towns of Natick and Wellesley continued with the addition of two other towns, Dedham and Franklin. The Division drafted a Standard Operating Procedure (SOP) for the new Operations Coordination Meeting. The Administration Division completed the Gasoline Refund Application Form GT-9-B and submitted to the Massachusetts Department of Revenue. Needham received second place in two American Public Works Association (APWA) photo contests this past year.</p> <p><u>Engineering</u></p> <p>The Engineering Division submitted the NPDES MS4 Permit application. The Downtown Improvement Project Phase II design began this year. The MBTA agreed to construct the railroad crossing at Great Plain Avenue with the Town's assistance as needed. The West Street/Highland Avenue traffic signal design began this year. It was determined that Govern is not the appropriate software for street permitting and the Division will continue to work with ITC on researching other options. The First Avenue/Highland Avenue traffic signals construction project was completed this year.</p> <p><u>Highway</u></p> <p>The Highway Division developed a Standard Operating Procedure (SOP) for Roadway Crew Safety. After attending several product demonstrations and speaking with other communities, the Division began drafting specifications for cold-in-place roadway reconstruction services that will be put out to bid later this year. Anti-icing was incorporated into the Town's Snow & Ice Program through the use of salt-brine.</p> <p><u>Fleet</u></p> <p>The Fleet Division standardized vehicle configurations in order to improve safety, functionality, and longevity all while reducing costs by sourcing alternatives to underutilized and more expensive components/accessories. The Division updated vehicle and equipment files, removing obsolete vehicles and paperwork with a future goal of becoming a paperless shop. Following the merge of Building Maintenance into DPW, the Fleet Division accepted maintenance responsibilities for the Building Maintenance Division's fleet which reduced outsource costs and improved fleet safety and asset availability. The Fleet Division provided varying levels of fleet management assistance to the Council on Aging, Police, Fire, and School Departments, including asset purchase, life cycle evaluation, and collision process advice. Fleet Division staff attained Fleet Management and Law Enforcement Technician certifications in order to better serve the Town.</p> <p><u>Recycling & Solid Waste</u></p> <p>The Recycling & Solid Waste Division completed Phase III of the Signage Improvement Plan and</p>	

Department Information DSR1			
Department		Public Works Department	
Installation project. Granite curbing was installed near the Swap Shop at the Recycling and Transfer Station (RTS). The fee per cubic yard for organic waste that is delivered to the RTS increased this past year.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
• Salary and Wages	8,743,917	139,201	8,883,118
• Expenses	6,348,172	93,650	6,441,822
• Capital	136,500	0	136,500
• Snow	420,395	0	420,395
•			
•			
• Total DSR2 & DSR4 Request (a through f)	15,648,984	232,851	15,881,835
V2020			

Department Expenditure Detail DSR2										
Department				Public Works Department						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)			
	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	0	49	106	0	106	116	0	116	
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 positions covered by a contract for FY2020?						Yes	X	No		NA
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							7,488,959		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							72,800		
c.	PRD1 Education							0		
d.	PRD1 Extra Holiday							15,553		
e.	PRD1 Longevity							111,510		
f.	PRD1 Snow Program							104,000		
g.	PRD1 Uniform							0		
h.	PRD1 Other Compensation							9,900		
i.	PRD1 Budget Adjustments							60,021		
PRD1 Sub Total								7,862,743		
J.	DSR3 Other Compensation							0		
Sub Total 1								7,862,743		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.	DSR3 Total							126,406		
Sub Total 2								126,406		
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)							73,311		
b.	Training and Development									
c.										
d.										
e.	DSR3 Total							647,057		
Sub Total 3								720,368		
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs							34,400		
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								34,400		
5. Total Salary and Wages (1+2+3+4)								8,743,917		

Department Expenditure Detail DSR2			
Department		Public Works Department	
DSR2B			
Object	Description		Amount
Energy (521x)	Oil		132,564
Repairs & Maintenance Services (524x – 525x)	Building Maintenance: <ul style="list-style-type: none">Alarm & Sprinkler Servicing (74,724)Building Repairs (69,810)Door Access Systems (36,034)Door Repairs (27,161)Electrical Repair (53,250)Elevator Maintenance (96,885)Equipment Repair (16,200)Extinguisher Service (13,768)Fence Repairs (12,400)General Repair (14,500)Generator Maintenance (23,332)Hardware Maintenance (51,331)HVAC Maintenance (98,944)Masonry Repair (65,500)Mech. Electric. Plumb. (24,500)Plumbing Repairs (37,196)Roof Repairs (21,700)Welding Repairs (13,782) Parks & Forestry: <ul style="list-style-type: none">Electrical Repair (4,000)Equipment Repair (14,800)Fence Repair (6,000)Irrigation Repair (10,000) Administration: <ul style="list-style-type: none">Copier, Printer, & Typewriter Repair (6,000) Engineering: <ul style="list-style-type: none">Large Document Copiers & Survey Equipment Repair (930) Highway: <ul style="list-style-type: none">Repairs & Maintenance to Traffic Signals (17,999)Roadway Markings (41,854)Fence/Guardrail (20,000) Fleet: <ul style="list-style-type: none">Equipment Repair (10,000)Fuel Tank Maintenance (2,000)Vehicle & Equipment Inspections (10,000)Vehicle Repair (45,000) Recycling & Solid Waste: <ul style="list-style-type: none">Facility Services (9,500)Replacement of Overhead Door (20,000)		1,028,900

Department Expenditure Detail DSR2		
Department	Public Works Department	
	<ul style="list-style-type: none"> • Building Repairs (8,000) • Scale Calibration (1,600) • Scale Repair (700) • Trailer Tarp Repair (5,000) • Trailer Inspections (1,500) • Trommel Repair (10,000) • Power Washer Repair (1,000) • Other Equipment Repair (3,000) • Tire Repair (20,000) • Loader Repair (2,000) • Packer Repair (2,000) • Other Vehicle Repair (5,000) 	
Rental & Leases (527X)	Building Maintenance: <ul style="list-style-type: none"> • Rentals of Specialty Equipment (5,100) Fleet: <ul style="list-style-type: none"> • Shop Supplies, Gas, & Welding Supplies (1,500) Recycling & Solid Waste: <ul style="list-style-type: none"> • Misc. Equipment Rentals (10,000) • Water Cooler Rental (500) • Oxygen & Acetylene Tank Rental (250) 	17,350
Other Property Related Services (529x)	Building Maintenance: <ul style="list-style-type: none"> • Energy Upgrade (32,000) • General Services (25,200) • Hazardous Waste Disposal (5,500) • Contract Cleaning (718,573) • Irrigation Systems (18,210) • Other Prop Related Services (25,404) • Parking Lot Maintenance (30,000) • Pest Control Services (14,590) • Window Washing (10,200) Parks & Forestry: <ul style="list-style-type: none"> • Contracted Mowing (130,299) • Crane Work – Trees (9,600) • Diamond Maintenance (10,000) • Fertilizer & Grub Control (130,919) • Field Work (49,729) • Invasive Weed Control – Carol Brewster (4,900) • Rail Trail Maintenance (12,000) • Sod Installation (4,000) • Soil Sampling (1,773) • Top Dressing (23,608) • Tree Spade (3,000) 	2,782,817

Department Expenditure Detail DSR2		
Department	Public Works Department	
	<ul style="list-style-type: none"> Wetting Agent (12,190) Winter Moth Spray (1,200) Xeriscape Plantings (2,000) Highway: <ul style="list-style-type: none"> Crack Seal (65,810) Disposal of Street Sweepings (27,485) Road Surface Treatments (102,713) Roadway Paving (268,536) Sidewalk Curb, and HP Improvements (71,281) Street Sweeping (27,583) Recycling & Solid Waste: <ul style="list-style-type: none"> Landfill Mowing (2,500) MSW Hauling (143,916) MSW Disposal (641,464) Recycling & Hauling (156,634) 	
Professional & Technical Services (530x – 531x)	Building Maintenance: <ul style="list-style-type: none"> Engineering Consulting (31,000) HVAC Programming (59,300) Licensed Professional Services (45,000) Professional & Technical (34,534) Seminars & Training (9,000) Software Licenses (22,500) Parks & Forestry: <ul style="list-style-type: none"> Consulting (4,000) Seminars and Training (2,000) Administration: <ul style="list-style-type: none"> Annual Maintenance for SeeClickFix (4,900) PeopleForm Licenses (5,225) PeopleForms Development Support (5,225) Seminars and Training (8,000) Engineering: <ul style="list-style-type: none"> Inspectional Services - Street Permits (45,000) Right-of-Way & Property Surveys (30,000) Seminars and Training (1,000) Highway: <ul style="list-style-type: none"> Seminars and Training (2,500) Fleet: <ul style="list-style-type: none"> Annual Licensing for Electronic Diagnostic Tool (1,500) Fuel Management Software (1,000) 	367,309


Department Expenditure Detail DSR2		
Department	Public Works Department	
	<ul style="list-style-type: none"> Seminars and Training (3,000) Vehicle Maintenance Software (10,000) Recycling & Solid Waste: <ul style="list-style-type: none"> Landfill Groundwater Monitoring & Testing (37,000) PC Scale Annual Contract (825) Seminars and Training (3,200) Soil & Compost Testing (1,600) 	
Communications (534x)	Cable/Internet (9,000) Postage (3,040) Printing (3,150) Landline Telephones (138,055) Legal Ads (4,285) Wireless Communications (31,810)	189,340
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Building Maintenance: <ul style="list-style-type: none"> Other Purchase of Service (8,000) Water Filtration (4,600) Parks & Forestry: <ul style="list-style-type: none"> Goose Management Program (20,000) Police Details (3,000) Highway: <ul style="list-style-type: none"> Police Details (20,520) Fleet: <ul style="list-style-type: none"> Towing Services (6,100) Recycling & Solid Waste: <ul style="list-style-type: none"> E-Waste (10,000) HH Hazardous Waste (10,000) Log & Brush Grinding (30,000) Medical Waste Disposal (2,700) Paint Disposal (Oil) (5,000) Pest Control Services (1,820) Refrigerant Disposal (5,000) Rock Crushing/Material Processing (25,000) Septic Tank Pumping (6,000) Tailings Disposal (17,000) Tire Disposal (2,300) Universal Waste Disposal (5,000) Welding Services (4,000) 	186,040
Office Supplies (542x)	Administration	22,600
Building & Equipment Supplies (543x)	Building Maintenance: <ul style="list-style-type: none"> Carpentry Supplies (87,000) Electrical Supplies (94,500) Flooring & Carpet Supplies (10,000) Glass & Glazier Supplies (10,700) 	487,677

Department Expenditure Detail DSR2		
Department	Public Works Department	
	<ul style="list-style-type: none"> HVAC Supplies (137,500) Misc. Supplies (68,777) Plumbing Supplies (64,000) Parks & Forestry: <ul style="list-style-type: none"> Light Bulbs, Paint, & Hardware (700) Recycling & Solid Waste: <ul style="list-style-type: none"> Gates & Signs (9,500) Misc. Supplies (5,000) 	
Custodial Supplies (545x)	Building Maintenance	267,580
Grounds Keeping Supplies (546x)	Building Maintenance: <ul style="list-style-type: none"> Grounds Keeping Supplies (9,100) Parks & Forestry: <ul style="list-style-type: none"> Infield Mix (5,000) Irrigation Supplies (5,000) Loam, Sod, & Soil Additives (5,000) Marking Lime (400) Mulch (2,900) Quick Dry Clay (1,200) Rubber Crumb Top Dressing (4,500) Sand (350) Seed (46,940) Trees & Shrubs (10,000) Highway: <ul style="list-style-type: none"> Seed & Fertilizer (1,000) 	91,390
Vehicular Supplies (548x)	Parks & Forestry: <ul style="list-style-type: none"> Parts & Supplies, Fuel Additives (2,100) Highway: <ul style="list-style-type: none"> Cutting Edges and Related Accessories (10,454) Sweeper Brooms & Wear Parts (6,318) Fleet: <ul style="list-style-type: none"> Fuel Additives & DEF Fluids (10,000) Vehicle Repair Parts & Batteries (90,000) Vehicle Tires (25,000) Recycling & Solid Waste: <ul style="list-style-type: none"> Additives & Fluids (5,500) Cutting & Rubber Edges (3,000) Tires (7,000) Trommel Parts (4,000) Waste Handling Dozer Parts (5,000) 	168,372


Department Expenditure Detail DSR2		
Department	Public Works Department	
Gasoline and Diesel Fuel (5481)	Gasoline (67,590) Diesel (158,913)	226,503
Food and Service Supplies (549x)	Building Maintenance (500) Administration (500) Recycling & Solid Waste (500)	1,500
Medical Supplies (550x)	First Aid Kits & Supplies <ul style="list-style-type: none"> • Parks & Forestry (750) • Highway (100) • Fleet (2,000) • Recycling & Solid Waste (500) 	3,350
Public Works Supplies (553x)	Parks & Forestry: <ul style="list-style-type: none"> • Lumber, Paint, Tools, Parts & Accessories, Misc. Hardware, Field Marking Supplies (16,800) Engineering: <ul style="list-style-type: none"> • Drafting, Engineering, & Surveying Supplies (1,100) Highway: <ul style="list-style-type: none"> • Asphalt (125,916) • Concrete & Masonry Supplies (2,100) • Dead Animal Supplies (106) • Granite Curbing (5,431) • Lumber & Hardware (950) • Personal Safety Equipment (700) • Tools (2,250) • Traffic Control Supplies (5,000) • Traffic Marking Paint (3,495) • Traffic Signal Equipment & Supplies (5,550) • Traffic Signs (22,071) Fleet: <ul style="list-style-type: none"> • Hardware Supplies (1,000) • Shop Supplies (6,425) • Welding Supplies (1,000) Recycling & Solid Waste: <ul style="list-style-type: none"> • Calcium Chloride, Speedy Dry, Etc. (1,000) • Carpentry Supplies (2,000) • Gaylord Boxes for Paint (1,000) • Landfill Flare Parts (1,000) • Paint (500) • Pay-per-Throw Supplies (84,000) • Public Space Recycling Containers (2,000) • Replacement Dumpsters & Lids (5,000) • Replacement Flares (8,200) • Tarps & Bungee Cords (5,000) 	309,594

Department Expenditure Detail DSR2		
Department	Public Works Department	
Other Supplies & Equipment (558x)	Building Maintenance: <ul style="list-style-type: none"> Flags (780) Uniforms (7,200) Parks & Forestry: <ul style="list-style-type: none"> Clothing, Work & Safety Gear, Supplies & Equipment (9,270) Dog Park & Other Recreation Area Supplies (5,000) Administration: <ul style="list-style-type: none"> Other Supplies & Equipment (1,200) Engineering: <ul style="list-style-type: none"> Plan Size Copy Paper, Large Toner Bar, Books, & Manuals (1,000) Highway: <ul style="list-style-type: none"> Clothing Supplies (2,345) Fleet: <ul style="list-style-type: none"> 2-Way Radio Supplies (1,000) Clothing Supplies (1,030) Shop Equipment (3,000) Recycling & Solid Waste: <ul style="list-style-type: none"> Employee PPE Gear & Clothing (3,350) 	35,175
Governmental Charges (569x)	Building Maintenance: <ul style="list-style-type: none"> Boiler Inspection (2,500) Parks & Forestry: <ul style="list-style-type: none"> Licenses and Certifications (1,510) Engineering: <ul style="list-style-type: none"> Registry of Deeds Fees (1,000) Highway: <ul style="list-style-type: none"> Licenses and Certifications (505) Fleet: <ul style="list-style-type: none"> Licenses and Certifications (250) Recycling & Solid Waste: <ul style="list-style-type: none"> Hoisting & CDL Licensing (200) 	5,965
Travel & Mileage (571x – 572x)	Building Maintenance (3,250) Parks & Forestry (250) Administration (6,500) Engineering (500) Fleet (50) Recycling & Solid Waste (2,500)	13,050
Dues & Subscriptions (573X)	Building Maintenance (2,250) Parks & Forestry (2,000) Administration (1,200) Engineering (1,200) Highway (1,000) Fleet (900)	11,096

Department Expenditure Detail DSR2				
Department	Public Works Department			
	Recycling & Solid Waste:			
	<ul style="list-style-type: none"> Professional Association Memberships (1,001) Recycling Industry Publications (1,545) 			
Other Expenses (574 X – 579x)				0
6. Total Expenses				6,348,172
DSR2C				
Capital Equipment Replacement (587X)	Highway:	136,500		
	<ul style="list-style-type: none"> Hydraulic Truck Conveyor (Loam Spreader) (20,000) Unit 68 – Truck Mounted Compressor (25,000) 			
	Recycling & Solid Waste:			
	<ul style="list-style-type: none"> Open Top Trailer (75,000) Roll Off Containers (16,500) 			
7. Total Operating Budget Capital				136,500
8. Total Base Request (Line 5 + Line 6 + Line 7)				15,228,589
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department			Public Works Department						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	BMD – Summer Help (4 people for 8 weeks)	17,472		X					
2	BMD – Building Monitors (Town Hall)	10,615		X					
3	BMD – Building Monitors (CATH)	5,308		X					
4	BMD – Building Monitors (PSAB)	5,307		X					
5	BMD – Building Monitors (Rosemary)	5,308		X					
6	Parks & Forestry - Summer Help (6 people for 12 weeks)	39,321		X					
7	Administration - Vacation Fill-In	3,755		X					
8	Engineering - Summer & Winter Help (2 people for 12 weeks)	13,107		X					
9	Highway - Summer Help (2 people for 12 weeks)	13,107		X					
10	Fleet - Summer Help (1 person for 12 weeks)	6,553		X					
11	Recycling & Solid Waste - Summer Help (1 person for 12 weeks)	6,553		X					
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	126,406							
Sections									
	Amount Reported Under DSR2A Section 1	0							
	Amount Reported Under DSR2A Section 2	126,406							
	Amount Reported Under DSR2A Section 3	0							
	Amount Reported Under DSR2A Section 4	0							
II	Total	126,406							

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Department Personnel Supplement DSR3									
Department			Public Works Department						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Highway – Street Sign Program	3,473			X				
2	Highway – Traffic Signal Repair	3,126			X				
3	Highway – Downtown Sweeping	9,029			X				
4	Fleet – Seasonal Equipment Services	9,155			X				
5	Fleet – RMV Pre-Inspection	3,052			X				
6	Fleet – PM Service	6,104			X				
7	RSW – Additional Staff Support on Saturdays	33,826			X				
8	RSW – Additional Staff for Paint Collection Days	5,103			X				
9	RSW – Staffing for Household Hazardous Waste Day	729			X				
10	RSW – Absence Staff Support (Saturdays Only)	14,256			X				
11	RSW – Leaf Collection (Sundays)	7,776			X				
12	RSW – Monday Equipment Maintenance	33,826			X				
13	RSW – Landfill Flare Inspections & Maintenance	1,944			X				
14	RSW – Unscheduled Overtime	2,592			X				
15	RSW – Weekly Sweeping	6,318			X				
16	RSW – Monday Custodial Staff	8,456			X				
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	148,765							
Sections									
	Amount Reported Under DSR2A Section 1	0							
	Amount Reported Under DSR2A Section 2	0							
	Amount Reported Under DSR2A Section 3	148,765							
	Amount Reported Under DSR2A Section 4	0							
II	Total	148,765							

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Department Personnel Supplement DSR3												
Department				Public Works Department								
	Description			Amount	Amount Reflected DSR2A Section							
					1	2	3	4				
1	BMD – Sunday Coverage at Library			9,889					X			
2	BMD – Snow Program			69,243					X			
3	BMD – Man Out Coverage			60,862					X			
4	BMD – Additional Trades Work			32,460					X			
5	BMD – Non-Billable Permit Coverage			36,514					X			
6	BMD – Boiler Watch			25,679					X			
7	BMD – Saturday Program			121,777					X			
8	Parks & Forestry – Pruning, Removals, Planting			6,227					X			
9	Parks & Forestry – Storm Damage Clean Up			8,303					X			
10	Parks & Forestry – Mowing, Leaves, Watering, Diamond Work			23,525					X			
11	Parks & Forestry – Carol Brewster Maintenance			8,303					X			
12	Parks & Forestry – Problems Relating to Irrigation Systems or Buildings, such as Electrical/Plumbing & Vandalism			692					X			
13	Parks & Forestry – Dog Park			5,535					X			
14	Parks & Forestry – Special Events			1,384					X			
15	Parks & Forestry – July 4 Celebration			4,613					X			
16	Administration – Complete Overflow Work			8,892					X			
17	Engineering – Contractor Oversight			4,243					X			
18	Engineering – Complete Overflow Work			1,650					X			
19	Highway – Emergency OT			9,029					X			
20	Highway – Animal Pick-Up			4,515					X			
21	Highway – Street Sweeping			15,975					X			
22	Highway – Special Events			6,946					X			
23	Highway – Construction Inspection			13,891					X			
24	Highway – Maintenance of Public Ways			6,077					X			
25	Highway – DPW Markings			12,068					X			
I	Total			498,292	<div>X</div>							
Sections												
	Amount Reported Under DSR2A Section 1											
	Amount Reported Under DSR2A Section 2											
	Amount Reported Under DSR2A Section 3			498,292								
	Amount Reported Under DSR2A Section 4											
II	Total			498,292								
V2020												

Performance Improvement Funding Request DSR4									
Department	Public Works Department								
Title	Building Maintenance Additional Staff				Priority	1			
DSR4									
Expenditure Classification	FTE	Frequency				Total Amount (A + B)			
		Recurring Amount (A)		One Time Only Amount (B)					
• Salary and Wage	1	71,263		0		71,263			
• Expense		0		0		0			
• Operating Capital		0		0		0			
• Department Total (1+2+3)		71,263		0		71,263			
• Other Costs		27,885		0		27,885			
• Grand Total (4+5)		99,148		0		99,148			
Budgetary Considerations						Yes	No		
Does this request address a goal of the Board of Selectmen or other Board or Committee?							X		
If yes, which Board or Committee?									
Has this request been submitted in the last three fiscal years and NOT funded?							X		
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?							X		
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X			
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?							X		
Does the request support activities which produce revenue for the Town?							X		
If the request is not approved, will current Town revenues be negatively impacted?							X		
Is there an increased exposure for the Town if the request is not approved?						X			
Is specialized training or licensing required (beyond the initial purchase)?							X		
Does this request address a documented health or safety issue?							X		
All "YES" responses above must be explained in the narrative below									
Description and Explanation									
<p>This request is for an additional custodial position within the department (\$51,669) and a building monitor (\$19,594) for the Memorial Park.</p> <p>Currently, one custodian splits the shift, half at the Center at the Heights and half at the Emery Grover School Administration Building. The Center at the Heights have increased their programming and hours over the last few years, requiring more than a half custodial shift. The custodian at that building is responsible not only for the cleaning and light maintenance, but also for set up and cleanup for any events.</p> <p>The additional custodian being requested would allow the existing half position at the Center at the Heights to transition to a full position. The split shift would then transfer to be between the Emery Grover and the new Memorial Park building.</p>									

**Performance Improvement Funding Request
DSR4**

Department	Public Works Department		
Title	Building Maintenance Additional Staff	Priority	1

Current	Request	Result
0.5 CATH	0.5 CATH	1 CATH
0.5 Emery Grover	0.5 Memorial Park	0.5 Emery Grover
		0.5 Memorial Park
1 FTE	1 FTE	2 FTEs

In addition to the new custodial position, under salaries and wages, the wages for a part time building monitor to cover after hours and community events that will occur in the new Memorial Park building are included.

Yes, this request will require coordination with the Center at the Heights as well as the Town Manager's office, who is responsible for oversight of the building monitors.

Yes, if this request is not approved, there is increased exposure for the Town. The increased programming at the Center at the Heights requires additional custodial services. Due to the anticipated events to be held at Memorial Park, a building monitor would be vital.

V2020

Performance Improvement Funding Request DSR4					
Department	Public Works Department				
Title	Fleet Service and Parts Manager	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	67,938	0	67,938	
2. Expense		650	5,000	5,650	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		68,588	5,000	73,588	
5. Other Costs	1	27,331	0	27,331	
6. Grand Total (4+5)		95,919	5,000	100,919	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
<p>This request is for the creation of a new Fleet Service and Parts Manager position within the Fleet Division. Currently, there are only four mechanics, one master mechanic and three technicians, servicing over 200 vehicles. The costs for this position include salary (\$67,938), and cellphone service (\$650), and a onetime cost to set up office space (\$5,000).</p> <p>The master mechanic is responsible for the quality of work, workflow, and parts management. This new, non-represented position would be responsible for management related tasks currently assigned to the master mechanic. In doing so, the master mechanic would be able to focus more on quality, efficiency, and high skill work.</p> <p>All mechanics are responsible for parts management at this time. Often, mechanics are taken away from performing mechanical tasks to place orders and receive parts. Fleet projects have been delayed due to parts availability. Parts management would be centralized under this new position, thus reducing lag time in placing orders. Centralizing these tasks will lead to better managed inventory controls and more opportunity to conduct research on best sourcing of products and supplies.</p>					

Performance Improvement Funding Request DSR4			
Department	Public Works Department		
Title	Fleet Service and Parts Manager	Priority	2
<p>The responsibilities and level of service from the Fleet Division have increased over time, including assistance with all fleet related issues within the DPW as well as other Town Departments. The vehicles serviced by the Fleet Division have become more sophisticated and require higher level of technical expertise. The Town's vehicle inventory has also become more diverse with multiple fuel types including gas, diesel, hybrids, and plug in electric vehicles, along with heavy construction and specialty equipment.</p> <p><u>General Summary</u></p> <p>The Fleet Service and Parts Manager position is responsible for planning, organizing, and coordinating the day to day operations of the garage while under the general direction of the Fleet Supervisor. The position's duties include but are not limited to scheduling, conveying repair priorities, coordinating all required resources, and documenting the internal and external repair of vehicles and equipment. Utilize and keep up to date the Division's maintenance, parts, and fuel software systems to ensure efficiency, proper record keeping, and repair tracking for all Fleet assets and accessories. Monitor the Town's fuel depot product levels and coordinate deliveries to meet standard and seasonal demands. Coordinate Fleet staff leave schedules in order to meet repair demands, and generate weekly payroll submissions for approval by the Fleet Supervisor. Order necessary parts and service supplies to ensure schedules are maintained. Assist in managing the Department of Public Works vehicle pool. Coordinate annual State/DOT inspections to insure compliance and safe operating condition. Participate in providing administrative support during Snow & Ice events. Perform other related duties as required.</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> • Coordinates the day to day shop schedule, priorities, and required resources to provide for the efficient operation of the garage. • Maintain vehicle, maintenance, repairs, parts, and fuel records utilizing the appropriate software to ensure accurate and required documentation. • Facilitates the purchasing and maintenance of repair parts and shop supply inventories to meet scheduling demands. • Utilize the Town's purchase order software to procure necessary material and services while working within approved budget funding. • Prompt processing of vendor parts and services invoices. • Responsible for keeping a clean and organized office and parts areas. • Ensure that all vehicles and equipment are maintained according to prescribed standards, OEM recommendations, and all applicable laws. • Manage the Town's fuel depot inventory levels and inspects fuel deliveries to verify accuracy and DEP protocols. • Assists in managing the Department of Public Works pool vehicles. • Maintain the Division's Safety Data Sheet (SDS) files. • General responsibility for 1 Master Mechanic and 3 Fleet Mechanics on determining daily vehicle and equipment repair priorities and methods of repair. • Assists in performing employee evaluations and related functions for subordinates. 			
V2020			

Performance Improvement Funding Request DSR4					
Department	Public Works Department				
Title	Organics Recycling Program	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage	0	0	0	0	
8. Expense		43,000	0	43,000	
9. Operating Capital		0	0	0	
10. Department Total (1+2+3)		43,000	0	43,000	
11. Other Costs	0	0	0	0	
12. Grand Total (4+5)		43,000	0	43,000	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Board of Selectmen			
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
<p>The Recycling and Solid Waste Division conducted a Request for Information process in FY19 to learn about different options for establishing an Organics Recycling Program. Upon review of the four proposals received and subsequent presentations with each vendor, the Town determined that the best method of procuring these services is through a contract for food waste hauling and anaerobic digestion processing services with one vendor.</p> <p>The Organics Recycling Program will collect organics (food waste) from eight Needham Public schools and a residential drop off program at the Recycling and Transfer Station (RTS). The food waste will be collected, transported, and used in anaerobic digestion. This program will reduce the amount of food waste in the Town's trash stream.</p> <p>The pricing structure of this program includes a monthly fee (\$3,170) for twice weekly service of all nine schools for nine months a year and a per tote collection fee (\$13.85) for pickup at the RTS.</p>					

Performance Improvement Funding Request DSR4			
Department	Public Works Department		
Title	Organics Recycling Program	Priority	3
<p><u>Schools</u> \$3,170 monthly service fee x 9 months = \$28,530</p> <p><u>RTS</u> (\$13.85 collection fee per tote x 10 totes) x 2 times a week x 52 weeks per year = \$14,404</p> <p>Each school will receive a 65-gallon heavy duty wheeled tote lined with a clear plastic bag. Food waste and nonorganic matter such as napkins and plastic utensils should be disposed of in these totes. The vendor puts the food waste through a de-packaging machine to remove the nonorganic matter before use in the anaerobic digestion process. School custodians will be responsible for tying up the plastic bags from the totes once they are full and wheel the totes outside to the loading bay area for collection. The RTS will receive ten 65-gallon heavy duty wheeled totes lined with clear plastic bags.</p> <p>Health and Human Services provided recommendations to minimize odors and negate vermin issues which will be incorporated into this program.</p> <p>Does this request address a goal of the Board of Selectmen or other Board or Committee? Yes, to expand energy efficient and environmentally sound operations for the Town and its residents and businesses.</p> <p>Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? Yes, school custodians will be responsible for tying up the plastic bags from the totes once they are full and wheel the totes outside to the loading bay area for collection.</p>			
V2020			

Performance Improvement Funding Request DSR4				
Department	Public Works Department			
Title	Equipping Vehicles and Equipment with GPS	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
13. Salary and Wage	0	0	0	0
14. Expense		25,000	20,000	45,000
15. Operating Capital		0	0	0
16. Department Total (1+2+3)		25,000	20,000	45,000
17. Other Costs	0	0	0	0
18. Grand Total (4+5)		25,000	20,000	45,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?				
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>This request is to install Global Positioning Systems (GPS) in 90 vehicles and pieces of equipment within the Department of Public Works fleet. Most of the new vehicle replacements have GPS capabilities and the new NIPEA and BCTIA union contracts now allow for GPS to be activated in vehicles and equipment. The costs include a onetime expense of GPS equipment that would be installed by the Town's Fleet Division (\$20,000), and the annual cost of transmitting and monitoring the GPS system (\$25,000).</p> <p>The Fleet Division researched systems that have the ability to integrate with the Town's fleet maintenance software to provide accurate chronometer updates and preventative maintenance notifications. The GPS also sends real time dashboard warning light alerts to the Fleet Division, allowing for intervention before possible mechanic issues become serious problems. These systems can detect engine idling which may reduce unnecessary engine idling, which in turn saves on fuel, reduces engine wear, and extends preventative maintenance cycles.</p>				

Performance Improvement Funding Request DSR4			
Department	Public Works Department		
Title	Equipping Vehicles and Equipment with GPS	Priority	4
<p>These systems provide real time fleet location tracking so that units can be dispatched more efficiently, specifically during Snow & Ice Operations. GPS may also prove to have a liability benefit for the Town in terms of damages reported during Snow & Ice Operations. It will be helpful to know if a Town asset was in fact at the location of the reported damage.</p> <p>GPS provides geo-fencing which sends a notification when a unit leaves a predetermined area and allows the Town to track some of its most expensive assets. Installing GPS in DPW vehicles and equipment may improve operator accountability and encourage good stewardship.</p>			
V2020			

Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019 Budget 11/30/2018	FY2020 Department Request	FY2020 \$ Change	FY2020 % Change
Public Works Department	Expenditures	Expenditures	Expenditures				
Public Works Department							
Salary & Wage Regular	3,042,261.37	3,173,555.35	6,592,682	7,629,153	7,993,950	364,797	
Salary & Wage Temporary	45,631.68	57,270.05	92,999	126,406	146,000	19,594	
Salary & Wage Overtime	221,485.02	246,808.99	1,088,687	699,495	720,368	20,873	
Salary & Wage Other	45,544.09	54,497.67	73,537	21,600	22,800	1,200	
Salary and Wage Total	3,354,922.16	3,532,132.06	7,847,905	8,476,654	8,883,118	406,464	4.8%
Energy	40,355.00	0.00	120,687	142,637	132,564	(10,073)	
Non Energy Utilities	0.00	0.00	0	0	0	-	
Repairs and Maintenance	130,818.29	133,530.90	996,500	931,394	1,028,900	97,506	
Rental and Leases	3,601.61	5,553.78	62,678	22,350	17,350	(5,000)	
Other Property Related	727,119.91	860,542.76	2,396,755	2,665,947	2,825,817	159,870	
Professional & Technical	68,063.69	65,703.01	211,462	358,309	392,309	34,000	
Communications	16,755.11	18,648.67	176,978	177,840	189,990	12,150	
Recreation	0.00	0.00	0	0	0	-	
Other Purchased Services	28,465.68	22,187.09	116,492	179,040	186,040	7,000	
Energy Supplies	0.00	0.00	0	0	0	-	
Office Supplies	8,277.83	9,105.15	12,218	22,600	27,600	5,000	
Building & Equipment Rprs/€	0.00	9,750.79	471,003	481,677	487,677	6,000	
Custodial Supplies	0.00	0.00	214,107	241,220	267,580	26,360	
Grounds Keeping Supplies	87,387.88	69,652.13	80,884	88,733	91,390	2,657	
Vehicular Supplies	210,987.92	198,528.35	350,385	352,424	414,875	62,451	
Food & Service Supplies	0.00	2,010.29	3,011	1,500	1,500	-	
Medical Supplies	0.00	0.00	700	3,350	3,350	-	
Educational Supplies	0.00	0.00	0	0	0	-	
Public Works Supplies	165,263.14	200,407.63	286,707	302,852	309,594	6,742	
Other Supplies & Equipment	15,800.62	12,722.99	33,807	34,935	35,175	240	
Governmental Charges	2,507.00	3,020.00	9,541	5,965	5,965	-	
Travel & Mileage	4,070.62	2,839.97	10,782	11,050	13,050	2,000	
Dues & Subscriptions	3,960.00	4,355.50	7,751	11,096	11,096	-	
Other	4,150.00	7,040.00	154,993	175,000	0	(175,000)	
Expense Total	1,517,584.30	1,625,599.01	5,717,439	6,209,919	6,441,822	231,903	3.7%
Capital Equipment	17,848.00	38,026.29	131,296	121,493	136,500	15,007	
Capital Equipment Total	17,848.00	38,026.29	131,296	121,493	136,500	15,007	12.4%
Total DPW	4,890,354.46	5,195,757.36	13,696,641	14,808,066	15,461,440	653,374	4.4%
Snow and Ice	775,061.20	1,004,368.85	1,296,983	416,232	420,395	4,163	
TOTAL	5,665,415.66	6,200,126.21	14,993,624	15,224,298	15,881,835	657,537	4.3%

Department Information DSR1				
Department		Municipal Parking Program		
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 Street, Eaton Square, Mark Lee, Dedham Avenue, Chapel Street, and Kimball Lot.				
On the Horizon				
The Town continues to add additional plant stock and remains committed to maintaining all municipal lots in and around the business districts.				
Budget Statement				
Other Increased by \$10,082.00, 8.66%				
There are very small changes in the FY 20 budget for Municipal Parking. There was a new contract for NIPEA employees that results in a 2% COLA and additional step increase in FY20. This has led to an increase in the budget of \$1,198, 5.24%				
There was an adjustment in the budgeted amounts for the two leased lots at Dedham Avenue and MBTA (Heights) that are captured in the Town's agreements with the landlords of those parking lots. This has led to an increase in the budget of \$8,884, 17.12%.				
Line Item	Description	Change from FY 19	Comments	Net Change
Salaries & Wages	Overtime Salary & Wage	\$1,198	Increase based on average wages in Highway and Parks & Forestry	\$1,198
Repairs & Maint Services	Fence & Guardrail Repair	\$5,000	Reallocated from Other Property Related Services	\$5,000
Rental & Leases	Lease for Dedham Ave.	\$4,900	New agreement for FY19	\$8,884
	Lease for MBTA for Heights	\$3,984	Under budgeted in FY18 & 19, increase reflects current agreement	
Other Property Related Services	Light pole repair, bollard repair, pavement repair, curbing, concrete sidewalk, fence replacement & guardrail	(\$10,000)	Moved \$5,000 to Repairs & Maintenance & remaining costs moved to Lighting Repair & Pavement, Curbing & Sidewalk Repair	(\$5,000)
	Pavement, Curbing and Sidewalk Repair	\$2,000	Moved from Light pole repair, bollard...	
	Lighting Repair	\$3,000	Moved from Light pole repair, bollard...	

Department Information DSR1			
Department		Municipal Parking Program	
Accomplishments and Activities			
The Highway Division implemented a Standard Operating Procedure (SOP) for de-icing the parking lots. The Town signed a parking lease with the First Church, 870 Great Plain Avenue from November 1, 2018 until October 31, 2023.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Municipal Parking Program	116,464		116,464
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	116,464		116,464
V2020			

Department Expenditure Detail DSR2									
Department				Municipal Parking Program					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	0	0	0	0	0	0	0	0	0
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X	0	0
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA
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							22,857	
Sub Total 3							22,857		
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)								22,857	

Department Expenditure Detail				
DSR2				
Department	Municipal Parking Program			
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)	Fence & Guardrail Repair (5,000)	5,000		
Rental & Leases (527X)	Lease for Dedham Avenue Lot (17,200) Lease for Library Lot (12,000) Lease for MBTA for Heights (22,707)	51,907		
Other Property Related Services (529x)	Light Pole Repair, Bollard Repair, Pavement Repair, Curbing, Concrete Sidewalk, Fence Replacement & Guardrail (0) Pavement, Curbing and Sidewalk Repair (2,000) Lighting Repair (3,000) Paint Markings (9,000) Misc. (5,000) Plantings (5,000) Mulching & Weeding (7,400)	31,400		
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 (2,500)	2,500		
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Signs (1,800) Parking Meter Supplies (1,000)	2,800		
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X – 579x)				
6. Total Expenses		93,607		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital		0		
8. Total Base Request (Line 5 + Line 6 + Line 7)		116,464		
Will the Department submit any Special Financial Warrant Articles?				
YES			NO	X

Department Expenditure Detail DSR2				
Department	Municipal Parking Program			
(DSR5 Form)				
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2020

Department Personnel Supplement DSR3									
Department			Municipal Parking Program						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Existing Service All Lots – Parks & Forestry	16,606			X				
2	Existing Service All Lots – Highway	6,251			X				
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total								
Sections			X						
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2								
	Amount Reported Under DSR2A Section 3	22,857							
	Amount Reported Under DSR2A Section 4								
II	Total	22,857							

V2020

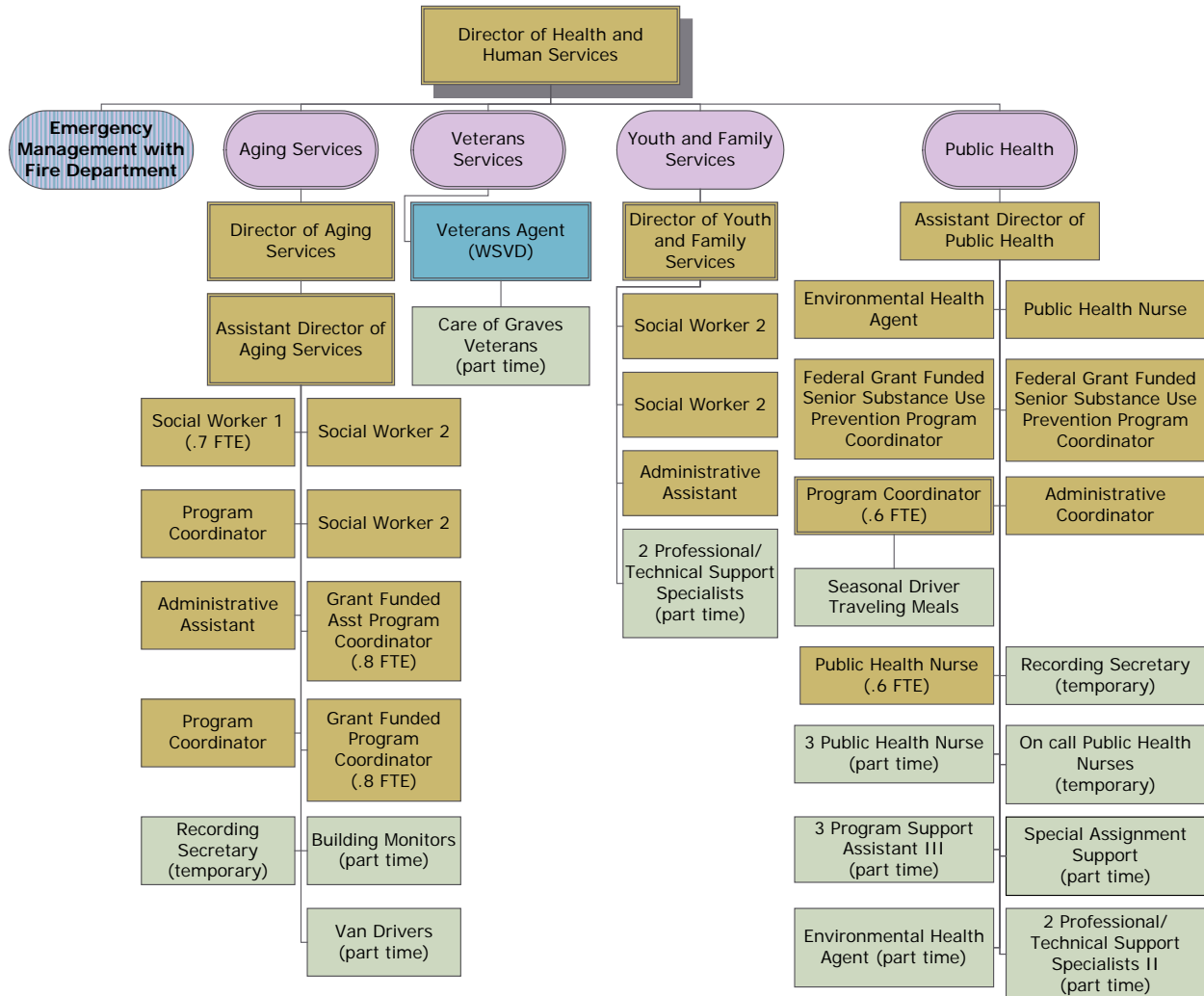
Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Municipal Parking							
Municipal Parking							
Salary & Wage Regular	0.00	0.00	0.00		0	-	
Salary & Wage Temporary	0.00	341.36	0.00		0	-	
Salary & Wage Overtime	17,553.08	16,635.19	16,686.86	21,659	22,857	1,198	
Salary & Wage Other	0.00	0.00	0.00		0	-	
Salary and Wage Total	17,553.08	16,976.55	16,686.86	21,659	22,857	1,198	5.5%
Energy	347.28	0.00	0.00		0	-	
Non Energy Utilities	0.00	0.00	0.00		0	-	
Repairs and Maintenance	0.00	1,353.14	284.38		5,000	5,000	
Rental and Leases	35,415.00	40,631.25	41,397.05	43,023	51,907	8,884	
Other Property Related	28,993.13	25,798.72	30,873.57	36,400	31,400	(5,000)	
Professional & Technical	0.00	0.00	0.00		0	-	
Communications	0.00	0.00	0.00		0	-	
Recreation	0.00	0.00	0.00		0	-	
Other Purchased Services	0.00	0.00	0.00		0	-	
Energy Supplies	0.00	0.00	0.00		0	-	
Office Supplies	0.00	0.00	0.00		0	-	
Building & Equipment Rprs/S	0.00	0.00	0.00		0	-	
Custodial Supplies	0.00	0.00	0.00		0	-	
Grounds Keeping Supplies	5,135.00	5,000.00	2,500.00	2,500	2,500	-	
Vehicular Supplies	0.00	0.00	0.00		0	-	
Food & Service Supplies	0.00	0.00	0.00		0	-	
Medical Supplies	0.00	0.00	0.00		0	-	
Educational Supplies	0.00	0.00	0.00		0	-	
Public Works Supplies	1,000.00	3,040.00	595.66	2,800	2,800	-	
Other Supplies & Equipment	678.55	0.00	0.00		0	-	
Governmental Charges	0.00	0.00	0.00		0	-	
Travel & Mileage	0.00	0.00	0.00		0	-	
Dues & Subscriptions	0.00	0.00	0.00		0	-	
Other	0.00	0.00	0.00		0	-	
Expense Total	71,568.96	75,823.11	75,651	84,723	93,607	8,884	10.5%
Capital	0.00	0.00	0.00		0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
Total	89,122.04	92,799.66	92,338	106,382	116,464	10,082	9.5%

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Department Organizational Chart

Health and Human Services Department



Department Information DSR1

Department	Health and Human Services Department
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Department Mission

The **Needham Health & Human Services Department (HHS)** combines the Town's divisions for Aging Services, Public Health, Veterans' Services, and Youth & Family 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.

* * * * *

Aging Services Division

As the first formally established Council on Aging (COA) in the Commonwealth of Massachusetts, the Needham COA was approved through a vote of Town Meeting members on October 10, 1957. A key player in this approval was Dr. Dorthea Willgoose. In a day when there were few women physicians, Dr. Willgoose was a pioneer and a perceptive, energetic Needham resident. Dr. Willgoose had a special interest in meeting the needs of Needham's elder residents, and in 1962 she was appointed board chairperson of the Needham COA. At this point the COA was open a few days per week, in a donated space by the YMCA, and acted as a referral center and information resource for Needham elder residents. Eventually, the COA moved to the Needham Town Hall and evolved to become a drop-in center that was open for the full five day work week. At this time the COA offered the following services:

- A shoppers' bus
- Day Trips
- Health lectures
- Information/resource sharing
- "Keep Well" Clinics
- Legal assistance
- Referrals
- Social activities
- Traveling meals
- Volunteer drivers

In 1974, the urgent need for a larger, affordable space led to an initial request to the Town of Needham for space in the newly planned Stephen Palmer apartment building. Five years later on October 2, 1979, the Stephen Palmer Senior Center officially opened its doors with a ribbon-cutting ceremony and open house attended by 350 people. With this expansion, there was recognition of greater service need from the department. The Town Meeting authorized expanding the two part-time Council on Aging staff positions to full time. Shortly thereafter, the Friends of the Needham Elderly, Inc. (FONE) was established to assist the Council on Aging. They were tasked to raise or obtain funds and/or property for the various programs and activities offered.

A notable accomplishment of the Needham Council on Aging's Senior Center is that they were the first in Massachusetts and the 20th in the nation to achieve national accreditation through the National Institute of Senior Centers (NISC). They are also one of a small group of Centers nationally to have gone through this process three times, completing the last reaccreditation in 2011.

Department Information DSR1

Department

Health and Human Services Department

During the 2004 accreditation process a suggestion made by the National Institute of Senior Centers was to continue efforts to find a new Center location that would be handicapped accessible and provide space that could support the continually expanding social, recreational, educational, and service programs for Needham's elder residents.

This suggestion eventually became a reality. Needham's newest senior center, The Center at the Heights, opened on Nov. 4, 2013. Located in Needham Heights, the 20,000 square foot building features a 3,000 square foot multipurpose area on the ground floor with seating for 250, a fitness room, art room, computer room, library, office spaces, meeting rooms and an open-air roof deck on the second level. The Center at The Heights promotes health and wellness by providing a place for Needham's elderly population to socialize and partake in a variety of on-going recreational, health, educational, and informational programs and activities.

The Aging Services Division's mission is to respond to the needs of older residents by providing a welcoming, inclusive, and secure environment where individuals and their families can benefit from programs, services, and resources that enhance their quality of life, provide opportunities for growth, socialization, and independence.

The Division fulfills its mission as a community partner by delivering programs and services in a variety of places, and wherever needed throughout the town. Some of the services and programs provided include 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, and special events and trips.

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 Division is 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 ensure the well-being of the Veteran residents of Needham; to actively pursue

Department Information DSR1

Department

Health and Human Services Department

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. In addition to the funding for shared services, Needham has a dedicated position titled Care of Graves/Coordinator of Ceremonies and the incumbent works with the Director for 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.

* * * * *

Youth & Family Services Division

The mission of Needham Youth & Family Services Division 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

Aging Services Division

Needham's seniors are not only living longer, but there is also great diversity in needs and interests. According to current data provided by the U.S. Census Bureau, the population 65 years and over will increase to 55 million in 2020 (a 36% increase for this decade). By 2030, there will be about 72.1 million older persons in the U.S., almost twice their number in 2007 and roughly 20 percent of the U.S. population. The team at Needham Aging Services continues to promote and preserve independence and healthy living for older adults. With this in mind, the Aging Services Division delivers comprehensive programs that promote the health and wellness of senior residents 60 years of age and older. Some of these programs include classes in nutrition and cooking, exercise, meditation and Reiki, smoking cessation and other health focused dialogues, seminars, support groups, creative arts, and intergenerational programs.

* * * * *

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, with the addition of new responsibilities, and the Division's quality improvement efforts.

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. This is especially true in the area of substance use prevention, where Needham receives \$225,000 annually from two different grant programs (along with smaller one-time grants like \$25,000 to work with pharmacists on Rx drug prescribing). When the federal Drug Free Community grant expires in 2020, Needham will have received a total of \$1.25M over a decade but the termination of that grant will leave the Town

Department Information
DSR1

Department

Health and Human Services Department

without dedicated youth substance use prevention funding.

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 residents, especially those who are most in need. CCIT is a joint initiative of the Public Health Division and the Needham Police Department, and includes the active participation of the Fire Department, the Aging Services Division, and Beth-Israel Deaconess Hospital-Needham. While FY17 was largely a planning year, implementation began in FY 2018 and continued for much of the year. At the start of FY 2019, the CCIT is well-trained and collaborative, and real progress has been made to establish better processes and swifter mechanisms to support and assist those Needham residents most in need.

Another exciting initiative is the use of an electronic food inspection software system, FoodCode-Pro. The system is being pilot-tested in FY 2019. This new system will enable the Environmental Health staff the ability to electronically collect inspection data on an iPad during our routine food establishment inspections, and have the ability to have the food manager/business owner electronically sign, and a copy of the electronic report can be immediately emailed to them for their record. This electronic data collection software will help us streamline our food inspection process and will help us save time, since it incorporates all the newly adopted 2013 Food Code violation citations which are already pre-programmed into this system, in an easy, searchable format. It will also enable us to keep track of Priority violations and track trends in this data real-time, which will enable us to focus what specific food safety training topics need to be conducted for our future trainings. We will also have the ability to automatically tally the annual food inspection data needed for our annual report. The Public Health Division also hopes to make the transition to electronic online permit applications and electronic payments in FY 2020. The Division also wishes to 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.

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Veterans

As a member of the WSVD, Needham receives dedicated support for the administration of benefits and services to veterans and their families. There is a modest amount of additional funding available in the Veterans Services budget to support other programs and expenses. Long-term challenges including providing support and services to the limited population of Post-9/11 Veterans in Needham and meeting the needs of a larger population of pre-9/11 Veterans as they age in our community.

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Youth & Family Services Division

After the retirement of Needham's longtime director, the Town is excited to have Ms. Sara Shine as our new Director of Family and Youth Services. During the search process the staff of the Youth & Family Services Division has worked hard to maintain its array of school and community focused programs and to provide expert mental health services to youth and families in need. Now that the position has been filled, program assessment and increased services to the community are a priority of the division. The following initiatives are underway this year with a hope that the division will be able to better meet the needs of the families of Needham.

Department Information
DSR1

Department	Health and Human Services Department
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The division staff will complete a thorough needs assessment of the current programs to help understand the impact that they are having on the community. In addition to assessing the current programs, the division will also assess the needs of the community in an attempt to ensure that the programs currently in place are having the necessary impact on the community. Part of this process will include community outreach and surveys to get a thorough understanding of the needs. This process also includes a scheduled open house in order to increase community awareness of the division's programs, an introduction to the staff, and an opportunity to gather feedback.

In addition to this assessment, there are additional programs that are already in process including programs that were on hold in the absence of a director. These include parent support groups and seminars, Mental Health First Aid trainings for staff and community members, therapeutic groups for schools in addition to specific trainings on sexual harassment, body image and safely utilizing the internet, volunteer and tutoring programs, and mental health awareness initiatives. The division has also been able to decrease the waitlist significantly for individual counseling in preparation for a high need of services as the school year continues.

The division staff members are also looking to ensure quality services for the community which entails ongoing trainings and support. This maximizes the clinical impact the services will have to best serve the residents of Needham.

Budget Statement

Aging Services Division

In this year's base budget submission, the request for cost support decreased by a total of \$1,250. That reflects \$3,500 transferred to the Information Technology budget along with modest increases to reflect rising costs for printing, mailing, vehicle supplies, and gasoline. It also includes one additional mobile phone for the Aging Services Division's Social Work/Diversion Coordinator.

Aging

Spending Category	Expense Type	Change from FY19	Comments
Maintenance Agreements	Copier Service Contract	-\$1,000	Costs shifted over to Information Technology Budget
Software License Fee	My Senior Center Check-In System	-\$3,500	Costs shifted over to Information Technology Budget
Postage	Mailing	\$250	More mailings anticipated for the year
Wireless Communication	Mobile Phone and Hotspots	\$800.00	Cost of one additional mobile phone with Hot Spot capability for the Social Worker/Diversion Coordinator
Printing & Mailing	Printing Services	\$250	Printing of more brochures and flyers for the year

**Department Information
DSR1**

Department		Health and Human Services Department		
Legal Notices	Legal Notices	\$ -	Unchanged	
Recreation	Programs	\$ -	Unchanged	
Office Supplies	Office Supplies	\$ -	Unchanged	
Building & Equipment Supplies	Shades, Furniture	\$ -	Unchanged	
Vehicle Supplies	Brakes, windshield wipers, etc.	\$250	Maintenance needed on vans	
Gasoline/Diesel	Fuel	\$1,500	Additional funds needed as the cost of gasoline has increased by more than \$.40 in the last 13 months	
Food & Service Supplies	Food Supplies	\$50.00	The costs of Lunch & Learn programs have increased modestly	
Medical Supplies	Medical Supplies	\$50.00	Costs to replenish First Aid kit in Nurse's Office	
Conference In-State	Conferences/ Trainings	\$ -	Unchanged	

The Aging Services Division has submitted a substantial DSR4 spending requests to support the costs of evening and weekend programs and the Fitness Program, along with transportation to support the new hours of programming and services and to make them available to all seniors. The request includes \$17,000 in expense costs and \$148,078 in salary costs, all of which are for part-time staff members who are not benefit eligible.

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Public Health

In this year's base budget submission, the request for cost support decreased by a total of \$4,970. That reflects \$7,000 in Emergency Management expense costs which are transferred to the Fire Department along with modest increases to reflect rising costs over government charges and the service costs for environmental assessment. This year's budget also reflects an addition of \$500 for equipment calibration which is an expense incurred every two years. It was taken out of last year's FY 2019 budget submission and is included back in this year's FY 2020 budget submission.

Public Health

Spending Category	Expense Type	Change from FY19	Comments
Repairs & Maintenance	Maintenance on Env Monitoring Instruments	\$500	Environmental Monitoring equipment is on a two-year maintenance cycle and this is an on-year so funding is requested.

**Department Information
DSR1**

Department		Health and Human Services Department		
Professional/ Technical Services	Environmental Testing consultants	\$2,030	Additional costs for the environmental consultant costs and the monitoring agreement for synthetic turf fields and water runoff composition.	
Prof/Technical Licensed Professional Services	Contracts	-\$100	Small cost reduction reflects slight decrease in the costs of on consulting agreement.	
Seminars & Trainings	Conferences & Trainings	-\$2,000.00	Emergency management being transferred to Fire Department	
Postage	Mailing	-\$250.00	Emergency management being transferred to Fire Department	
Printing & Mailing	Printing Services	- \$750.00	Emergency management being transferred to Fire Department	
Other Supplies	Branded Items	- \$ 500.00	Emergency management being transferred to Fire Department	
Conferences In- State	Conferences & Trainings	- \$ 500.00	Emergency management being transferred to Fire Department	
Mileage	Mileage	- \$ 500.00	Emergency management being transferred to Fire Department	
Conferences Out- of-State	Conferences & Trainings	- \$1,500.00	Emergency management being transferred to Fire Department	
Dues & Memberships	Memberships	-\$250.00	Emergency management being transferred to Fire Department	

There are two DSR4 expense budget requests for the Public Health Division this year—one for HHS Department and Public Health Division staffing and the other for the Substance Prevention Alliance of Needham (SPAN). Public Health assisted with requests submitted through Information Technology for an electronic food establishment inspection system and PH will also support the Fire Department's request for a full-time Emergency Management Program Coordinator.

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Veterans

Some of the monies spent on veterans' benefits and other services are eligible for up to 75% reimbursement from the Commonwealth. The WSVD has not notified Needham of its FY20 Assessment, so this base budget submission is an estimate and relies upon a 4% increase for Veterans' Benefits and the District Assessment. This base budget is preliminary, as the WSVD Board will begin its FY2020 budget discussions towards the end of the calendar year. The current FY19 Expense (non-salary) budget for Veterans' Services is \$132,581 and with a 4% increase (in

**Department Information
DSR1**

Department | Health and Human Services Department |

dollars \$4,858) the recommendation for FY20 totals \$137,439.

Veterans

Spending Category	Expense Type	Change from FY19	Comments
Other Supplies & Equipment	Other Supplies	\$ -	Unchanged
Governmental Charges	District Assessment	\$3,066.00	West Suburban Veterans District charges. Costs estimated to increase at 4%.
Mileage	Mileage	\$ -	Unchanged
Dues & Memberships	Memberships	\$ -	Unchanged
Veterans' Benefits	Veterans' Benefits	\$1,792.00	Benefits for veterans. Costs estimated at 4% increase.

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Youth & Family Services Division

With a new director in place for the division, all services are being reviewed and analyzed. This process is in progress, but her initial reviews have identified a couple areas of the budget that require minor adjustments. The total amount requested is \$1,400 which reflects the increased fees charged for state licensures and certifications along with a new phone for the new Director and small increases in mileage and in-state training costs.

Youth & Family Services

Spending Category	Expense Type	Change from FY19	Comments
Postage	Postage	\$ -	Unchanged
Wireless Communications	Mobile phones	\$450.00	Additional service costs for program phone
Printing & Mailing	Printing Services	\$ -	Unchanged
Office Supplies	Office Supplies	\$ -	Unchanged
Governmental Charges	Licensure	\$400.00	Governmental charges to reflect the costs of state licensure for social workers and mental health counselors on staff. Updated cost for FY 2020 based on increase in state fees.
Food & Service Supplies	Food for groups and training events	\$ -	Unchanged

Department Information
DSR1

Department		Health and Human Services Department		
Other Supplies & Equipment	Other Supplies	\$ -	Unchanged	
Conference In-State Travel	Training	\$250.00	Increase in costs to reflect registration costs a broader array of in-state trainings and workshops.	
Mileage	Mileage	\$300.00	Mileage for staff to attend conferences & trainings	

The DSR4 budget request seeks funding for a part-time 10 hour employee to help with clinical coverage, reducing the client wait list, and additional program development. The cost for this time will be \$14,731. This additional part time staff will help to fill in gaps into community needs.

The DSR4 also requests expense line increases in the amount of \$6,750. These requests are designed to enhance and support the services provided by the Youth & Family Services Division's clinical staff. The requests include \$3,000 in Professional/Technical Services for consultation and evaluation of Therapy and Counseling Techniques. \$2,000 from Other Supplies & Equipment for curricula and parent support group materials (everything from guidebooks to wallet cards), and \$1,750 to support the Director's attendance at the National Council on Behavioral Health's annual meeting and training

Accomplishments and Activities

Aging Services Division

Services and activities under the Aging Services Division aim to put seniors on the path to healthier living, healthy food choices, chronic disease management, and appropriate fitness activities. This helps seniors to continue to live independently in the community where they can age in place and avoid costly, long-term care institutions.

Some notable highlights of the Division include:

- Hired a new grant-funded Social worker
- Hired two substitute Van drivers
- Increased the Fitness Room and evening programs hours
- Extended social services evening hours to provide support service for adults 60 or older struggling with depression, anxiety, grief, loneliness or similar issues
- A new Safety At Home program was established in collaboration with the Needham Health Division.
- Held An Open House for new seniors turning 65 in an effort to expand the visitors to the Center at the Heights
- Increased Cooking Demonstrations

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Department Information DSR1	
Department	Health and Human Services Department
<p>Public Health</p> <p>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:</p> <ul style="list-style-type: none"> • Updated and expanded its protocols for ensuring safe and hygienic restaurant operations, in part thanks to a grant from the Food & Drug Administration. • Revised and streamlined the permit application and inspection processes for one-time food events and for mobile food vendors. • Conducted extensive research into best practices and revised a number of regulations following a Board of Health hearing. Regulations revised in FY 2018 include Tobacco and Bodyworks, along with the administrative regulations governing trash haulers to comply with a new stat recycling mandate. • Collaborated with the Recycling and Transfer Station Division of the Public Works Department on more in-depth data collection on trash hauling and recycling services offered by Needham companies. <p>The Public Health Division also directs or oversees a number of community-based services.</p> <ul style="list-style-type: none"> • Needham's synthetic turf playing fields are tested bi-annually by Fuss and O'Neill to proactively monitor chemical exposure; these tests are conducted on behalf of the Public Health Division in consultation with the Director of the Park & 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 over time. • The Traveling Meals Program continues to deliver a two meal package five days a week to approximately 40 -50 homebound clients a day. This program is supported by approximately 80 volunteers. It is managed by one part-time employee who coordinates all services. In 2010 Harvard Community Health Care awarded the program a "Community Spirit Award" as an example of Town and Volunteers working together to deliver services to a vulnerable population. Although attracting volunteers remains a challenge (especially in the winter months), the Traveling Meals Program has expanded its service in response to the pressing needs of community members. The number of meals delivered in FY 2018 fell modestly from the totals from FY 2017, but the Division is re-emphasizing its community partnerships to attract referrals of in-need seniors from new and existing sources (including faith communities). • Continued support for Town agencies, schools, and community partners through the Riverside Community Home Based Care contract, which brings outstanding services to high risk adults and seniors in the community. This initiative includes consultation and home visits to clients identified by the Public Health Division, Fire Department, Police Department, Building Department, Needham Housing, and Aging Services, and Youth & Family 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 the Substance Prevention Alliance of Needham. • INTERFACE is made available to Needham residents, all the Health & Human Service 	

Department Information DSR1	
Department	Health and Human Services Department
<p>Divisions, 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 follows up within a few weeks to evaluate the services found. This valuable program is funded by donations to the Public Health Division 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.</p> <p>Needham's Public Health Nursing Program offers Blood Pressure clinics to residents four days a week, and offers similar services to Town employees on a monthly basis. Needham's nurses also coordinated the Town's annual flu clinics, including four large-scale public clinics, and private clinics on-site for partners in town including Charles River ARC and North Hill. In FY 2019, the Division offered the "High Dose" influenza vaccine for seniors, which has been very popular. The Public Health Nurses also coordinate a range of support and assistance programs including:</p> <ul style="list-style-type: none"> • <u>Self-Help Program</u>—help Residents that qualify for federal/state energy fuel assistance (200% of the federal poverty level) apply for assistance for the winter season. • <u>Good Neighbor Program</u>—assist residents who do not qualify for Self-Help Program to apply for assistance for their utilities and payments that need to be made. • <u>Assistance Programs</u> from the Friends of the Needham Board of Health, the Salvation Army, Local Churches in Needham, and the Gift of Warmth Fund, which help retrieve funds for those who do not qualify for the Self-Help Program or the Good Neighbor Program. • <u>Application for Food Stamps</u>—help residents 60 and over apply for food stamps. • <u>Hoarding</u>—assist residents who are in need to find resources and help for housing/hoarding issues. • <u>Senior Safety Program</u>—in collaboration with the Aging Services Division, the Public Health nurses help the aging population to remain in their homes through educational information and resources that will allow for them to safely remain in their house. <p>The mission and vision of the Substance Prevention Alliance of Needham (SPAN) are centered on collaboratively reducing substance use in our community through prevention initiatives impacting media advocacy, policy and enforcement, access and availability and creating a shift in community norms around youth substance use. In 2017 and 2018 the coalition used collected data and logic models to implement projects on substance misuse prevention in the community. Some of the completed projects include:</p> <ul style="list-style-type: none"> • <u>Substance Misuse Prevention Posters</u>. SPAN partnered with Needham High School's Graphic Design 2 class to create student designed infographic posters that focus on substance misuse and peer awareness. The students were given key facts from trusted substance abuse information sources to inspire their design approach. • <u>Needham Cable Channel PSAs</u>. The Needham Cable Channel staff helped to create PSA's around drugged driving, 'Ask the Expert' perspectives and prescription drug misuse. These PSA's were regularly shown on the Needham Cable Channel. • <u>Needham High School Extended Homeroom</u>. SPAN's Marijuana and Alcohol Action Teams designed a peer-to-peer substance use prevention video, as well as a teacher-guided discussion and interactive game to fill an extended homeroom in NHS. 	

Department Information DSR1

Department

Health and Human Services Department

- Norfolk County Pharmacy Workshop. SPAN co-hosted an interactive workshop in Dedham for pharmacists in Norfolk County. Over fifty pharmacists attended the workshop to discuss safe prescribing.
- 'Hidden in Plain Sight'. The Prescription Drug Action Team and SPAN, with the help of Beth Israel Deaconess Hospital-Needham, teamed up to provide a 21-and-over interactive display for the community. The event consisted of over 100 community members viewing a set-up of a teenager's bedroom in order for parents to learn how to spot signs of at-risk behavior in their teen.

The projects that were mentioned have created a more unified effort to provide a substance-free community in Needham. SPAN also has a number of projects that continue to establish a healthier Needham community. Some of the successful, ongoing projects include:

- S.A.L.S.A. (Students Advocating Life without Substance Abuse) is a Needham High School student club that teaches refusal skills and other peer prevention strategies for substance use prevention. The club has a leadership team that regularly collaborates with SPAN and its action teams to assist and co-lead substance prevention projects.
- 5th Quarter. A substance-free social program is provided at the end of NHS home football games in order to provide a healthy, fun environment for the students. This event offers free food and entertainment for the students.
- Needham Parents Care. As a subset of SPAN, this group consists of Needham parents who are interested in delivering substance use prevention initiatives within the community. The group consistently works on their own projects, including 5th grade parent book groups and monthly parent messages focused on youth substance use prevention tips.

The Public Health Division 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. These initiatives are based on the results of our Community Needs Assessment, which found that Mental Health needs (especially anxiety and depression) is at the top of issues identified 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. The Public Health Division continues 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.

Additionally, the Public Health Division Co-Chairs the Local Emergency Planning Committee with the Fire Chief, Co-Chairs the Domestic Violence Action Committee with the Police Department, Leads the Substance Prevention Alliance of Needham (SPAN) Coalition, and Coordinates the Medical Reserve Corps and the Tobacco Control Program. The Health & Human Services 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.

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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

Department Information DSR1

Department

Health and Human Services Department

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. And during FY18 has expanded cooperative programs with the Aging Services Division including a Veterans' Writing Group, a military film series, and a series of speakers and programs focused on veterans' issues.

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Youth & Family Services Divisions

Over the last year, Youth and Family Services has been able to keep most programs functioning while being short staffed. The services provided by the division include direct clinical services to youth and families, educational outreach and support for families and youth, and involvement in community based initiatives, groups and trainings. In addition, staff have made attempts to focus on their own professional growth and clinical skills to best meet the needs of the residents. The following are some of accomplishments over the last year.

Direct clinical service continues to be a strength of the division. The staff members have collectively had hundreds of clinical hours with youth and their families. The waitlist has decreased significant in preparation for a historically sharp increase in referrals as the school year progresses. The division is also implementing multiple groups in the schools. There are a number of school seminars that have occurred as well, addressing issues of body image, safely utilizing the internet, bullying, sexual harassment and 4 day long high school support/inclusion initiatives called Reach Out Day. In addition, the division have continued to engage youth in wellness/prevention services such as the Peer Tutor Program, VIP program, Needham Unplugged, Project VAN, Make a Statement Day, Junior Police Academy, and helped to train babysitters through the babysitting training program. There has also been initiative taken to provide multigenerational programming with collaboration with the COA. Youth and Family Services has done a tremendous job recognizing achievements of community individuals as well through the Ray of Hope Award and the Patrick C. Forde Award. There was also division participation in the Denise Garlick's panel last fall called "Right Information, Right Time."

The division staff members have participated in various city wide committees and groups including SPAN and SPAN sub-committees, DVAC, CCIT, Youth Resource Network. In addition, staff members have been involved in larger groups and initiatives including SAAP and a director's meeting involving staff from other area Youth and Family Services programs. Staff members have also participated in the Town's solution groups including the development of mentor/mentee program for new hires, promoting the importance of staff meetings, and revamping employee evaluations.

The staff has also attended a number of training including CBT and mindfulness trainings, the Riverside Annual Conference integrating treatment and exploring links between trauma, substance use and other co-occurring conditions, and suicide assessments. All staff have been trained in C-SSRS, a nationally recognized suicide tool so that the division can best identify and take action steps around suicidality. Most notable is that a staff member has gone to the Mental Health First Aid training course and has become a trainer, planning multiple trainings town wide over the next year. In addition to focusing on professional growth, the division is also dedicated in helping others, have a master's level and bachelor's level intern and being part of an internship collaborative with neighboring towns.

Department Information DSR1			
Department		Health and Human Services Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,568,6781	416,566	1,985,347
b) Expenses	341,524	50,750	392,274
c) Capital			
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	1,910,305	467,316	2,377,621
V2020			

Department Expenditure Detail DSR2									
Department				Health and Human Services Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	5	15.73	15	6	17.66	15	4	17.14
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X		2	3
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							1,616,169	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							4,492	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4,500	
i.	PRD1 Budget Adjustments							-299,352	
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1								1,325,809	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Aging Services – One 19.5 hr Van Driver and one 7.5 hr Van Driver @ \$26,946, Building Monitor @ \$13,410, plus DSR3 costs listed below							40,356	
b.	Public Health – Temp office coverage @ \$3,500, Recording Secretary @ \$2,960, After hours inspections @ \$14,110, and Program Support Assistants @ \$36,525, also includes the date gathering, plus DSR3 costs listed below							57,095	
c.	Veterans – Care of Graves @ \$2,500 and Seasonal Assistance @ \$500							3,000	
d.	Youth Services – Part-time Social Workers, Graduate Student Social Workers @ \$25,240							25,240	
e.	DSR3 Total							94,050	
Sub Total 2								219,741	
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							3,000	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
Sub Total 3								3,000	
4. Other Salary and Wage Expenses – (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							12,731	
c.	Program Stipend							7,500	
d.	Tuition Reimbursement								
e.	Working Out of Grade								

Department Expenditure Detail DSR2		
Department	Health and Human Services Department	
f. DSR3 Other Compensation		
	Sub Total 4	20,231
5. Total Salary and Wages (1+2+3+4)		1,568,670
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x – 525x)	5420 – Maintenance @ \$500) Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections needed every other year. This is an on-year for equipment calibration.	500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 – Pest Control @ \$500 (PH)	1,900
	Veterans' Event \$1,400 (Vet)	
Professional & Technical Services (530x – 531x)	5300 – Professional & Technical @ \$28,000 for data surveys, technical consultant (PH) 5300 – Professional & Technical @ \$5,500 for group activities (Youth) 5300 – Professional & Technical @ \$1,000 for group activities (Aging) 5303 – Seminars & Trainings @ \$2,000 (PH) 5303 - Seminars & Trainings @ \$2,000 (Aging) 5303 – Seminars & Training @ \$1,800 (Youth) 5303 – Software License & User Fees @ \$1,160 Annual license costs for Survey Monkey, Constant Contact, and other software licenses \$660 (PH) Annual license costs for program software rentals \$500 (Aging) 5309-Licensed Professional Services @ \$85,000 (Riverside, Fuss & O'Neil,	128,960


Department Expenditure Detail DSR2		
Department	Health and Human Services Department	
	etc.) (PH); 5311 – Advertising of flu clinics, public health forums, healthy notes @ \$2,500 (PH)	
Communications (534x)	5340 – Graphic Design @ \$2,000 to support the design of community education materials and public health awareness campaigns (PH) 5341 – Postage @ \$3,850 for mailing permits and licenses and renewal applications Postage @ \$1,500 for mailing permits and licenses and renewal applications (PH) Postage @ \$1,250 (Aging) Postage @ \$100 (Vet) Postage @ \$1,000 Youth 5344 – Wireless Communications Systems @ \$9,650 Wireless Communications @ \$5,000 covering costs of smart phones for Director, two Public Health Nurses, Assistant Director, Environmental Health Agent, Substance Use Prevention Specialists, smart phone for Traveling Meals Program Coordinator, as well as three IPADS for Environmental Health (PH) Wireless Communications @ \$2,950 covering costs of smart phones and data plan for Director and one of two van drivers (Aging) Wireless Communications @ \$1,700 covering costs of smart phone and data plan for Director (Youth) 5345 – Mailing, Printing, and Photocopying @ \$4,900	24,400

Department Expenditure Detail DSR2		
Department	Health and Human Services Department	
	<p>Photocopying @ \$1,250 for external printing, includes printing of certain program flyers or materials that cannot be produced "in-house" as well as business cards (Aging)</p> <p>Photocopying @ \$400 for external printing of brochures and program flyers or materials that cannot be produced "in-house" as well as business cards (Youth)</p> <p>Photocopying @ \$3,250 for both internal (photocopier) and external printing (includes copying of inspection forms, business cards, and posters) (PH)</p> <p>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)</p>	
Recreational & Cultural Services (535x)	<p>Memorial Day Luncheon \$500 (Vet)</p> <p>Program instructors or vendors @ \$750 (Aging)</p>	1,250
Other Purchased Services (538x)	5380 – Nuisance Abatement @ \$1,000 (PH)	1,000
Office Supplies (542x)	<p>5420 – Office Supplies and equipment for 7 full time, 3 part-time regular, and 9 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)</p> <p>Supplies and equipment necessary for the program and service delivery such as but not limited to paper, pens, files, labels @ \$3,000 (Aging)</p> <p>To purchase basic office supplies --- paper, pens, folders, mailers, etc @</p>	8,150

Department Expenditure Detail DSR2		
Department	Health and Human Services Department	
	\$800 (Youth)	
	Office Supplies @ \$100 (Vet)	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)	Parts such as tires, brakes, batteries, inspection stickers for Aging Vans @ \$2,250	2,250
Gasoline and Diesel Fuel (5481)	Gas and oil for the Aging Vans @ \$7,500	7,500
Food and Service Supplies (549x)	Supplies related to program operation @ \$300 Aging and @ \$1,200 Youth	1,500
Medical Supplies (550x)	5500 – Medical Supplies and health materials, largely for public health nursing purposes @ \$1,500 (PH) Supplies related to medical purposes such as first aid kits @ \$150 (Aging)	1,650
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	5580 – Other Supplies & Equipment @ \$7,175 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 @ \$750 (Youth) Special Event and Public Recognition Expenses @ \$250 (Aging)	7,175
Governmental Charges (569x)	5690 – Governmental Charges for the annual cost for Environmental Health	83,840

Department Expenditure Detail DSR2		
Department	Health and Human Services Department	
	Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ \$250 (PH) West Suburban Veterans' District Assessment @ \$82,790 (Vet) Licensure for Social Workers @ \$800 (Youth)	
Travel & Mileage (571x – 572x)	5710 – In-State Travel Expenses @ \$2,500 for in-state registration fees (PH) In-State Travel Expenses @ \$1,000 for in-state registration fees (Aging) In-State Travel Expenses @ \$1,500 for in-state registration fees (Youth) 5711 – Mileage @ \$3,500 for 7 full time, 3 part-time regular, and 9 part-time/per diem employees (PH) Mileage @ \$1,300 (Youth) Mileage @ \$1,100 (Aging) Mileage @ \$100 (Vet) 5720 – Out-of-State Travel Expenses @ \$1,250 for the cost of attendance for one staff member at regional or national event such as training (Youth) Out-of-State Travel Expenses @ \$5,500 for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials Annual Meeting or the CADCA Leadership Institute in Washington D.C (PH)	17,750
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the	5,310

Department Expenditure Detail DSR2				
Department	Health and Human Services Department			
	National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$2,750 (PH)			
	Professional Subscriptions such as National Association of Social Workers \$1,500 (Aging)			
	Veterans' Association @ \$60 (Vet)			
	Professional Subscriptions @ \$1,000 (Youth)			
Other Expenses (574 X – 579x)	5740 – Veterans' Benefits @ \$48,389		48,389	
6. Total Expenses			341,524	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,910,194	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department			Health and Human Services Department						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	COA Outreach Worker	14,000		X					
2	Transfer Social Worker from CR-JM Delta	14,355		X					
3	Traveling Meals Program Summer Drivers	9,855		X					
4	Per Diem and Substitute Nurses	55,840		X					
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	94,050							
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								

V2020

Performance Improvement Funding Request DSR4					
Department	Health and Human Services Department				
Title	Youth & Family Services—Cutting Down the Wait List	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)	
1. Salary and Wage	.25	\$14,731		\$14,731	
2. Expense		\$6,750		\$6,750	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
6. Grand Total (4+5)		\$21,481		\$21,481	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
<p>Youth and Family Services is a relatively small division which has functioned with a relatively small staff. The Division has recently hired a new Director (late September 2018) and she has begun a comprehensive assessment of the mental health needs of the community. In the process of conducting that assessment, the Director has identified a number of value programs and services which are currently offered and she has also identified gaps in services and the support offerings available in Needham.</p> <p>There are some significant changes that have come over the past 5 years which has impacted the needs of youth, including continued concerns about suicidality and self-harm, the need for services for juuling/vaping, an increase in gender awareness/identification difficulties, online/gaming addictions, and parent education/support groups for these various areas.</p> <p>The 2016 MetroWest Adolescent Health Survey (MWAHS), found significant levels of stress and depression amongst Needham High School students in addition to significant amount of</p>					

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Youth & Family Services—Cutting Down the Wait List	Priority	1
<p>experimentation with substances and, in some instances, high levels of regular use (within the past 30-days). Areas of concern shared by the Youth & Family Services Division staff members and the staff members from the Substance Prevention Alliance of Needham include the facts that that 52% of students drank alcohol, 17% reported binge drinking, and 28% have used marijuana.</p> <p>Other notable issues that have been highlighted in the survey are that:</p> <ul style="list-style-type: none"> • 18% of students report depressive symptoms; • 13% reported self-injury; • 12% have reported that they had seriously considered suicide; and • 4-5% have attempted suicide in the past 12 months. <p><u>These percentages show a drastic need for additional outreach, shorter waitlists for services, and additional supports for these students.</u></p> <p>Encouragingly, 75% of High Schools students reported that they have an adult at school to talk to about important things, and 91% indicated that they have a trusted adult outside of school. This is incredibly important because research has shown that having a trusted adult is a protective factor for youth. The MWAHS notes that, “while most MetroWest youth report having adult support in their lives, youth without adult support are more likely to report a variety of risk behavior. For example, youth without adult support at home are more likely to report current alcohol use (40% vs. 31%), current marijuana use (30% vs. 18%), depressive symptoms (39% vs 16%) and having seriously considered suicide (31% vs. 10%).” Having a trusted adult in place can have such a profound impact in the life of a youth, but what options are available for those students who do not have a trusted adult at school or in the home? Other agencies must get involved and help these youth feel connected, have a place to go for support, and have programming that will address these risk behaviors noted above (substance misuse, depression, self-harm).</p> <p>The funding requested will support a part-time therapist position (a Social Worker or Mental Health Counselor) that will see youth clients clinically, will lead support groups, and will assist in the development of additional programming targeted for youth and for parents.</p> <p>Initially, this part-time therapist will run support groups for youth struggling with depression and thoughts of suicidality, and will run additional groups for parents struggling to support their child/children who are challenged by substance misuse, depression, or self-harm behavior. After an initial orientation period, the part-time therapist will see youth for clinical counseling. The part-time therapist will help to significantly reduce wait times for clinical services, specifically for youth who need interventions as quickly as possible given the nature of needed services, including the students involved in the Substance Abuse Awareness Program (SAAP) and Bullying Intervention Program (BIP).</p> <p>In previous years there has been a lengthy waitlist for these programs, lasting as long as six months at one point! This is very problematic when youth rely on completion of these programs to graduate. In order to continue to allow the schools to hold these students accountable, the Youth & Family Services Division needs to be able to serve them in a timely fashion. With this additional position, the waitlist should be able to be reduced to two-to-four weeks, depending on</p>			

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Youth & Family Services—Cutting Down the Wait List	Priority	1
<p>fluctuations in demand. The part-time therapist would also allow for a co-leader for trainings and group therapy, which is clinically indicated when running specifics groups in the community. In addition, this person will help to keep necessary programs running, as the Division needs additional personnel to run some programs smoothly. Previously, Youth and Family Services utilized consultants to help bridge gaps in some programs. Utilizing a part-time employee will actually be a cost savings for the town when it comes to the hours spent on these programs.</p> <p>The MetroWest Adolescent Health Survey data have illustrated a need to the community and underscored the need for continued innovative programming to help reach all youth in need of services. This increased staffing request will be a small part of reaching this goal, and will help to address the Youth Commission's overarching goal of ensuring sufficient clinical support for youth and additional educational programming and support groups for parents.</p> <p>The expense funding line requests are designed to enhance and support the services provided by the Youth & Family Services Division's clinical staff. The requests include \$3,000 in Professional/Technical Services for consultation and evaluation of Therapy and Counseling Techniques. \$2,000 from Other Supplies & Equipment for curricula and parent support group materials (everything from guidebooks to wallet cards), and \$1,750 to support the Director's attendance at the National Council on Behavioral Health's annual meeting and training.</p>			
V2020			

Performance Improvement Funding Request DSR4				
Department	Health and Human Services Department			
Title	HHS Department Staffing	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
7. Salary and Wage		\$155,757		\$155,757
8. Expense				
9. Operating Capital				
10. Department Total (1+2+3)		\$155,757		\$155,757
11. Other Costs		\$56,195		\$56,195
12. Grand Total (4+5)		\$211,952		\$211,952
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Select Board Goal 7, New Initiative #1 Select Board Governing Principles 7, 11, 13 Board of Health ADM Goals #'s 3, 4, 5, and 6 Board of Health EH Goals #'s 6, 7, 8, and 9		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>Through this budget request, Needham's Health & Human Services Department seeks to provide its overall department and its Public Health Division with sufficient staffing so that:</p> <ul style="list-style-type: none"> The Public Health Division has a full-time director who is able to devote his/her full time and attention to advancing the goals and objectives of the Board of Health and the Public Health Division; and The Health & Human Services Department as a whole has a staff person dedicated to budget development, account tracking, spending projections, and procurement for all of its divisions and programs. <p>The position of Director of Public Health has been vacant since December 31, 2016; that length</p>				

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	HHS Department Staffing	Priority	2
<p>of vacancy affects the operations and efficiency of a department entrusted with a range of public health and sanitary responsibilities, all of which have a material effect on the health and wellness of the Town. The Director of Public Health position currently oversees a division with...</p> <ul style="list-style-type: none"> • 20 staff members – six full-time benefitted staff including grant positions, two part-time benefitted staff, 12 part-time non-benefited staff members ranging from 5 hours a week to 19.5 hours a week), along with six per diem public health nurses, and four summer Traveling Meals Program drivers; and • extensive policy and regulatory authority afforded to it by the Needham Board of Health through M.G.L. Chapters 111, Sections 31, 31A, 31B, 122, 127, 127A, and 143; and <p>Without a Director of Public Health, the Director of Health & Human Services divides his attention between larger work that crosses divisions and departments and the more focused activities of one division which has extensive policy and regulatory authority. Progress on updating and revising the Board of Health's existing regulations has largely faded since the HHS transition, and research into new policy positions has also been put on hold (largely in favor of higher priority Town work about the health impacts of utility line placement, the health impact of electro-magnetic fields, or siting criteria for the installation of 5G small cell antennas. If a Director of Public Health were hired, that individual would focus on Public Health division and Board of Health work, and the Director of Health & Human Services would concentrate on interdepartmental activities, Town-wide priorities, and oversight of each division's activities. Funding needed to support filling the position of Director of Public Health (K-24) is estimated at \$93,864, the bottom level of the K-24 management salary grade.</p> <p>The newly created position of Administrative Analyst (GE-18) would work across the divisions within Health & Human Services and focus his/her time and attention on budget development, account tracking, spending projections, and procurement for all of HHS divisions and programs. HHS has a combined operating budget of \$1.86M across four divisions along with five revolving accounts, seven donation accounts, two trust funds/special warrant articles, and 15 different grants (8 recurring, and 7 one-time).</p> <p>Creating and hiring an Administrative Analyst for the Health & Human Services Department would have secondary effects including providing support to the Director of Health & Human Services in his work, and it would concentrate financial responsibilities in one staff member and allow other administrative staff to focus on the scheduling, planning, and logistical work needed for the programs and services offered by the Aging Services, Public Health, and Youth & Family Services Divisions. The staff members, if hired, will sit at currently open work stations in the Public Health Division office (staff seating arrangements will be re-organized and part-time staff may have to adjust their work schedules as there will be fewer work stations available for use by part-time staff members).</p> <p>This request responds to a number of goals from elected or appointed boards, including:</p> <p>Select Board's Goal 7, New Initiative #1 about the structure and efficiency of the consolidated HHS Department as well as Select Board's governing principles (7, 11, and 13) about pursuing age-friendly community designation, improving departmental efficiency, and collaborating on additional programs for Veterans. It would also fulfill a number of the Board of Health's goals by providing a full-time dedicated Director of Public Health to advance the Board's priorities.</p>			

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	HHS Department Staffing	Priority	2
<p>Funding needed to support filling the position of Director of Public Health (K-24) is estimated at \$93,864 for the first year. Funding needed to support creating the position of HHS Administrative Analyst is estimated at \$61,893 for the first year. Additional costs identified as part of this budget request include the benefit costs for the two positions, one new and one currently vacant. Those costs will be \$26,862 for the Administrative Analyst (GE-18) and \$29,333 for the Public Health Director (K-24), per the Assistant Town Manager for Finance.</p>			
V2020			

Performance Improvement Funding Request DSR4				
Department	Health and Human Services Department			
Title	Substance Prevention Alliance of Needham	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency		Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)	
13. Salary and Wage		\$98,000		\$98,000
14. Expense		\$27,000		\$27,000
15. Operating Capital				
16. Department Total (1+2+3)		\$125,000		\$125,000
17. Other Costs				
18. Grand Total (4+5)		\$125,000		\$125,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Board of Health's Substance Use Prevention Goal #1		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>The Substance Prevention Alliance of Needham (SPAN), originally named Needham Coalition for Youth Substance Abuse Prevention (NCYSAP), was created in 2006, following a series of suicides in Needham in 2004. The mission of the coalition is to decrease the risk factors indicated in substance use and increase the protective factors that are known to support youth to make healthy and safe choices through community education, partnerships, and strategic action.</p> <p>The SPAN is comprised of residents, businesses, community volunteers, youth, and key stakeholders that work to implement strategies for youth substance use prevention. Drawing on the strengths of a civic-minded and collaborative community, SPAN offers Needham residents education, support and resources for navigating substance use and misuse among our youth.</p> <p>The SPAN has been fortunate to receive a pair of five-year Drug Free Communities (DFC) grants to support youth substance use prevention. The grant has provided \$125,000 in funding per year for a total of eight years thus far. SPAN just began its ninth year of funding and the 10th and final</p>				

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3

year of funding (statutorily communities are only eligible for 10 total years of DFC funding) will conclude at the beginning of FY 2021. When the DFC grant expires in September 2020, Needham will have received a total of \$1.25M over a decade but the termination of that grant will **leave the Town without dedicated youth substance use prevention funding.**

During its second five-year funding period, the SPAN has focused its efforts to decrease youth substance use rates and to address the challenge of youth substance use and misuse in Needham through youth and parent education, program development, changing consequences, changing the physical design of environment, and providing support. These efforts have made a difference; data collected through the biennial (or biennially administered) MetroWest Adolescent Health Survey (MWAHS) has reflected the impact of these efforts.

Reported alcohol use in Needham High School has declined substantially; from 2006 to 2016, reported lifetime use decreased from 66% to 49% and current use from 28% to 19%. Similar reductions are evident in reporting for lifetime youth marijuana use, which decreased from 35% in 2006 to 24% in 2016 and current use, from 25% to 16%. Additionally, lifetime prescription drug misuse has decreased from 11% in 2006 to 5% in 2016.

SPAN has embarked upon numerous long-term projects over the years that have influenced the aforementioned decrease in youth use rates. These projects have not only encouraged a healthier Needham community, but they also have fostered more collaborative and unified efforts to support youth to lead healthy, substance-free lives. SPAN's accomplishments and ongoing projects include:

- *Norfolk County Pharmacy Workshop:* SPAN co-hosted an interactive workshop in Dedham for pharmacists in Norfolk County. Over fifty pharmacists attended the workshop to use case-based teaching modules to learn more about safe prescribing and general tools needed to ensure safe opioid therapy.
- *S.A.L.S.A. (Students Advocating Life without Substance Abuse):* A Needham High School student club that teaches refusal skills and other peer prevention strategies for substance use prevention. The club has a leadership team that regularly collaborates with SPAN and its action teams to assist and co-lead substance prevention projects. Currently about 140 Needham High School students provide peer-to-peer support with approximately 450 Needham Pollard Students. Since its inception six years ago, over 2,700 Needham 8th grade students have participated in SALSA programing.
- *Alcohol Compliance Checks:* Initiated in June 2018 for all on and off-premise alcohol licensees in collaboration with the Needham Substance Abuse Prevention Collaboration and Needham Police Department in an effort to ensure that alcohol licensees are following state and local regulations, especially about underage alcohol service.
- *Bi-annual DEA Medication Take Back days:* A collaboration with the Needham Police Department every April and October that provides Needham residents an opportunity to safely dispose of their unused or expired medications. Take Back days help prevent access to, and misuse of, prescription medication by reducing the total supplies of unused and expired medications in the community. As noted above, reported high school lifetime

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3
<p>misuse rates of prescription drugs have decreased to 5% but that percentage still represents about 75 students that have experimented with dangerous drugs.</p> <ul style="list-style-type: none"> • <i>Second Disposal Kiosk</i>: SPAN partnered with Beth Israel Deaconess Needham (BIDN) to bring second medication disposal kiosk to Needham. BIDN houses the kiosk in the Emergency Department and has increased advertising to its patient populations encouraging the disposal of unused and expired medications. • <i>Educational forums</i>. Over the past decade, SPAN has provided numerous educational forums on topics ranging from marijuana legalization, opioid addiction, vaping, adolescent brain development, and more. All the forums have been recorded on • <i>Youth Diversion Program</i>: SPAN staff participated in the development and implementation of the Needham Youth Diversion program. The Diversion program uses a holistic approach to help Needham youth facing juvenile charges, allowing them to avoid prosecution if they successfully complete the Diversion program. The Diversion program provides positive alternatives to court involvement and helps youth to accept responsibility for their mistakes, contribute to their community, and learn from their experiences so that they will not re-offend. Numerous research studies have found that youth diversion programs have a significant positive impact on recidivism. • <i>'Hidden in Plain Sight'</i>: The Prescription Drug Action Team and SPAN, with the help of Beth Israel Deaconess Hospital-Needham, teamed up to provide a 21-and-over interactive display for the community. Over ninety community members were able to view a set-up of a teenager's bedroom, with signs of at-risk behavior. The event allowed parents (and other adults) to learn how to spot signs of at-risk behavior in their teen. • <i>Development and maintenance of SPAN Website</i>: A website, available at www.spanneedham.org was built to provide 24-7 access to needed online resources for youth, parents, and community members. The website is updated regularly with information about SPAN events and includes SPAN organizational information. • <i>5th Quarter</i>: For a decade, 5th Quarter has offered youth a popular social program at the end of NHS home football games in order to provide a healthy, fun, and substance-free environment for the students. A collaborative volunteer effort with local parents, community groups, and businesses, this event offers free food and entertainment for the students and sees an average of 200 high schoolers after each home football game. • <i>Needham Parents Care</i>: A subset of SPAN, this group of about ten Needham parents actively delivers substance use prevention initiatives within the community. The group works consistently on their own projects, including 5th grade parent book groups and monthly parent messages focused on youth substance use prevention tips. • <i>Needham High School Extended Homeroom</i>: SPAN's Marijuana and Alcohol Action Teams designed a peer-to-peer substance use prevention video, as well as a teacher-guided discussion and interactive game to fill an extended homeroom in NHS in the spring of 2017. This was a unique educational opportunity that allowed for an open dialogue amongst Needham High School students. • <i>Substance Misuse Prevention Posters</i>: SPAN engaged with Needham High School's 			

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3

Graphic Design 2 class to inform the creation of infographic posters that focus on increasing peer awareness of substance misuse. The students used key facts from trusted substance use/misuse information sources to inspire their design approaches and the posters have been displayed at the Needham High School.

- *Needham Cable Channel PSA's*: The Needham Cable Channel staff helped to create multiple PSAs about drugged driving, 'Ask the Expert' perspectives and prescription drug misuse. These PSA's are regularly shown on the Needham Cable Channel.

While the SPAN has improved overall youth substance use/misuse rates, there is still work to be done. Outlined below are three of examples.

- Self-reported binge drinking remains a problem. From 2006 to 2016, self-reported binge drinking (based on 30 day use rates) of students in grades 9 through 12 decreased by 9%. However, in 2016 19% of students (283) still reported binge drinking within the past 30 days, a significant number.
- Another challenge that we face among Needham youth is the pervasive use of electronic cigarettes, popularly known as "vapes" or "juuls". In 2016, 15.6% of 9 – 12 graders, or 232 students, reported using e-cigs in the past 30 days – that is more than three full school buses. Anecdotal reports by Needham High School administrators indicate that there is widespread juul use at the High School (and at the Pollard Middle School), and this is a challenge to which many communities are struggling to respond.
- Additionally, a significant attitudinal issue among Needham youth is their low perception of risk of riding in car with a driver who has been using marijuana. While in 2016, 90.1% of Needham High School students thought that riding in a car driven by a high school student who had been drinking alcohol is "very dangerous", only 63.1% of Needham High School students thought that riding in a car driven by a high school student who had been using marijuana is "very dangerous". Marijuana legalization and likely changes in attitudes, social norms, and community perception, mean that this percentage is at real risk to decrease.

The above is not an exhaustive list but rather an illustration of just three of the many challenges that facing youth. The environment of substance use and misuse is constantly changing and it is essential that Needham continues to work actively to provide training on refusal skills, to take steps to educate and inform the community, which includes parents and youth, to advocate for policies related to access and youth use, and to gather data and evaluate progress.

Elected Board Goals

Supporting the continued operations of the Substance Prevention Alliance of Needham (SPAN) will achieve the Board of Health's FY 2019 and FY 2020 Substance Use Prevention Goal #1: *"Identify and acquire stable local funding to support Needham's substance use prevention activities and the Substance Prevention Alliance of Needham (SPAN) in light of the expiration of a 10 year federal Drug Free Communities grant in 2020."*

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3

Budget

Over the past eight years, \$125,000 per year has allowed the SPAN to effectively and successfully engage the community and to impact youth substance use and misuse perceptions and behaviors. This funding request is in the same amount. After a decade of federal funding, local investment in youth substance use prevention is needed to build upon the extensive work noted above.

Of the funding requested, \$98,000 is requested to fund a full-time Senior Substance Use Prevention Program Coordinator and a part-time Program Coordinator to carry out all aspects of the Substance Prevention Alliance of Needham as well as other substance use prevention or harm-reduction programs and initiatives in the community.

Salary costs— \$98,000 is requested to support a full-time Senior Substance Use Prevention Program Coordinator and a part-time Program Coordinator. This will support the full-time Senior Substance Use Prevention Program Coordinator at approximately \$70,000 (the middle of the GE-20 scale) along with a part-time Program Coordinator (Program Support Assistant III) for approximately 19.5 hours per week (\$28,169.00). These staff will manage all aspects of the coalition and substance use prevention programs, including data collection, project coordination, community relations, membership recruitment and engagement, and reporting. Additionally, they will help to maintain coalition focus through the lens of the Strategic Prevention Framework (SPF), which the coalition relies upon as an organizing tool and prevention guide. Together these 1.5 FTE will support community outreach and communications work that increases awareness of policy change initiatives and environmental factors, and support youth engagement programs.

Expenses—A further \$27,000 is requested in expense line funding to support the activities of SPAN including program evaluation, data gathering, graphic design, printing, office supplies, travel, and other costs.

Program Evaluation: Evaluation is essential to confirm that the efforts of the coalition are effective and well received by the Needham community, and will allow program staff to make appropriate adjustments, if necessary. Program evaluation and assessment services are important in the creation/enhancement of a dynamic and sustainable community substance prevention coalition. It will help to document community changes, outputs, and prevention initiatives. This line item will pay a trained evaluation consultant to analyze the SPANs program efforts and outcomes, review the data on use rates generated by MetroWest Adolescent Health Survey, and generate progress reports and assessments.

Data gathering: The MetroWest Adolescent Health Survey (MWAHS) provides a rich source of data for the SPAN to use to support the design, implementation, and evaluation of effective programs, as well as to help inform goal setting and program activities. To complement that survey, this line item will be used to hire a consultant, who has worked with Needham's Health and Human Services Department for the past ten years, to design, implement, and evaluate a survey to be disseminated to Needham parents who have children in the 6th through 12th grades. This will data from parents will complement the MWAHS data from youth.

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3
<p>Technical assistance: Technical assistance on certain policies and on the implementation of the Strategic Prevention Framework, a federally-recommended approach to prevention activities.</p> <p>Printing: Printing of brochures, flyers, and other necessary materials to distribute at meetings, events, and throughout the community.</p> <p>Graphic design & website: Graphic design and website updates are part of a marketing strategy to reduce youth substance use, inform the community about SPAN's work, and provide resources to community members. Graphic design is also utilized to make flyers when the SPAN develops new, data-driven campaigns and educational events.</p> <p>Office supplies: This line item will cover the costs of office supplies that are needed to support the SPAN operations.</p> <p>Advertising: The SPAN will use funding to cover costs to advertising SPAN events and place important notices in the two local Needham papers. One such event is the bi-annual DEA Take Back Day, which provides Needham residents the opportunity to safely dispose of their unused or expired medications. This effort helps prevent access to the misuse of prescription medication.</p> <p>Promotional items: Similar to graphic design and website, promotional items are part of a marketing strategy to promote the SPAN, inform the community about SPAN's work, and provide resources to community members.</p> <p>Memberships: This line item covers the annual cost for the memberships to the Community Anti-Drug Coalitions of America (CADCA) and other public health prevention associations. Memberships are valued and provide needed access to key policy makers, important updates and summaries on state and federal budget documents as well as professional standards and trainings for licensure.</p> <p>Training (professional): Staff members who are employed to support SPAN will be professionals with a background in higher education degrees and certifications that are required to amass annual continuing education credits in order to maintain their licensure and/or certification(s).</p> <p>Seminars and trainings: Community Anti-Drug Coalitions of America (CADCA) is a leading U.S.-based substance use prevention organization, representing over thousands of community-based coalitions, both in the United States and in over 20 countries, who strive to build healthy, drug-free communities. CADCA provides support to coalitions to become more effective and better able to sustain reductions in drug use rates and related issues. In order to do the aforementioned, as well as provide coalitions with up-to-date evidence based approaches, CADCA provides two trainings per year. This line item would cover the registration costs for two staff members to attend these trainings.</p> <p>Out-of-state travel: This cost is would cover costs of travel to the seminars and trainings (hotel, transportation, food).</p>			

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Substance Prevention Alliance of Needham	Priority	3
<p>In-state travel: This cost is associated with the professional trainings that will be attended by staff members who require annual continuing education credits.</p> <p>Mileage: It will be used for staff to attend meetings and workshops in surrounding communities in order to continue collaborative efforts.</p>			
			V2020

Performance Improvement Funding Request DSR4				
Department	Health and Human Services Department			
Title	Program and Service Expansion at the Center at the Heights	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
19. Salary and Wage		\$148,078		\$148,078
20. Expense		\$17,000		\$17,000
21. Operating Capital				
22. Department Total (1+2+3)		\$165,078		\$165,078
23. Other Costs				
24. Grand Total (4+5)		\$165,078		\$165,078
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		FY 2018 – 2019 Select Board's Goal #5, Sub-goal 4 FY 2019 – 2020 Select Board's Governing Principles #7 and #13 Council on Aging Overarching Goal #1		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>In 2013 the Aging Services Division moved from a sub-standard space in the basement of the Stephen Palmer Building into the Center at the Heights (CATH), more than tripling the available space for programs and services.</p> <p>The move into a much larger space did not, however, come with additional staffing or financial resources, and in the interim the Aging Services Division staff has endeavored to expand programs and services to keep up with the increased demands of Needham's aging population. September 2018 in comparison to September 2017 provides a striking comparison. Overall guest hours increased 21.5% from September 2017, going from 10,690 to 12,990. Guest hours is admittedly a rough measure of the activity levels at the CATH, but a closer look shows a similar trend:</p>				

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4

- The Fitness Center saw a 36.9% increase between September 2017 and September 2018, increasing from 1,066 hours to 1,460 hours;
- Participant hours in health/educational programs increased 24.7% from September 2017 to 2018, increasing to 1,024 hours¹ during the month;
- Social events increased by 28.6% in the same period; and
- Information sharing events, like the popular Lunch & Learn sessions, increased nearly 50% and now provide more than 120 hours of participant time in a given month².

The demand for transportation services has grown in-line with the expansion of programs and services. As the Aging Services Division has increased the number of programs offered at the Center at the Heights (CATH), expanded the times when programs are offered to include evenings and select Saturdays as part of a pilot program, and has offered a number of new transportation options to make sure those programs are accessible to the broadest possible group of Needham's seniors.

As a result of the strong emphasis on programming, transportation has increased markedly over the past six years, most notably since 2015 (when the CATH was closed on multiple days as a result of Boston's record setting February and March snowfall).

Year	Rides	% Increase
2012	7,778	--
2013	8,000	2.85%
2014	8,514	6.42%
2015	8,062	-5.31%
2016	8,933	10.80%
2017	10,567	18.29%
2018	11,200 ³	5.99% ⁴

The increased demand for programs, support services, and transportation should come as no surprise, given that Needham has one of the highest populations of adults age 60 and over in the MetroWest region. According to demographic information maintained by the Needham Town Clerk, in 2015 fully 24.4% of the town's population (a total of 7,455 residents) are age 60 and above; and this age group represents a great and growing proportion⁵ of all Needhamites. The

¹ For more detail, consider that there were 19 days on which CATH was open in September. That means that there were nearly 54 hours of health or educational programs per day. Assuming the standard CATH class size of 12 to 15 participants, that means there were an average of more than three full health or educational programs per day for Needham's seniors.

² For the month of September, that means there were four Lunch & Learn Programs, based upon its typical lecture size of 30 people.

³ This is a projection based upon the number of rides from 1/1/2018 to 8/31/2018 and compared with the number of rides from previous years over the same period of time.

⁴ Percentage increase is based upon the projection of the number of rides in 2018.

⁵ McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston and its Center for Social and Demographic Research on Aging. Demographic fact sheet available at:

https://www.umb.edu/editor_uploads/images/centers_institutes/center_social_demo_research/Dem_Brief_2.pdf

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4
<p>number of 60-plus Needham residents has increased by more than 700 over the past two years alone, and that age cohort is projected to grow by 14.9% in Needham over the next five years according to the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27.1% of the Town's residents, and a decade later will hit 31%. After two decades of growth that aligned with the Town's overall population trend, by 2010 Needham's senior population began growing both absolutely and in relation to the Town's overall growth rate.</p> <p>The growing number of seniors has generated <u>more</u> requests for resources and support, but Aging Services Division staff members⁶ have also begun to handle <u>more complex</u> behavioral health service issues for that 60-plus population. Many of the requests for support and assistance that are managed by the Aging Services Division 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 fiscal) have become far more prevalent in recent years, as have instances of intergenerational family conflict when struggling families move back to Needham and into their parents' homes. The increasing complexity of mental health and substance use disorder involved cases requires on-going connection and support post referral. These complex cases nearly always have family members—sometimes three generations in one home—who have been affected by chronic mental health illness or substance use disorder.</p> <p>The present level of programs and services is not sustainable without an infusion of staff time and resources. Asking staff members to occasionally cover Saturday programs or to sometimes stay a little later on Tuesday or a Thursday evening has been the Aging Services Division's approach for more than 24 months, but programs and services in the evenings and on weekends will only truly thrive when there is dedicated staff support for those times.</p> <p>Likewise the Fitness Program has operated for years thanks for the generosity of the Friends of the Center at the Heights and local business sponsors, but their operational support funds are nearly exhausted and their fundraising has not kept pace with costs of supporting a dedicated fitness option for seniors.</p> <p>The Fitness Program at the Center at the Heights offers a safe space for seniors to partake in physical activities and provides a strong sense of community. Participants can exercise with people close to their own age, often with some of the same physical struggles and needs. Additionally, the program has a certified trainer on site that has an expertise in the needs of seniors and the physical activities that are most appropriate for seniors.</p> <p>Trendy, rigorous exercise regimens that younger generations participate in simply are not safe or realistic for many seniors. Limited endurance is often the reason why seniors are unable to tolerate aerobic exercise routines on a regular basis. Age-related changes in the cardiovascular system have significant effects on performance, but the Aging Services Division's expert trainers adapt workouts for anyone's unique stamina and abilities.</p>			

And Dataset available at:

https://www.umb.edu/editor_uploads/images/centers_institutes/center_social_demo_research_aging/Projections_by_MA_town_2010_2030_1.xlsx

⁶ And the Public Health Nurses who are now based at CATH and who support the social work function at CATH.

Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4
<p>The Aging Services Division's mission is to respond to the needs of older residents by providing a welcoming, inclusive, and secure environment where individuals and their families can benefit from programs, services, and resources that enhance their quality of life, provide opportunities for growth, socialization, and independence. Without funding to keep the Fitness Room open, it will be forced to close its doors. This will impact the senior participant's ability to improve mobility, health, prevention needs, and quality of life.</p> <p>The Fitness Program serves 128 participants every month, and this number has increased over the past two years. It is essential to continue this program and with the Aging Services Division's mission of providing not only a welcoming and inclusive environment but also responding to the needs to elders, it would be a true disservice to the Needham population to close the Fitness Program.</p> <p><u>Budget</u></p> <p>This funding request represents a significant expansion of the programs and services provided by the Aging Services Division. This expansion would be funded by part-time staff members and activity instructors, and it would be supported by Van Drivers who would ensure that transportation was offered to any senior that wished to partake in the expanded programs and services. The request is comprised of three major components:</p> <ul style="list-style-type: none"> • Scheduling and Program Planning; • Fitness Program and Activities; and • Senior Transportation. <p><i>Scheduling and Program Planning</i> would fund two part-time staff members in the Aging Services Division. A 15.0 hour per week Program Support Assistant III would be responsible for planning, developing, and scheduling a range of programs and services on Tuesday, Wednesday, and Thursday evenings, in addition to a range of programs and services on Saturdays. Currently the Center at the Heights (CATH) has a limited range of programs for seniors on Tuesday and Thursday evenings and it has begun a Saturday morning pilot program, but there is no funding to support its continued operation. A 10.0 hour per week Program Support Assistant II would staff CATH on Saturdays and provide support for CATH evening programs. The costs for the two positions is \$39,840 per year, and \$6,250 for program supplies and materials rounds out the <i>Scheduling and Program Planning</i> portion of this budget request.</p> <p>The <i>Fitness Program and Activities</i> budget request which would not only expand the available hours of the Fitness Program from 25 per week to 35 per week (with six additional weekday evening hours and four hours on Saturday) but would also eliminate the need for seniors to pay a \$25.00 monthly fee. Currently the monthly cost of the Fitness Program is just under \$5,000 per month, and just 33% of these costs are recouped through the monthly fee charged to all users of the Fitness Program. To support these expand Fitness Program hours, there are \$7,500 in related expenses for program supplies, materials, and a consultant.</p> <p>The <i>Senior Transportation</i> budget request exists to provide Needham's seniors with the ability to participate in the full range of the Aging Services Division's programs in the evenings and on weekends (where transportation has been running periodically at a funding loss). Offering</p>			

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4

transportation service for four or more hours on three weekday evenings along with seven hours of service on Saturday will necessitate additional Van Driver funding for 19.5 hours per week at a rate of \$17.00 per hour for an annualized cost of \$17,238. Additional vehicle maintenance, repairs, and additional gasoline add \$3,250 in expense line costs for this request.

Requested Salary Costs

Personnel	Rate per Hr	Hrs per week	Annual Costs (at 52 weeks a year)	Comments
Program Support Assistant III	\$27.78	15.0	\$28,170	To develop and expand program offerings in the evenings and on weekends for the Aging Services Division
Program Support Assistant II	\$22.44	10.0	\$11,670	Primarily to staff CATH for Saturdays, in addition to the volunteer staff
Van Driver	\$17.00	19.5	\$17,238	Van Driver at 19.5 hrs a week to provide transportation to seniors for evening and weekend programs
Activity Instructors	\$50.00	25.0	\$65,000	Current cost to support Fitness Program at its current practice of 5 hrs from 9:00 a.m. to 2:00 p.m. every weekday
Activity Instructors	\$50.00	10.0	\$26,000	Cost to offer additional Fitness Program hours from 6:00 to 8:00 p.m. on Tu, W, and Th, as well as from 9:00 a.m. to 1:00 p.m. on Saturdays

**Performance Improvement Funding Request
DSR4**

Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4

Requested Expense Costs

Spending Category	Expense Type	DSR4 Request	Comments
Professional/ Technical Services	Consultants	\$6,000	Consultants and experts in Instructional Design to support
Seminars & Trainings	Trainings and Registration Costs	\$1,000	Additional costs to support staff attendance at trainings and certifications
Postage	Mailing	\$1,000	Additional funding to support the mailing costs for <i>The Compass</i> , the Aging Services Division's bi-monthly newsletter
Printing & Mailing	Printing Services	\$1,000	Additional funding to support the printing costs for <i>The Compass</i> , the Aging Services Division's bi-monthly newsletter
Recreation	Programs	\$1,250	Funding to support additional recreation programs and related supplies
Vehicle Supplies	Brakes, windshield wipers, etc.	\$750.00	Additional maintenance costs for the expanded Aging Services Division vans and vehicles
Gasoline/Diesel	Fuel	\$2,500.00	Additional fuel costs to support the expanded programs and service hours offered at CATH
Other Supplies	Branded Items	\$1,500.00	Branded items and promotional materials for programs like <i>Healthy Aging at Home</i> and <i>Matter of Balance</i> used to increase visibility and encourage participations.
Dues & Memberships	Memberships	\$2,000.00	Memberships to expand professional growth; memberships to professional association often provide substantial discounts for conferences & trainings.

Goals

Implementing this expansion of programs and services for Needham's seniors into the evenings and on Saturdays would address a number of goals from elected and appointed boards. Most directly it address the Council on Aging's Overarching Goal #1 which is to expand services and programs available to Needham's residents.

Additionally, it would address the following goals of the Select Board:

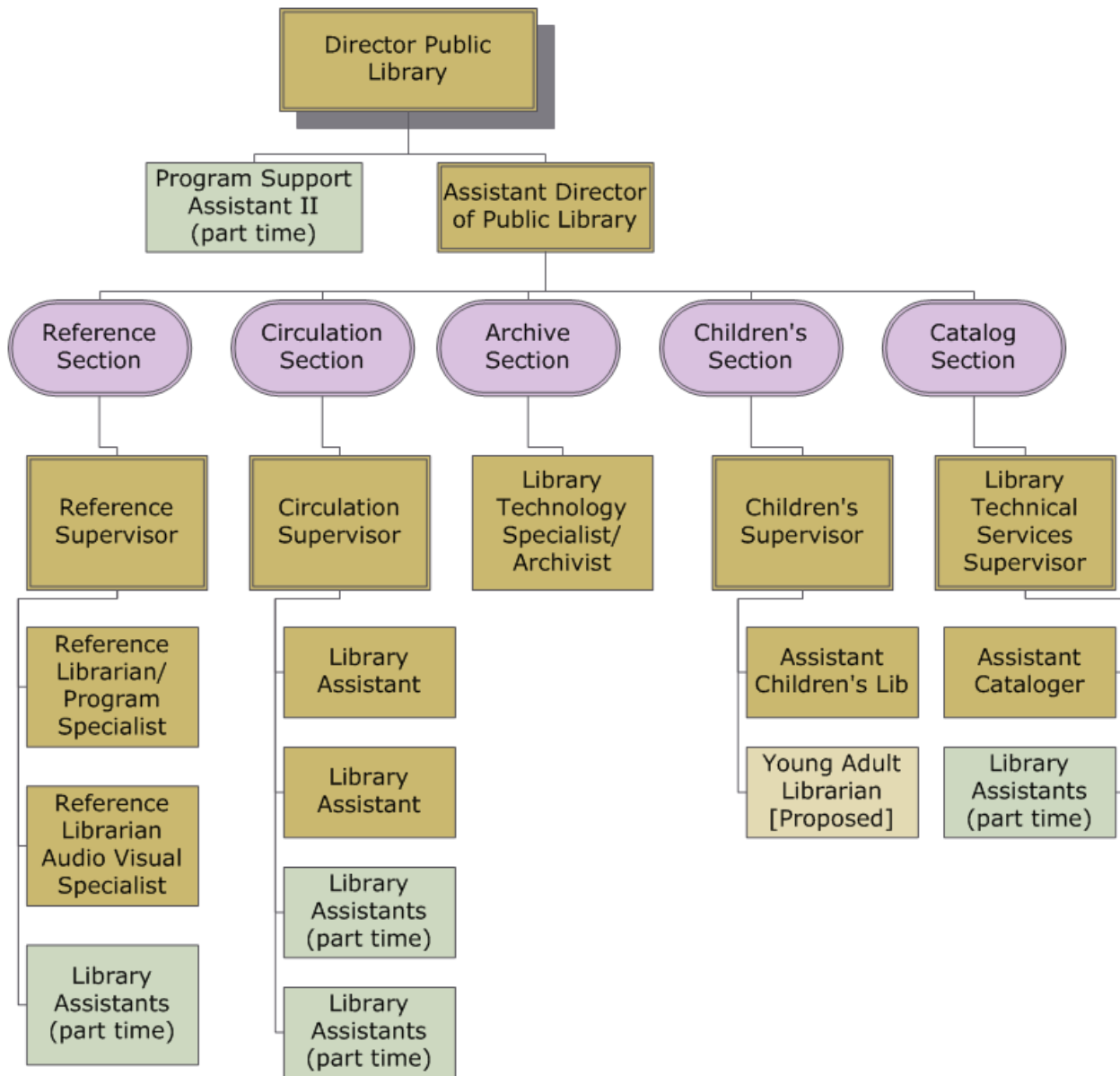
Performance Improvement Funding Request DSR4			
Department	Health and Human Services Department		
Title	Program and Service Expansion at the Center at the Heights	Priority	4
<ul style="list-style-type: none"> FY 2018 & FY 2019 Section 5 <u>Maintain and Develop Amenities</u>, Goal #4 "Expand the hours of operation of the Senior Center". FY 2019 & FY 2020 Governing Principles #7 "The Town should be an age friendly community." <p>And the following <u>Community Health</u> goals of the Board of Health in FY 2019 and FY 2020:</p> <ul style="list-style-type: none"> CH #2—"Advocate for resources to support and enhance Healthy Aging in the community"; CH #4—"Continue and expand the Safety at Home Program, which addresses older adult falls through home visits, exercise programming, and referrals"; and CH #6—"Support existing community initiatives that address public health concerns including senior nutrition, elder isolation, mental health promotion, and domestic violence awareness". 			
			V2020

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Health and Human Services	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Health and Human Services							
Salary & Wage Regular	973,006.16	1,038,042.00	1,099,230.01	1,310,474	1,557,397	246,923	
Salary & Wage Temporary	83,110.77	140,833.99	153,950.42	219,741	407,719	187,978	
Salary & Wage Overtime	2,141.42	0.00	237.22	2,060	6,987	4,927	
Salary & Wage Other	5,499.96	15,390.34	51,494.20	13,339	13,245	(94)	
Salary and Wage Total	1,063,758.31	1,194,266.33	1,304,911.85	1,545,614	1,985,348	439,734	28.5%
Energy	0.00	0.00	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	75.00	1,051.08	951.10	1,000	500	(500)	
Rental and Leases	0.00	0.00	0.00	0	0	-	
Other Property Related	1,250.00	1,500.00	1,500.00	1,900	1,900	-	
Professional & Technical	99,093.02	107,563.17	115,422.18	130,530	152,610	22,080	
Communications	10,280.85	11,547.96	13,608.22	27,400	30,800	3,400	
Recreation	500.00	675.00	350.36	1,250	2,500	1,250	
Other Purchased Services	6,719.55	774.24	325.55	1,000	1,000	-	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	8,455.68	4,126.74	4,577.21	8,150	8,650	500	
Building & Equipment Rprs/S	0.00	0.00	0.00	0	0	-	
Custodial Supplies	0.00	0.00	0.00	0	0	-	
Grounds Keeping Supplies	0.00	0.00	0.00	0	0	-	
Vehicular Supplies	3,000.00	3,000.00	5,205.05	8,000	13,000	5,000	
Food & Service Supplies	2,605.56	2,800.18	3,104.62	1,450	1,500	50	
Medical Supplies	1,490.51	400.00	0.00	1,600	3,650	2,050	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	0.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	24,165.57	23,533.74	23,948.72	7,675	9,675	2,000	
Governmental Charges	72,069.00	71,276.00	70,991.00	80,274	83,840	3,566	
Travel & Mileage	4,424.40	8,110.58	9,223.86	19,600	25,700	6,100	
Dues & Subscriptions	1,764.10	3,120.00	4,047.60	5,560	8,560	3,000	
Other - Expenses	32,619.00	15,320.88	28,790.56	46,597	48,389	1,792	
Expense Total	268,512.24	254,799.57	282,046.03	341,986	392,274	50,288	14.7%
Capital Equipment	0.00	0.00	0.00	0	0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	1,332,270.55	1,449,065.90	1,586,957.88	1,887,600	2,377,622	490,022	26.0%

Department Organizational Chart

Needham Public Library



Department Information DSR1				
Department		Public Library		
Department Mission				
<p>Mission Statement: The Needham Free Public Library provides access to materials, resources and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.</p> <p>Vision Statement: The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas. The library will be a vibrant and welcoming place for all people to gather, meet, and learn. The library will create opportunities for programs, services, and outreach, by building partnerships with institutions, such as schools, businesses, and organizations.</p>				
On the Horizon				
<p>The library has been operating in its "new" building for more than twelve years. It is an incredibly busy place, full of adults, teens, and children during the 70.5 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 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. Year One of a furniture replacement schedule was approved, as part of the FY2019 Capital Budget; funding for year Two is part of the FY2020 Capital Program.</p> <p>The library's three Study Rooms were used 508 times during July 2018, 531 times during August 2018, and 671 times during September 2018. These rooms are in such demand by students, seekers of quiet, and tutors that the Library Trustees have been studying the library use of space, in the hope that a rearrangement might result in the ability to create additional study rooms. The library's FY2020 Capital Budget requests include an amount for a professional library space planning consultant.</p>				
Budget Statement				
The FY20 budget requests includes the following changes from FY18:				
Category	FY2019 Budget	Comments	FY2020 Request	Net Change
5303—P&T Seminars & Training	\$950	These funds pay for staff training for workshops on topics that include computer technology, topics of current interest, and attendance at library organization meetings. This budget was overspent by \$80 in FY18	\$1,100	\$150
5305—P&T Software License Fee	\$71,611	The Minuteman Library Network strives to limit its yearly price increase to under 5%. The FY19 fee (\$57,388.91) increased by 5% equals \$60,259	\$72,259	\$648
5344—Wireless Communications	\$1,992	These funds are used to pay for the wireless communication that is so heavily used by the public. A \$100 budget increase should pay for any Comcast increase.	\$2,092	\$100
5345--Printing	\$1,000	In FY2018, \$1,847.91 was spent, mainly on printing labels for library materials. The current budget is not sufficient to cover all	\$1,900	\$900

**Department Information
DSR1**

Department		Public Library			
		the library's printing needs			
5380—Other Purchase of Services	\$5,000	This budget has been used exclusively for re-binding books. It now will be covering the cost of microfilming the Needham newspapers. Estimated price per year is \$800.	\$5,800	\$800	
5711—Mileage	\$1,200	Additional funds are needed in this budget to cover the miles driven by staff for attending training, workshops, and conferences. This budget was overspent by \$329 in FY18.	\$1,600	\$400	
5730 Dues and Memberships	\$485	This budget pays for two memberships. One is membership in the American Library Association. This organization increases its dues by at least \$10 per year. The second membership is the Digital Commonwealth which is digitizing library archival holdings.	\$495	\$10	

Accomplishments and Activities

The Library trustees continue to support the FY2017-2021 Strategic Plan that was submitted to the Mass. Board of Library Commissioners. Each trustee monitors one of the plan's goals which include the library's collections, programs and services, technology, community engagement and partnerships, facility, and staff.

The library participated in the *OverDrive* reciprocal borrowing project, which increased the number of downloadable books available to Needham residents.

During the past fiscal year, the library held a second One Book Program. The Children's staff continued its work with STEAM (science, technology, engineering, art, math) programs. The children's supervisor has been a speaker on the library's programs at several statewide gatherings.

At the request of the many people who attended the library's "device" training sessions, the Reference Department personnel changed its teaching format from small classes to individual instruction. People appreciated the change, as they learn how to operate their devices.

The library continued to partner with several organizations to sponsor another One Book, One Community Program and to establish a Diversity Book Club. These programs have been attended by many interested residents.

With the fast-moving help of the Building Maintenance Division, the library was able to survive a falling ceiling panel problem.

The trustees used the library's trust funds to sponsor attendance for library staff at several out-of-state conferences (American Library Association; Public Library Association; New England Library Association). Library budget funds sponsored large local meeting attendance.

Department Information DSR1			
Department		Public Library	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$1,459,859	\$63,863	\$1,523,722
b) Expenses	361,685	35,000	396,685
c) Capital			
d) []			
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	\$1,821,544	\$98,863	\$1,920,407
V2020			

Department Expenditure Detail DSR2									
Department				Public Library					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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	38	24.6	15	38	27	15	38	27
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Are all union positions covered by a contract for FY2020?						Yes	No	NA	X
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							990,912	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							22,216	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							7,793	
PRD1 Sub Total								1,020,921	
J.	DSR3 Other Compensation								
Sub Total 1								1,020,921	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Temporary Department Coverage, Part-Time, Mon, - Sat.							370,976	
b.	Sunday Part-Time Hours							67,962	
c.									
d.									
e.	DSR3 Total								
Sub Total 2								438,938	
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)								1,459,859	

Department Expenditure Detail DSR2				
Department		Public Library		
DSR2B				
Object		Description		Amount
Energy (521x)				
Repairs & Maintenance Services (524x – 525x)		Computer Hardware Maintenance: 607 Community Room Audiovisual Maintenance: 4,200 Equipment Repairs and Copy Machine Maintenance: 1,489	6,296	
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: 1,100 Minuteman Library Network: 60,259 Computer Software Licenses: 12,000	73,359	
Communications (534x)		Postage: 1,200 Wireless Communications: 2,092 Printing: 1,900	5,192	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)		Bindery: 5,000 Microfilming Needham Newspapers: 800	5,800	
Office Supplies (542x)		Paper (copier and other), Pens, Pencils, Calendars, File Folders, etc. 8,200	8,200	
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 7,300 Library Materials Budget: Newspapers, Periodicals: 26,000 Books: 131,043 Audiovisual: 44,000 Databases: 35,000 Total Materials: 236,043 Computer Supplies and Equipment: 16,500	259,843	
Governmental Charges (569x)				
Travel & Mileage (571x – 572x)		Conference In-State: 400 Mileage: 1,600	2,000	
Dues & Subscriptions (573X)		American Library Association Membership: 370	495	

Department Expenditure Detail DSR2				
Department	Public Library			
	Digital Commonwealth Membership	125		
Other Expenses (574 X – 579x)				
6. Total Expenses				361,685
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,821,544
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
V2020				

Performance Improvement Funding Request DSR4				
Department	Public Library			
Title	Reference Librarian/Digital Communications specialist	Priority	1	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage	1	\$53,391		\$53,391
2. Expense				
3. Operating Capital				
4. Department Total (1+2+3)		\$53,391		\$53,391
5. Other Costs	1	\$26,210		\$26,210
6. Grand Total (4+5)		\$79,601		\$79,601
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>Assistance from the Human Resources and Accounting Departments will be required in the hiring process and the onboarding process.</p> <p>5. This figure is the benefits number provided by the Finance Department.</p> <p>The salary for this position is the current beginning salary for the library's Reference/Audiovisual Librarian, Reference/Program Librarian, Reference/Young Adult Librarian, and Children's Librarian (GE18). It is one grade below the Reference Supervisor.</p> <p>Addition of this full-time position would enhance the library's Mission to "provide access to materials, resources and information...to expand minds," as well as its Vision to "provide and expand resources and information to satisfy curiosity and...provide opportunities to discover and share new ideas."</p> <p>In addition to providing standard reference service to the public, the person in this position would enhance the library's online presence by providing guidance to forthcoming innovative</p>				

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	Reference Librarian/Digital Communications specialist	Priority	1
<p>technologies and user-focused web services, such as expanding library usage of the Town's website. The person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collections, promote the library in the community, and enhance patrons' online experience. The person would contribute to the library's website and manage the library's social networking platforms. The person would develop and implement a suite of technology programs that would expand the community's digital learning capabilities from basic competencies to advanced skills. The person would have the ability to translate new and emerging technologies into services that align with the library's mission, vision, and community needs.</p> <p>Adding this position to the full-time library staff would support the Select Board's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work."</p> <p>At the present time, the current staff is doing limited work with both social media and the Town's website. The new position would allow an expansion of this work that would benefit the people of Needham.</p>			
V2020			

Performance Improvement Funding Request DSR4				
Department	Public Library			
Title	OverDrive Basic Subscription	Priority	2	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		\$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
If yes, which Board or Committee?		Select Board & Library Trustees		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>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. FY2015 usage (18,873 downloads) was a 44.5% increase over FY2014. FY2016 usage (26,798) was a 42% increase over FY2015. FY2017 usage (33602) was a 25.4% increase over FY2016. FY2018 usage (40,479) was a 20.5% increase over FY2017. The increases continue each month. Currently, downloadable services comprise 11% of library circulation. There are two components to OverDrive: (1) The basic charge for use of a basic library that contains a variety of books and films (new items are added every month) and (2) An additional charge for purchasing multiple copies of books currently in demand. This request is for the basic charge, currently being paid from the library's State Aid account. In FY2018 the Library Foundation of Needham paid for the second service which is called OverDrive Advantage. Previously, the Advantage service was paid through library trust funds. As the use of technology increases and demand for a product increases, the library strives to adapt to new ways of providing services.</p> <p>While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Select Board's goal to "Maintain and develop amenities that contribute to the</p>				

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	OverDrive Basic Subscription	Priority	2
<p>desirability of Needham as a place to live and work." It also reflects the library trustees' goal to "Provide greater access to more downloadable books, audio, and streaming media."</p> <p>This request has been submitted for the past several years.</p>			
			V2020

Performance Improvement Funding Request DSR4				
Department	Public Library			
Title	OCLC WorldCat	Priority	3	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
1. Salary and Wage				
2. Expense		3,000		3,000
3. Operating Capital				
4. Department Total (1+2+3)		3,000		3,000
5. Other Costs				
6. Grand Total (4+5)		3,000		3,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Library Trustees		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>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 two 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 (formerly 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.</p> <p>World Language literature is an important part of the trustee diversity goals. OCLC records are frequently the only records to be found when cataloging these materials.</p>				

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	OCLC WorldCat	Priority	3
This request has been submitted for several years.			
			V2020

Performance Improvement Funding Request DSR4				
Department	Public Library			
Title	OverDrive Advantage	Priority	4	
DSR4				
Expenditure Classification	FTE	Frequency Recurring Amount (A) One Time Only Amount (B)		Total Amount (A + B)
7. Salary and Wage				
8. Expense		\$12,000		\$12,000
9. Operating Capital				
10. Department Total (1+2+3)		\$12,000		\$12,000
11. Other Costs				
12. Grand Total (4+5)		\$12,000		\$12,000
Budgetary Considerations				Yes No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X
If yes, which Board or Committee?		Select Board & Library Trustees		
Has this request been submitted in the last three fiscal years and NOT funded?				X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?				X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?				X
Does the request support activities which produce revenue for the Town?				X
If the request is not approved, will current Town revenues be negatively impacted?				X
Is there an increased exposure for the Town if the request is not approved?				X
Is specialized training or licensing required (beyond the initial purchase)?				X
Does this request address a documented health or safety issue?				X
All "YES" responses above must be explained in the narrative below				
Description and Explanation				
<p>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 FY2018 the library spent \$12,000 for Advantage program copies to fill customer demand. This charge was paid by the Library Foundation of Needham. The extra copies cut down on customer wait time considerably.</p> <p>While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Select Board's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." It also reflects the library trustees' goal to "Provide greater access to more downloadable books, audio, and streaming media,"</p> <p>This request has been submitted for the past several years.</p>				
V2020				

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	Network Transfer Pack/Unpack Page	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage	.48	\$10,472		\$10,472	
14. Expense					
15. Operating Capital					
16. Department Total (1+2+3)		\$10,472		\$10,472	
17. Other Costs	.48	\$838		\$838	
18. Grand Total (4+5)		\$11,310		\$11,310	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board & Library Trustees			
Has this request been submitted in the last three fiscal years and NOT funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All "YES" responses above must be explained in the narrative below					
Description and Explanation					
<p>Assistance from the Human Resources and Accounting Departments will be required in the hiring process and the onboarding process.</p> <p>5. This figure is the benefits number provided by the Finance Department.</p> <p>This request for funding for a 19-hour-a-week, part-time, non-benefited library page to pack and unpack the 18-25 bins of materials that are delivered to and picked up from the library each Monday through Friday has been submitted for several previous years, as it supports the efforts outlined in the Library Vision Statement to "provide and expand resources."</p> <p>FY20, 952 hours x \$11.00 per hour = \$10,472</p> <p>The incoming bins contain Needham materials that have been returned to other libraries in the State and materials that are being sent to Needham from other libraries to fill requests. The outgoing bins contain Needham materials that are being sent to other libraries to fill requests and other libraries' materials that have been returned to Needham. In FY2018,</p>					

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	Network Transfer Pack/Unpack Page	Priority	5
<p>61,189 items were sent out to other libraries to fill requests, while Needham received 63,539 items to fill requests made by Needham residents. These 124,748 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. This position is currently being funded by the library's State Aid account.</p> <p>While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Select Board's goal to "Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work." Filling requests for 63,559 items for Needham residents certainly contributes to this goal.</p>			
V2020			

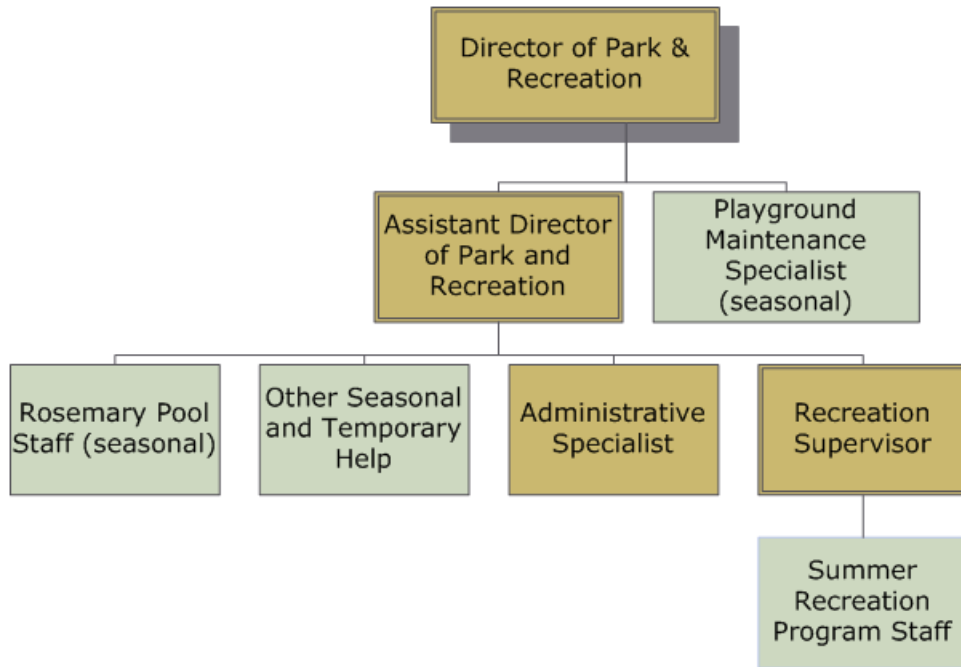
Fiscal Year 2020 Proposed Budget

Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Public Library	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Public Library							
Salary & Wage Regular	901,332.76	873,811.47	965,633.22	1,004,623	1,074,312	69,689	
Salary & Wage Temporary	299,343.38	323,037.36	330,743.72	416,774	449,410	32,636	
Salary & Wage Overtime	7,238.57	7,751.08	6,635.40		0	-	
Salary & Wage Other	0.00	4,673.28	4,857.02		0	-	
Personnel	1,207,914.71	1,209,273.19	1,307,869.36	1,421,397	1,523,722	102,325	7.2%
Energy	0.00	0.00	0.00		0	-	
Non Energy Utilities	0.00	0.00	0.00		0	-	
Repairs and Maintenance	0.00	140.00	6,488.59	6,296	6,296	-	
Rental and Leases	490.65	394.37	73.00	500	500	-	
Other Property Related	0.00	0.00	0.00		0	-	
Professional & Technical	58,720.35	62,653.23	63,735.93	72,561	73,359	798	
Communications	972.27	1,607.73	2,794.14	4,192	5,192	1,000	
Recreation	0.00	0.00	0.00		0	-	
Other Purchased Services	6,432.03	5,000.00	5,515.48	5,000	5,800	800	
Energy Supplies	0.00	0.00	0.00		0	-	
Office Supplies	7,144.72	8,279.70	7,666.15	8,200	8,200	-	
Building & Equipment Rprs/S	0.00	0.00	0.00		0	-	
Custodial Supplies	0.00	0.00	0.00		0	-	
Grounds Keeping Supplies	0.00	0.00	0.00		0	-	
Vehicular Supplies	0.00	0.00	0.00		0	-	
Food & Service Supplies	0.00	0.00	0.00		0	-	
Medical Supplies	0.00	0.00	0.00		0	-	
Educational Supplies	0.00	0.00	0.00		0	-	
Public Works Supplies	0.00	0.00	0.00		0	-	
Other Supplies & Equipment	252,430.05	247,937.20	257,629.85	259,843	294,843	35,000	
Governmental Charges	0.00	0.00	0.00		0	-	
Travel & Mileage	1,246.42	1,555.00	1,572.21	1,600	2,000	400	
Dues & Subscriptions	424.00	425.00	485.00	485	495	10	
Other - Expenses	0.00	0.00	0.00		0	-	
Expenses	327,860.49	327,992.23	345,960	358,677	396,685	38,008	10.6%
Operating Capital	0.00	0.00	0.00		0	-	
Operating Capital	0.00	0.00	0.00	0	0	-	
TOTAL	1,535,775.20	1,537,265.42	1,653,829.71	1,780,074	1,920,407	140,333	7.9%

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Department Organizational Chart

Park and Recreation Department



Department Information DSR1	
Department	Park and Recreation Department
Department Mission	
<p>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 60 seasonal staff supported through the operating budget, recently increased with the new facility, and approximately 85 supported through the department's revolving or special program funds.</p> <p>Rosemary Lake/Rosemary Pool has been the Town's principle outdoor aquatic area, and has been part of the department's mission since the mid-1940's. The Pools at Rosemary Recreation Complex were open for a few weeks in August 2018, and will formally open in May 2019 for a full season. The two pools replaced the former pool, in operation from 1972-2016. Outdoor recreation opportunities will expand with the completion of this project, including boating on the lake.</p> <p>The Park and Recreation Commission is a five person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies related to recreation facilities and programs, including the use of all athletic fields, except Memorial Park. With the Director, the Commission provides long-range planning for recreation facilities and services.</p>	
On the Horizon	
<p>Rosemary Recreation Complex - Outdoors: Construction of the new facility began in June 2017, and major portions were complete in early August 2018, to allow the pools to open for two weeks of operation. Though a short period, this time provided a learning curve for operations, which are reflected in the budget or on a DSR-4 form. The FY2019 budget request covered the anticipated operating costs for staffing and expenses for July/August 2018 and May/June 2019 (training and operations). The same time frame was used for FY2020 budget. Though the season and hours of the pools are not recommended to change this year, the number of staff needed is included in a DSR-4 request.</p> <p>One of the challenging aspects of the new pool has been anticipating operational costs to the filter system. The contractor was still getting it balanced when the pools opened in mid-August so that chemical use was not set into a pattern. Their original estimate for the amount of chlorine needed appears to be too low, so the budget has been increased to cover what might be the actual use. It will take several weeks into the new season before the use can be set. The updated estimate is based on a pallet a week (24 containers) for 16 weeks.</p> <p>Rosemary Recreation Complex - Indoors: It has been exciting to begin offering programs in the multi-purpose room at Rosemary Recreation Complex during the fall season, with many additional programs to be added in the winter and spring. Some of the programs were moved from other locations, including Kids Night Out moving from PSAB, and Senior Exercise from the Library's Community Room. Others have been created for the space, including activities on school early-release days, and adult fitness programs. A new partnership has been created with Plugged In, with once a month Saturday night concerts and jam sessions. These programs</p>	

Department Information
DSR1

Department

Park and Recreation Department

operate through the department's Revolving Fund. Space is still permitted at school buildings for some programs, and in other locations including St. Sebastian's Ice Rink.

Summer Seasonal Staff Salaries – Minimum Wage: The minimum wage in Massachusetts has begun to increase annually, bringing it up to \$15/hour by January 1, 2023. On 1/1/19, the rate will be \$12. On 1/1/20, the rate will be \$12.75. The Town will be updating Schedule C and the Recreation Specialist hourly rates based on this change. The FY2020 budget for summer program staff salaries and pool staff salaries crosses over two calendar years. The 2019 rates will impact salaries in July and August (2019) and the 2020 rates will impact May and June (2020). For budgeting purposes, each Recreation Specialist rate was increased the same rate as the change in the minimum wage, but will need to be confirmed when the updated Schedule C has officially been adopted:

TITLE	POSITIONS	CURRENT RATE	Anticipated Rate Summer 2019	Anticipated Rate Summer 2020
Recreation Specialist I	Program Counselor, Slide Monitor	\$11/hour \$11.50/2 nd year	\$12/hour \$12.50/2 nd year	\$12.75/hour \$13.25/2 nd year
Recreation Specialist II	Pool Booth Staff, Pool Maintenance	\$12/hour \$12.50/2 nd year	\$13/hour \$13.50/2 nd year	\$13.75/hour \$14.25/2 nd year
Recreation Specialist IIB	Lifeguard	\$13/hour \$13.50/2 nd year	\$14/hour \$14.50/2 nd year	\$14.75/hour \$15.25/2 nd year
Recreation Specialist III	Program Director, Swim Instructor	\$14/hour \$14.50/2 nd year	\$15/hour \$15.50/2 nd year	\$15.75/hour \$16.25/2 nd year
Recreation Specialist IV	Assistant Pool Supervisor	\$17/hour \$17.50/2 nd year	\$18/hour \$18.50/2 nd year	\$18.75/hour \$19.25/2 nd year
Recreation Specialist V	Pool Supervisor, Summer Recreation Supervisor	\$20/hour \$20.50/2 nd year	\$21/hour \$21.50/2 nd year	\$21.75/hour \$22.25/2 nd year

Staffing: A small amount of funds has been requested for a building monitor through the operating budget. The majority of programs will be operated through the Revolving Fund with part of the fee covering the building monitor. But some building use may require a building monitor but not have funding through the Revolving Fund, so this operating budget request would cover that cost.

A DSR-4 request has been submitted to add an additional full-time staff member to the department. With increased programming and facility needs, a new front-line staff position would be created to handle registrations, phone calls, daily reports, outreach to customers, and guidance to customers at the building for Park and Recreation as well as the Health Division. This would allow the other full-time staff to handle tasks related to programs with the increased program load.

A DSR-4 request has been submitted requesting some additional staff at the Pools, as well as a

Department Information DSR1				
Department		Park and Recreation Department		
request to hire a part-time pool specialist to help insure the facility operates safely and efficiently. One of the challenges is having sufficient staff to keep the pools in operation through Labor Day. A proposal for a bonus has been suggested.				
Budget Statement				
The following information outlines the dollar changes to specific budget lines.				
Line	Description	Change from FY19	Comments	Net Change
Admin Salaries Regular	Full-time staff salaries	\$17,214	Updated rates under ITWA contract; step rates	\$17,214
Admin Temporary salaries	Playground Maintenance	\$1,000	Anticipated \$1 increase to hourly rate	\$1,000
Repairs and Maintenance	Pump Specialist	\$4,000	Prior budget only funded for half service after construction	\$3,500
	Park Building repairs	(\$500)	Based on actual spending	
Property Related Services	Playground Surfacing Install	(\$1,000)	Based on actual spending	(\$1,000)
Professional and Technical	Water Testing	(\$150)	Reduced number of tests needed	(\$150)
Communication	Postage	(\$600)	Based on actual spending	(\$800)
	Cable	\$250	New fee for RRC; split with Health Division	
	Printing	(\$200)	Reduced volume	
	Legal Notices	(\$50)	Based on actual spending	
	Wireless	(\$200)	Based on actual spending	
Building and Equipment Supplies	Chlorine	\$33,500	Amount of chlorine needed higher than estimated by contractor; not enough time with system balanced to determine actual use; this purchase will need to be bid which may reduce price per pallet.	\$33,500

Department Information DSR1				
Department		Park and Recreation Department		
Custodial Supplies	Park Restrooms Paper Products	\$700	Purchases required under restroom cleaning contract	\$700
Food Supplies	Program Snacks	\$400	Increased prices	\$400
Travel and Mileage	Mileage Reimbursement	(\$200)	Based on actual spending	(\$600)
	Out-of-State Conferences	(\$400)	Based on actual spending	
Rosemary Salaries – Temporary	Pool salaries	\$47,336	Increases due to FY2019 hourly rate increase; FY2020 minimum wage increase. <i>Number of staff, length of season, daily hours identical to FY2019 budget</i>	\$47,336
Summer Program Salaries – Temporary	Summer Program salaries	\$16,461	Increases due to FY2019 hourly rate increase; FY2020 minimum wage increase. <i>Number of staff, length of season, daily hours identical to FY2019 budget</i>	\$16,461

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. FY2017 General Fund Revenue was \$243,000, and in FY2018, it was \$311,251, a substantial increase due to the sale of pool memberships. Sale of the 2019 pool memberships will begin in November 2018.

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. The FY2018 revenue collection was \$258,000. A small portion of revolving fund program fees (generally \$5) is deposited into the General Fund in an effort to reflect the office staff members' time spent on those programs. The annual collection was \$12,600 in FY2018, an increase of \$800, and will continue to increase with the addition of new programs at Rosemary Recreation Complex.

The Youth Center program revenue is held in a separate revolving fund, and is now called TGIF. 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 FY2016, Park and Recreation took over the

Department Information DSR1

Department

Park and Recreation Department

program. Once a month on Friday nights, TGIF is held at Pollard with special programs for 6-8th 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.

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.

Accomplishments and Activities

Rosemary Recreation Complex: After many years of discussions, dreams, studies and design, the new facility officially had a "soft opening" in mid-August. The pools were in operation from August 11 – August 25th. Though funding was available through Labor Day, not enough staff members were able to work the final week in August through Labor Day. The spray deck remained open through September, so for families with young children, there was an option. Though there were still hot days after school started, the number of users of the spray deck decreased, with more weekend use than weekday use.

Memberships were sold at "super early bird" rates from February 15-April 30th. The sale of memberships was temporarily stopped at that time, as the opening date had moved from late June to a date that was not known. Those with memberships were offered (a) a full refund; or (b) a transfer of the membership so that it would be valid for anytime open in 2018 and for the full 2019 season. Most opted to keep their memberships, but about 85 opted for the refund. See the following chart to see number of memberships.

Sale of memberships will begin in November for the 2019 season. The Park and Recreation Commission will not offer a "super-early bird" rate, but has chosen to keep the 2018 rates for families, individuals and senior adult for resident early-bird, resident season, and non-resident season. All fees were updated in October 2018 for the 2019 season.

	Resident Super Early Bird Rate	Resident Regular Rate	Non-Resident Regular Rate
Family	421 (58 scholarship)	1	3
Individual (age 2-59)	26 (5 scholarship)	0	0
Senior (age 60+)	66 (9 scholarship)	0	0
Nanny		18	1
Guest Pass Booklet 10 passes		71	2

Day passes were sold at the regular rates. On the final day of operation, no fees were charged. A total of 1,032 people attended on August 25th, but we did not keep data on residency. A number of daily admission patrons were interested in purchasing memberships, but financially it was better to wait for the 2019 season.

**Department Information
DSR1**

Department	Park and Recreation Department
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The following shows the daily attendance:

	Resident Daily	Non-Resident Daily
Family	166	7
Individual	1,524	108
Senior Adult	154	5
Individual after 6 PM	373	33
Senior Adult after 6 PM	45	6

For Summer 2018, the revenue collected was \$153,609. In recent summers at the former pool, total revenue was approximately \$75,000, as a comparison.

Trails: In collaboration with the Conservation Department and DPW Parks and Forestry, major efforts continue with improving Town trails. Currently, the Town oversees about 30 miles of trails. There are additional projects under review for the Rail Trail, and signage needs to be done on the Aqueduct Trail. The Needham Accessible Reservoir Trail was primarily completed in Spring 2018, and continues to be the recipient of many compliments for the scenery, ease of use, nature signs, and areas for fishing. The Williams School continued construction on its new trail and outdoor classroom. An easement was approved at 2018 Special Town Meeting in October to re-connect the Greendale Greenway trail. The Rosemary Trail improvements will be an upcoming project. Volunteers recently did some clean-up and small improvements on the Bay Colony Rail Trail, and our department works with Eagle Scouts and other volunteers on trail projects.

Outdoors: There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. In 2015, the Surgeon General 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 update of the Town's *Open Space and Recreation Plan* is nearing completion, though delayed due to other priorities in the Park and Recreation and Conservation departments. Community input was achieved through the participation of almost 40 members of the advisory group, and through surveys. It is anticipated that project proposals will be recommended from the 5 year action 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. The DPW RTS has developed a pilot program to partially assist with trash issues.

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, providing information on how to best use the athletic fields to decrease damage and keep them in safe conditions for all the athletes.

The quality of water in ponds and lakes continues to be discussed. The DPW is preparing the bid for removal of sediment in Rosemary Lake. Conservation and Park and Recreation are working with neighbors of Walker Pond on the steps to improve the water quality at that pond.

Playgrounds are overseen at all schools and public parks. A new playground has been installed at the Mitchell School and the new Williams School has designed their new playgrounds that will be ready for school opening in 2019. 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

Department Information DSR1			
Department		Park and Recreation Department	
for replacement or renovation in upcoming years. The MA Architectural Board is reviewing new regulations that may impact the pathways within playgrounds. The part-time playground maintenance staff person visits each site on a regular basis, monitoring surfacing and equipment condition.			
Department: Our offices moved to new space at the Rosemary Recreation Complex in early August. The Health Division joined us in late August, and we are collaborating on program ideas, including their support for the Teal Project as part of the annual Spooky Walk program.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	664,629	118,713	783,342
b) Expenses	136,265		136,265
c) Capital	0		
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	800,894	118,713	919,607
V2020			

Department Expenditure Detail DSR2									
Department				Park and Recreation Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	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			85
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							301,627	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							6,589	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation							4,500	
i.	PRD1 Budget Adjustments							2,406	
PRD1 Sub Total									
J.	DSR3 Other Compensation								
Sub Total 1							315,122		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Playground Maintenance Specialist: 12-15 hours/week/45 weeks							12,000	
b.	Building Monitor 1: Rosemary Recreation Complex							1,000	
c.	Rosemary Pool Staff (see DSR-3)							222,336	
d.	Summer Program Staff (see DSR-3)							110,051	
e.	DSR3 Total								
Sub Total 2							345,387		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Overtime: Administrative Specialist, Recreation Supervisor, DPW							4,120	
d.									
e.	DSR3 Total								
Sub Total 3							4,120		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
Sub Total 4							0		
5. Total Salary and Wages (1+2+3+4)							664,629		

Department Expenditure Detail DSR2		
Department	Park and Recreation Department	
DSR2B		
Object	Description	Amount
Energy (521x)		0
Repairs & Maintenance Services (524x – 525x)	Pump Specialist: (12,000) Playground Repairs: (7,000) Park Building Repairs: (500)	19,500
Rental & Leases (527X)		0
Other Property Related Services (529x)	Park Restroom Cleaning: (28,115*) <i>*contracted price</i> Playground Surfacing Install: (3,000)	31,115
Professional & Technical Services (530x – 531x)	Water Testing: (300) Training: CPR/First Aid, Lifeguard, Staff (1,500)	1,800
Communications (534x)	Phones: land & cell (1,800) Printing: forms, information, badges (1,400) Postage: (1,000) Legal Notices: (100) Cable: (250)	4,550
Recreational & Cultural Services (535x)	Special Events: (2,000)	2,000
Other Purchased Services (538x)	Bus Rentals: (3,000) Miscellaneous: pest control, pond treatment, permits (500)	3,500
Office Supplies (542x)	Supplies: office and programs (2,000)	2,000
Building & Equipment Supplies (543x)	Chlorine: (40,000) Filter Medium: (1,200) Pool Supplies: (1,500) Miscellaneous Repairs: (300)	43,000
Custodial Supplies (545x)	Park Restrooms: (1,200*) <i>*contractually required</i>	1,200
Grounds Keeping Supplies (546x)	Playground Surfacing: (10,000) Playground Replacement Supplies: (5,000)	15,000
Vehicular Supplies (548x)		0
Gasoline and Diesel Fuel (5481)		0
Food and Service Supplies (549x)	Snacks, Program Supplies: (2,500)	2,500
Medical Supplies (550x)	First Aid: (600)	600
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts+: (2,000) Lifeguard Uniforms+: (500) Safety Equipment+: (400) Red Cross Certificates: (800) Arts & Crafts Materials: (1,000) Program Equipment: (800) Pool Wristbands: (200) Training Materials: (100) <i>+state requirement for pools</i> <i>#staff reimbursement</i>	5,800

Department Expenditure Detail DSR2				
Department	Park and Recreation Department			
Governmental Charges (569x)				0
Travel & Mileage (571x – 572x)	Mileage Reimbursement: (1,800) Conferences: (1,200)			3,000
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks			700
Other Expenses (574 X – 579x)				0
6. Total Expenses				136,265
DSR2C				
Capital Equipment Replacement (587X)				0
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				800,894
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department			Park and Recreation Department						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Pool RS-V: Pool Supervisor	12,060		X					
2	Pool RS-IV: Assistant Pool Supervisor (3)	31,202		X					
3	Pool RS-III: Swim Instructor/Lifeguard (4)	24,245		X					
4	Pool RS-IIB: Lifeguard (16)	101,620		X					
5	Pool RS-II: Booth Staff (3)	18,898		X					
6	Pool RS-II: Maintenance (3)	21,059		X					
7	Pool RS-I: Slide Monitor (3)	13,252		X					
8	POOL SUBTOTAL	222,336		X					
9									
10	Programs RS-V: Summer Recreation Supervisor	9,550		X					
11	Programs RS-III: Program Director (5)	24,676		X					
12	Programs RS-I: Counselor (20)	75,825		X					
13	PROGRAM SUBTOTAL	110,051		X					
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total								
Sections									
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2	332,387							
	Amount Reported Under DSR2A Section 3								
	Amount Reported Under DSR2A Section 4								
II	Total	332,387							

X

V2020

Performance Improvement Funding Request DSR4					
Department	Park and Recreation Department				
Title	Full-Time Department Staff	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	49,294		49,294	
2. Expense				0	
3. Operating Capital				0	
4. Department Total (1+2+3)					
5. Other Costs	1	25,846		25,846	
6. Grand Total (4+5)				75,140	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Park and Recreation Commission			
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
<p>The Park and Recreation Department has operated with four full-time staff since 1995. Since that time, the number of seasonal staff and programs has increased, in particular in 2018 with the opening of the Pools at Rosemary Recreation Complex and the multi-purpose room at Rosemary Recreation Complex. The Park and Recreation Commission supports the addition of a full-time staff member. The hours of the department extend beyond Monday-Friday, 8:30 AM – 5 PM, including nights and weekends. The ability of 4 staff to handle daily tasks plus additional hours impacts the quality and quantity of work achieved. During the summer, it is not unusual from full-time staff to work frequent overtime, with the Director and Assistant Director at times exceeding 70 hours, working 7 days a week.</p> <p><u>Department Assistant 2 – new position</u></p> <p>The Department Assistant 2 would become the front-line staff person for the department, handling phone calls, registrations, daily paperwork, filing, scheduling, back-up to Administrative Specialist (or Analyst) and support other staff on special projects. Currently, the reception desk is only staffed by Park and Recreation, so this person could also assist with customer service tasks for the Health Department. The salary is estimated at \$48,761 (Step</p>					

Performance Improvement Funding Request DSR4			
Department	Park and Recreation Department		
Title	Full-Time Department Staff	Priority	1
<p>7 I-14), plus benefits of \$25,846, as with calculation assistance from Assistant Town Manager/Finance Director.</p> <p><u>Change Administrative Specialist to Administrative Analyst</u> Currently, the Administrative Specialist is the front-line staff, and in addition to the tasks above, also handles all the personnel paperwork (100+ seasonal staff), payroll, paying invoices, submitting PO requests, marketing, and assisting with front-line for the Health Department. Shifting this position to an Administrative Analyst (estimated at an additional \$533), would allow this position to be back-up to the Department Assistant 2, but not have as many distractions allowing for more comprehensive work to be done, and to take on statistical tasks currently handled by others in the department. This position would be responsible for the records of the Park and Recreation Commission, including serving as the Recording Secretary.</p> <p><u>Recreation Supervisor</u> This position currently is the second person as front-line staff, serving as back-up to the Administrative Specialist. It requires the Recreation Supervisor to be in the office to cover the front desk and phones, and not be able to visit all the programs she supervises, or to work on programming planning, which is always at least one season ahead. As examples, summer program planning is done in the winter; fall planning in late spring/early summer; winter planning in early fall. The Recreation Supervisor would be able to spend more time on programs and special projects, including handling field permits and related tasks.</p> <p><u>Assistant Director</u> The Assistant Director shares the workload on program planning, and helps cover the front-desk and phones when the other two need assistance at busy times, or if one is out of the office. The Assistant Director supervises the Administrative Specialist and Recreation Supervisor, and oversees day-to-day operations of the department, plus oversees the Pools at Rosemary Recreation Complex, programs, special events, and trails projects. The Assistant Director serves in the absence of the Director. Currently, the Assistant Director is responsible for the records of the Park and Recreation Commission and serves as Recording Secretary.</p> <p><u>Director</u> The Director oversees the budget, long-term planning and projects, oversight of facilities (parks, playgrounds, tennis courts, basketball courts, ponds...) and provides the goals for the overall operations of the department. When the department is short-staffed, the Director must take on day-to-day tasks of the staff members not available, including front-line staff and permitting.</p>			
V2020			

Performance Improvement Funding Request DSR4					
Department	Park and Recreation Department				
Title	Pool Specialist	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage	.36	28,000		28,000	
8. Expense					
9. Operating Capital					
10. Department Total (1+2+3)					
11. Other Costs					
12. Grand Total (4+5)		28,000		28,000	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		Park and Recreation Commission			
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?				X	
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
<p>Due to a full-time staff shortage in 2018, a pool specialist was hired to assist with interviewing/hiring pool staff, training staff and supervisors, learning the filter operations and training staff, creating training documents, and overseeing daily operations. It was part-time in April through mid-May, and then 30-40 hours through the summer, with assistance provided after closing. This position was hired under Schedule C Professional/Technical Specialist III at \$38.88/hour. The incumbent held numerous certifications, and was a great assistance with recruiting staff.</p> <p>This proposal is to hire a specialist who would report to the Assistant Director, but handle day-to-day operations, allowing the Assistant Director to also work on other time-sensitive projects. The proposal is based on 10 weeks at 15 hours (spring and early fall) and 35 hours a week for the pool season of 16 weeks on Schedule C Professional/Technical Specialist III (no benefits). The person hired needs to have experience supervising aquatic staff, and be certified as a lifeguard, and to teach CPR/First Aid and Lifeguard Training. The teaching certifications allows the department to train and certify/recertify lifeguard applicants, which is</p>					

Performance Improvement Funding Request DSR4			
Department	Park and Recreation Department		
Title	Pool Specialist	Priority	2
<p>a major asset for recruitment. The Pool Supervisor and Assistant Supervisors, work on the pool deck with the lifeguards, posting staff where most needed throughout the day, and are front-line staff to the customers for questions. The Pool Specialist would spend time with maintenance and booth staff, monitor the filter system and assist with filter/pool concerns, and provide guidance to the supervisors. As a certified lifeguard, the specialist would also be able to assist with supervising or guarding on busy days.</p> <p>The pools is a large operation, and the brief opening showed that it needs daily attention from full-time staff, who are also working on preparing for the fall season, construction projects, and other tasks. With a large number of patrons on site, attention to safety is vitally important.</p> <p>The Park and Recreation Commission are looking to insure that the Pools at Rosemary Recreation Complex are professionally run and remain an active community resource from Memorial Day through Labor Day, while also keeping other department tasks on schedule, including programs, special events, permitting, and future planning.</p>			
			V2020

Performance Improvement Funding Request DSR4					
Department	Park and Recreation Department				
Title	Pool Staff	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage		31,339		31,339	
14. Expense					
15. Operating Capital					
16. Department Total (1+2+3)					
17. Other Costs					
18. Grand Total (4+5)				31,339	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		BOS and P&R Commission			
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?				X	
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
<p>This request is for 4 additional lifeguards (\$27,064), and additional hours for slide monitors (\$4,275). In addition, an overview for assistance with Booth operations in outlined.</p> <p>Lifeguards</p> <p>For Summer 2018, about 50 possible applicants asked about employment as a lifeguard. Some opted not to apply as they would not actually be lifeguarding the full summer, and an opening date was not known. Some were not available to work in August. Others chose jobs closer to home and chose not to apply.</p> <ul style="list-style-type: none"> • 35 interviews for lifeguard • 27 offered positions • 20 accepted positions (full-time or part-time) • 18 were available to work in August (full-time and part-time) <p>The current budget is for 16 lifeguards. In addition, the 4 supervisors and 4 instructors are certified as lifeguards. The instructors help guard during the busiest afternoon days, while teaching in the morning, and at times in the afternoons.</p>					

Performance Improvement Funding Request DSR4			
Department	Park and Recreation Department		
Title	Pool Staff	Priority	3
<p>The current budget provides for pre-season training; four weekends for public swimming from Memorial Day weekend into June; full-time pool hours from mid-June through late August; 2 weekends through Labor Day weekend. Though budgeted for this full season, there were not enough staff available to work beyond August 25th this year.</p> <p>To meet the safety requirements for each pool, there are two requirements. There must be 1 lifeguard per 25 swimmers. Secondly, there must be guards located at various areas to insure that all areas of the pool are overseen by a lifeguard. The number of hours that the pools are open requires two shifts, seven days a week. Most staff members are scheduled for 5 days a week for 7 hours days. Some will work additional hours covering another lifeguard's shift. Having a season that operates from Memorial Day through Labor Day also needs to provide enough staffing to cover staff vacations, school obligations, and other approved excuses from work.</p> <p>The lap pool has 3 sections: lap lanes, diving board, and deep water general swim area. Depending on how the pool is being used, it requires 2-3 lifeguards on duty, and on busy days, 4 lifeguards.</p> <p>The family pool has 5 sections: the zero-depth entry, the "mushroom" area, 2 stations covering the deeper water/water walking lanes, and the slide. At a minimum, 5 staff are needed. The guard(s) at the slide cannot guard any other area, so with 4 lifeguards on the remaining areas, that leaves space for only 100 swimmers. Additional lifeguards are needed to cover additional swimmers.</p> <p>Additional staff will insure coverage for full operations, including extending the available hours for use of the slides and the diving board. The original budget anticipated few hours for these two features, and created disappointment when not open during general swim hours, which are 12:30 – 7:45 PM weekdays and 10 AM – 7:45 PM weekends. Though there are some swim hours on weekday mornings (7 AM – 12 Noon), swim lessons are also occurring, so the extra features are not available.</p> <p>Slide Monitors</p> <p>To ensure the slides are available during the general swim hours, the amount of hours for 3 staff would need to increase from 25/hours a week/slide monitor to 35 hours/week. Maintenance staff can assist as slide monitors, when needed to fill in.</p> <p>Booth Staff</p> <p>The budget covers 3 full-time booth staff. Though the schedule can work on paper for seven days a week, it also requires break times which leaves only 1 person in the Booth. The maintenance staff assisted when possible, but Park and Recreation will request to hire some Senior Tax Corps participants to assist in the Booth with scanning membership key tags, selling ice cream, and assisting with wrist bands for children who have passed safety swim tests. This would insure 2-3 people in the Booth during the busiest time of day. An additional Senior Tax Corps participant may also be able to assist with the daily reconcile of financial paperwork, which would be a great asset to the Administrative Specialist.</p>			
V2020			

Performance Improvement Funding Request DSR4					
Department	Park and Recreation Department				
Title	Lifeguard Retention	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
19. Salary and Wage		10,080		10,080	
20. Expense					
21. Operating Capital					
22. Department Total (1+2+3)					
23. Other Costs					
24. Grand Total (4+5)				10,080	
Budgetary Considerations				Yes	No
Does this request address a goal of the Board of Selectmen or other Board or Committee?				X	
If yes, which Board or Committee?		BOS and P&R Commission			
Has this request been submitted in the last three fiscal years and NOT funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?				X	
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
All " YES " responses above must be explained in the narrative below					
Description and Explanation					
<p>This request is a proposal for assisting with lifeguard retention in late August and through Labor Day. It has been discussed with the Park and Recreation Commission and the Assistant Town Manager-Operations, but not reviewed with other departments.</p> <p>The Pools at Rosemary Recreation Complex were open from August 11 through August 25. Beyond that time frame, not enough staff were available to provide safe coverage and to meet the requirements under the state permit for operations. Reasons for not being able to stay: (a) need to report to college; (b) need to report to high school activities that start prior to the first day of school; (c) report to high school that starts prior to Labor Day; (d) family vacation, particularly over Labor Day weekend; (e) return to regular employment.</p> <p>In order to operate with one shift, and cover lunch breaks, and have both pools open including slides/diving board, the following staff would be needed:</p> <ul style="list-style-type: none"> • 10 lifeguards • 1 maintenance • 2 booth 					

**Performance Improvement Funding Request
DSR4**

Department	Park and Recreation Department		
Title	Lifeguard Retention	Priority	4

- 1 supervisor

Hiring: Because the lifeguard position requires certification, not all interested applicants can be hired for the position. In order to serve, the applicant must be at least 16 years of age and be certified under American Red Cross or equivalent.

Outreach for applicants was through the following: official Town posting; Park and Recreation website; Park and Recreation social media and other social media pages; Collegehelpers.com (3 month posting that went to all area colleges); Indeed.com (via HR); outreach to NHS swim team via coaches; outreach to other swim team participants via P&R Swim Team coach; additional outreach to area colleges via Pool Specialist; current staff outreach to friends; outreach to former staff; discussions with summer program applicants. As our Pool Specialist was certified to train lifeguards, some applicants were hired pending certification offered by the specialist. Any staff hired that needed to be re-certified has traditionally be covered by Park and Recreation in the pre-season. In 2018, the last person hired on the staff applied on August 10th and worked the final week of operations. One staff member was a retiree. Some have suggested that returning college students might be interested in working, but they would need to be hired in early to mid-August in order to go through the process of being added to payroll. Many students would prefer to have a longer term commitment to work. It has also been suggested to borrow lifeguards from nearby pools, but those facilities are challenged with staffing their own pools, particularly during this transition period, and it is not unusual to receive requests to share job openings with the pool staff as they finish with Needham.

Proposal: Offer a daily bonus to staff who work beyond August 18th.

	Start Work Prior to July 1	Start Work July 1 or later
Work August 19 – 25	Receive \$35 bonus for each day worked	Receive \$15 bonus for each day worked
Work August 26 – September 2	Receive \$50 bonus for each day worked	Receive \$30 for each day worked
Started work in May and worked through Labor Day	\$75 bonus for working full summer	

The estimate is based on minimal staffing requirements, and staff that started work prior to July 1. This estimate is a worst case scenario at \$10,080.

Position	#	7 days at \$35	8 days at \$50	Full Summer Bonus
Lifeguard	10	\$2,450	\$4,000	\$750
Maintenance	1	\$245	\$400	\$75
Booth	2	\$490	\$800	\$150
Supervisor	1	\$245	\$400	\$75
SUBTOTALS	14	\$3,430	\$5,600	\$1,050

V2020

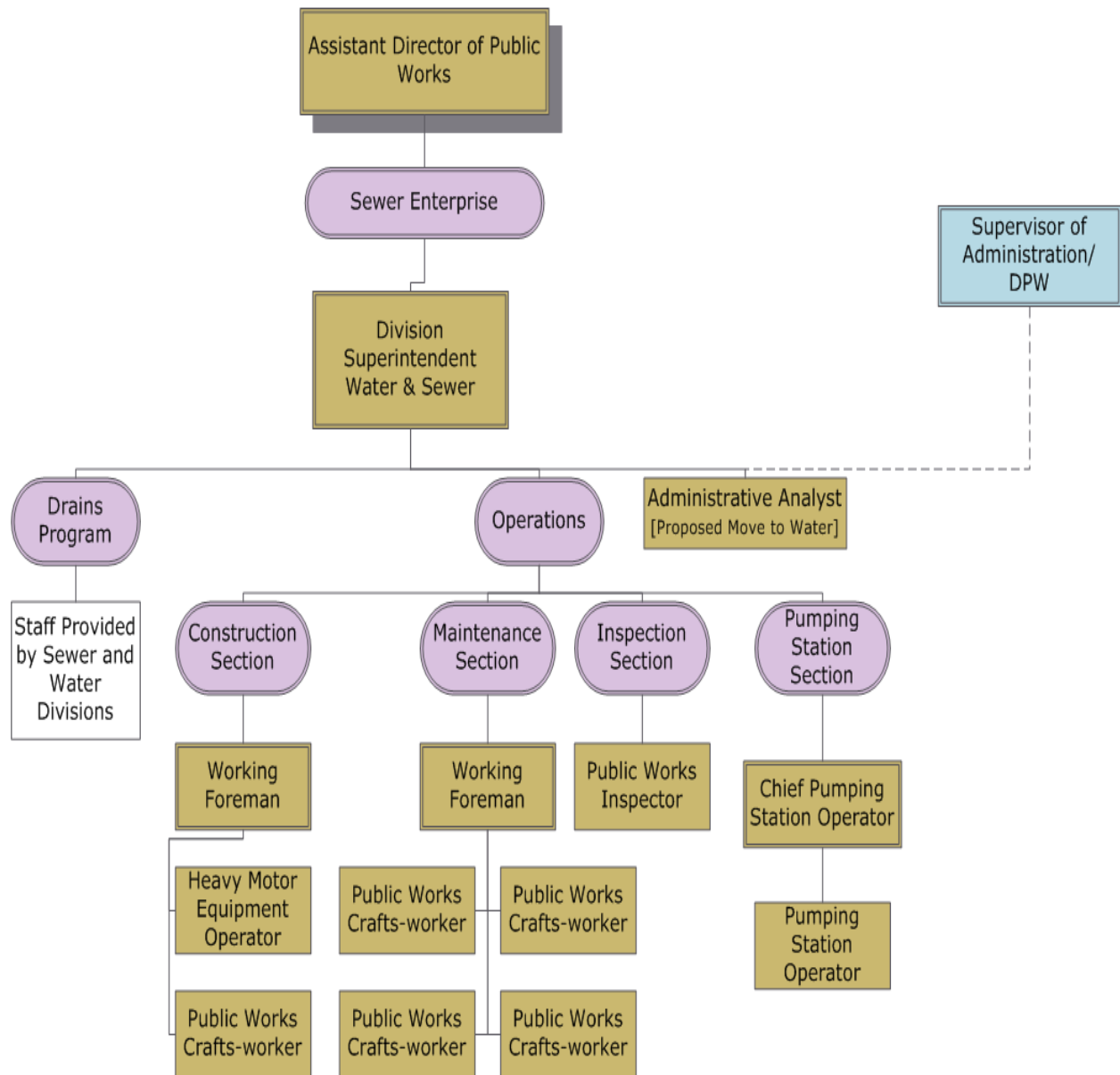
Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Park and Recreation Department	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Park and Recreation Department							
Salary & Wage Regular	236,202.61	236,844.93	223,974.86	293,408	359,916	66,508	
Salary & Wage Temporary	214,893.39	185,615.20	162,250.62	280,590	414,806	134,216	
Salary & Wage Overtime	20,847.65	22,747.30	21,900.67	4,120	4,120	-	
Salary & Wage Other	3,000.00	4,674.14	12,089.90	4,500	4,500	-	
Salary and Wage Total	474,943.65	449,881.57	420,216.05	582,618	783,342	200,724	34.5%
Energy	10,948.79	0.00	0.00	0	0	-	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	3,600.00	6,955.32	690.50	16,000	19,500	3,500	
Rental and Leases	0.00	4,000.00	1,575.57	0	0	-	
Other Property Related	20,893.12	23,089.06	16,894.87	32,115	31,115	(1,000)	
Professional & Technical	2,173.00	8,900.00	4,835.00	1,950	1,800	(150)	
Communications	4,154.94	3,670.36	2,727.11	5,350	4,550	(800)	
Recreation	0.00	2,660.00	4,641.66	2,000	2,000	-	
Other Purchased Services	3,224.81	6,378.00	1,534.60	3,500	3,500	-	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	1,292.48	1,299.83	2,937.56	2,000	2,000	-	
Building & Equipment Rprs/Sp	32,115.92	18,462.94	0.00	9,500	43,000	33,500	
Custodial Supplies	1,197.43	0.00	0.00	500	1,200	700	
Grounds Keeping Supplies	915.90	0.00	5,161.00	15,000	15,000	-	
Vehicular Supplies	0.00	0.00	0.00	0	0	-	
Food & Service Supplies	2,656.59	4,219.18	3,174.70	2,100	2,500	400	
Medical Supplies	898.68	399.27	1,481.85	600	600	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	0.00	0.00	0.00	0	0	-	
Other Supplies & Equipment	11,722.68	19,835.95	30,091.95	5,800	5,800	-	
Governmental Charges	0.00	0.00	0.00	0	0	-	
Travel & Mileage	1,821.82	1,087.75	1,205.62	3,600	3,000	(600)	
Dues & Subscriptions	520.00	360.00	370.00	700	700	-	
Other	0.00	0.00	0.00	0	0	-	
Expense Total	98,136.16	101,317.66	77,321.99	100,715	136,265	35,550	35.3%
Capital Equipment	0.00	0.00	0.00	0	0	-	
Capital Equipment Total	0.00	0.00	0.00	0	0	-	
TOTAL	573,079.81	551,199.23	497,538.04	683,333	919,607	236,274	34.6%

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Department Organizational Chart

Sewer Enterprise



Department Information DSR1

Department	Sewer Enterprise
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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 MS4 permit went into effect July 2018. The Sewer Division will continue to focus on accomplishing as many storm water requirements as possible within the next year.

The division will continue to perform flushing programs, investigate sewer and drain lines with the camera truck, clean all sewer stations twice a year, and clean and repair catch basins.

Budget Statement

Salaries & Wages increasing \$50,498, 5.16%
 Expenses & Services increasing \$12,220, 2.78%
 Operating Capital increasing \$0, 0%
 Total Budget Submission Increase by \$62,718, 4.27%

Salary

There are presently contracts signed for all representative groups within DPW. For FY20 NIPEA has a 2% COLA increase and all employees will be eligible within that fiscal year for a step increase. All non-represented and management employees are level funded. The total increase for regular salaries is \$47,681, 6.0%.

Temporary Salaries and Other Salary items have not increased.

All overtime programs from the prior year have stayed the same and there is an increase of \$2,818, 1.74%.

Expenses & Services

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Cost	Budgeted Amount	Difference from Prior Year Submission
Electric	465,904	\$0.215*	\$1,335	\$101,505	\$7,906
Natural Gas	4,798	\$1.77**	\$513	\$9,005	\$1,413

* Increase from last year's budgetary figure of \$0.19

** Increase from last year's budgetary figure of \$1.32

**Department Information
DSR1**

Department Sewer Enterprise

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Sewer	Gasoline	2,774	\$3.03*	\$8,405	\$1,380
Sewer	Diesel	3,742	\$3.58**	\$13,396	\$1,339
Drains	Diesel	431	\$3.58**	\$1,543	-\$857

*Increase from last year's budgetary figure of \$2.47

**Increase from last year's budgetary figure of \$2.92

Highlighted Changes

Line Item	Description	Change from FY 19	Comments	Net Change
Energy	Electricity	\$7,906	Based on 3 year avg consumption	\$9,319
	Natural Gas	\$1,413	Based on 3 year avg consumption	
Repairs & Maint Services	Alarm & Sprinkler Maintenance	-\$741	Contract for half of FY20, assumed 3.5% increase	-\$2,743
	Generator Maintenance	-\$2,008	Contract for half of FY20, assumed 3.5% increase	
	Overhead Door Maintenance	\$6	No contract for FY20, assumed 3.5% increase	
Other Property Related Services	Debris Disposal - Catch Basin	\$651	2% contract increase in FY20	\$1,960
	Debris Disposal - Sweeping	\$1,309	5% contract increase in FY20	
Other Purchased Services	Sewer Flow Meter Annual Maintenance	\$875	No contract for FY20, assumed 3.5% increase	\$2,227
	Street Sweeping	\$1,352	5% contract increase in FY20	
Building & Equipment Supplies	Pump Station Supplies	-\$1,000	Based on prior year spending	-\$1,000
Vehicular Supplies	Sewer - Diesel	\$1,339	Based on 3 year avg consumption	\$1,862
	Sewer - Unleaded Gasoline	\$1,380	Based on 3 year avg consumption	
	Drains - Diesel	-\$857	Based on 3 year avg consumption	

**Department Information
DSR1**

Department

Sewer Enterprise

Line Item	Description	Change from FY 19	Comments	Net Change
Public Works Supplies	Mainline Sewer Pipe	-\$2,000	Moved to Sewer Pipe	\$525
	Pipe for Services - PVC	-\$1,000	Moved to Sewer Pipe	
	Manhole Frames & Covers	\$210	Contract for half of FY20, assumed 3.5% increase	
	Manhole Frames & Covers	\$210	Contract for half of FY20, assumed 3.5% increase	
	Sewer Pipe	\$3,105	Moved from Mainline Sewer Pipe & Pipe for Services PVC - Contract for half of FY20, assumed 3.5% increase	
Other Supplies & Equipment	Safety Clothing	\$70	Increase to allow additional shirts & sweatshirts under new union agreement	\$70

Operating CapitalPump Replacement Program

This funding will replace one pump at Great Plain Avenue Pump Station. The purpose of this program is to have a scheduled rotation of replacement pumps. Pumps move waste from different elevations and ensure that the sewer system works properly.

Grinder Replacement Program

This funding will replace one grinder at Reservoir B 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.

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.

This past year, Sewer Division cleaned 2,972 catch basins, replaced 4 catch basins, repaired 39 catch basins, repaired 6 manholes, and completed 19 spot repairs on drain lines and 6 spot repairs on main lines. The Division cleaned and televised 7.5 miles of sewer and drain pipe. 349 tons of sediment were removed from the drain system. The outfalls at Forest Street and High Rock Street at Marked Tree Road were repaired and reestablished. On Bonwood Road, the drain line was extended and multiple catch basins were installed. Prior to any major roadway and sidewalk construction, the Division investigated sewer and drain lines for defects that were in need of repair.

Department Information DSR1			
Department		Sewer Enterprise	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,028,667	0	1,028,667
b) Expenses	451,947	0	451,947
c) Capital	50,000	0	50,000
d) Other - MWRA	6,173,219	0	6,173,219
e) Other - Debt	900,000	0	900,000
f) Other – Reserve Fund	35,000	0	35,000
g) Total DSR2 & DSR4 Request (a through f)	8,638,833	0	8,638,833
V2020			

Department Expenditure Detail DSR2										
Department				Sewer Enterprise						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	11	0	11	11	0	11	11	0	11	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							698,882		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity							26,480		
f.	PRD1 Snow Program							16,500		
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments							6,429		
							PRD1 Sub Total		748,291	
J	DSR3 Other Compensation							93,940		
							Sub Total 1		842,231	
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)							23,921		
b.	Training and Development									
c.										
d.										
e.	DSR3 Total							141,251		
							Sub Total 3		165,172	
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs							4,880		
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
							Sub Total 4		4,880	
5. Total Salary and Wages (1+2+3+4)										
									1,028,667	

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer: <ul style="list-style-type: none">Electricity (101,505)Natural Gas (9,005)	110,510
Repairs & Maintenance Services (524x – 525x)	Sewer: <ul style="list-style-type: none">Alarm & Sprinkler Maintenance (259)Electrical On-Call Services (7,000)Generator Maintenance (1,992)Mechanical On-Call Services (10,000)Overhead Door Maintenance (181)Vehicle Repairs (10,000)Wet Well Cleaning (20,000) Drains: <ul style="list-style-type: none">Contracting Special Services (15,000)Trench Restoration (10,000)Vehicle Repairs (10,000)	84,432
Rental & Leases (527X)	Pump Rentals <ul style="list-style-type: none">Sewer (3,000)Drains (3,000)	6,000
Other Property Related Services (529x)	Drains: <ul style="list-style-type: none">Debris Disposal – Catch Basin (33,195)Debris Disposal – Sweeping (27,485)	60,680
Professional & Technical Services (530x – 531x)	Sewer: <ul style="list-style-type: none">MWRA/Mandated Sulfide Testing (3,000)Seminars & Training (1,500) Drains <ul style="list-style-type: none">PeopleGIS – PeopleForms (7,000)Seminars & Training (1,500)	13,000
Communications (534x)	Sewer: <ul style="list-style-type: none">Cell Phones (7,200)Landline (1,500)Legal Notices (215)Postage (500)Printing (200)	9,615
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Sewer: <ul style="list-style-type: none">Police Details (5,000)Sewer Flow Meter Annual Maintenance (25,875) Drains: <ul style="list-style-type: none">Street Sweeping (28,396)	59,271

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
Office Supplies (542x)	Sewer: • Office Supplies	700
Building & Equipment Supplies (543x)	Sewer: • Pump Station Supplies (1,500) • Window Repairs & Vandalism (100)	1,600
Custodial Supplies (545x)	Sewer: • Rags for Spills, Cleaning Supplies, Disinfecting Supplies	1,000
Grounds Keeping Supplies (546x)	Sewer: • Grass Seed & Fertilizer	150
Vehicular Supplies (548x)	Sewer: • CCTV Truck Supplies (4,000) • Vactor Truck Parts (1,000) Drains: • CCTV Truck Supplies (4,000) • Vactor Truck Parts (1,000)	10,000
Gasoline and Diesel Fuel (5481)	Sewer: • Diesel (13,396) • Unleaded Gasoline (8,405) Drains: • Diesel (1,543)	23,344
Food and Service Supplies (549x)		0
Medical Supplies (550x)	Sewer: • Medical Supplies	150
Public Works Supplies (553x)	Sewer: • Asphalt (10,000) • Crushed Stone (2,000) • Hardware Supplies, Paint, etc. (3,250) • Manhole Frames & Covers (6,210) • Pump Replacement Parts (8,000) • Sewer Pipe (3,105) • Special Flushing & Roding Tools (3,000) • Testing Equipment (2,000) • Tools (4,500) Drains: • Concrete Blocks (4,000) • Crushed Stone (2,000) • Manhole Frames & Covers (6,210) • Precast Manholes (6,000) • Sand & Bagged Cement (500) • Special Flushing & Roding Tools (2,500)	63,275
Other Supplies & Equipment (558x)	Sewer: • Clothing (2,000) • Health/Safety Equipment (1,300) • Safety Clothing (2,570)	6,620

Department Expenditure Detail DSR2				
Department	Sewer Enterprise			
	Drains:			
	• Misc. Items (750)			
Governmental Charges (569x)	Sewer:			400
	• Certification & Licenses			
Travel & Mileage (571x – 572x)	Sewer:			200
	• Conferences			
Dues & Subscriptions (573X)	Sewer:			1,000
	• Professional Association Memberships			
Other Expenses (574 X – 579x)				0
6. Total Expenses				451,947
DSR2C				
Capital Equipment Replacement (587X)	Sewer:			50,000
	• Grinder Replacement (25,000)			
	• Pump Replacement Program (25,000)			
7. Total Operating Budget Capital				50,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,530,614
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?				
	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2020

Department Personnel Supplement DSR3									
Department			Sewer Enterprise						
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Sewer: Pumping Stations (Weekends & Holidays)	49,051				X			
2	Sewer: Unscheduled/Investigations of Blockages & Equipment Failures	3,849				X			
3	Sewer: Night Sewer Cleaning/TV Camera Inspection	27,495				X			
4	Drains: Unscheduled/Investigations of Blockages & Equipment Failures	2,200				X			
5	Drains: NPDES Night Investigations	58,656				X			
6	Portion of Water Enterprise Salaries that support Drains Operations	93,940	X						
7	Portion of Sewer Salaries that Support the Drains Operations	209,632	X						
8	Sewer Salaries Assigned to Drains Operations	-209,632	X						
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	235,191	X						
Sections									
	Amount Reported Under DSR2A Section 1	93,940							
	Amount Reported Under DSR2A Section 2	0							
	Amount Reported Under DSR2A Section 3	141,251							
	Amount Reported Under DSR2A Section 4	0							
II	Total	235,191							

V2020

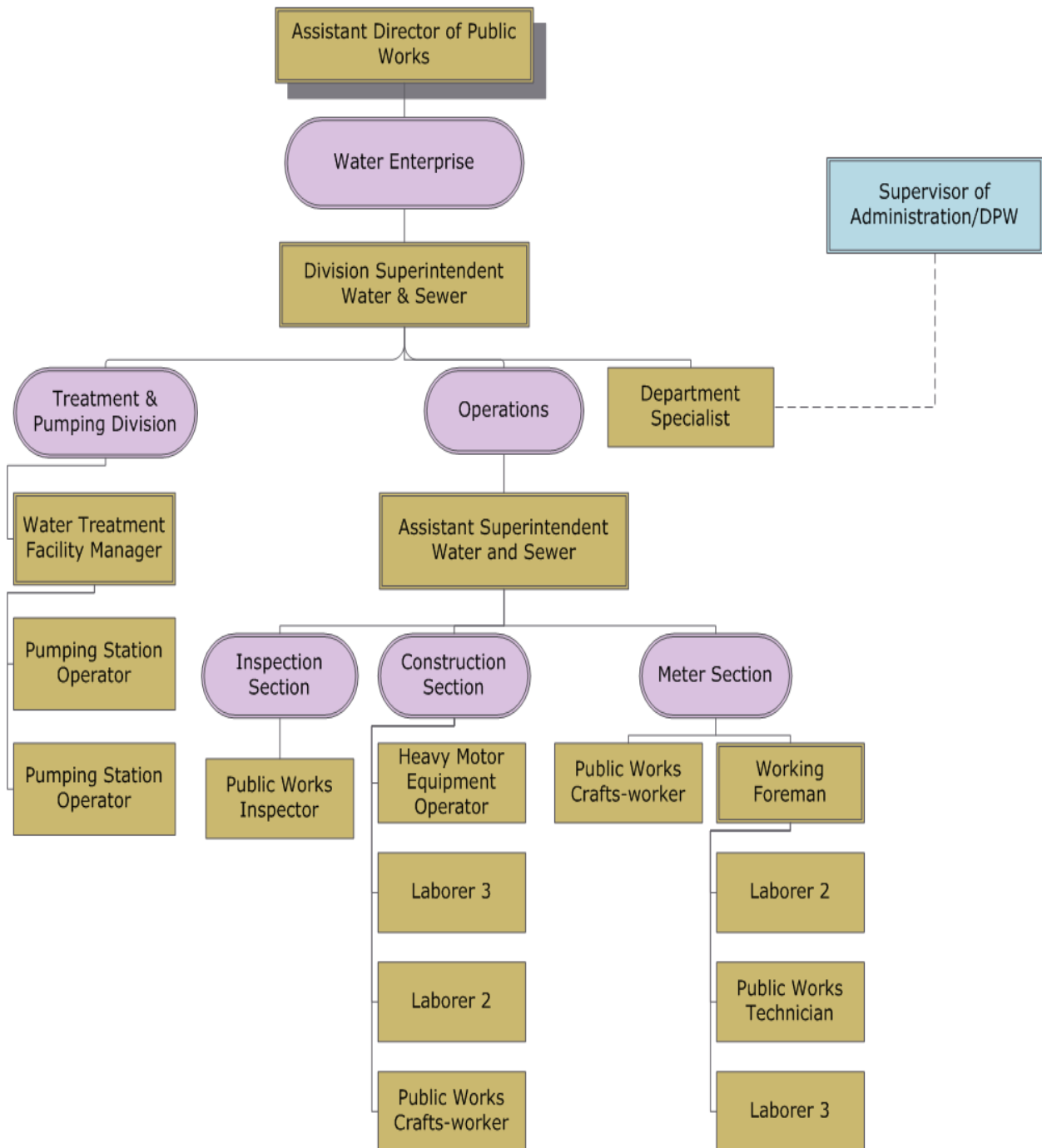
Fiscal Year 2020 Proposed Budget

Town of Needham Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Sewer Enterprise	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Sewer Enterprise							
Salary & Wage Regular	757,173.33	818,705.52	714,209.40	794,551	842,231	47,680	
Salary & Wage Temporary	11,084.42	11,626.00	11,275.00	16,384	16,384	-	
Salary & Wage Overtime	136,924.49	154,979.17	153,226.26	162,354	165,172	2,818	
Salary & Wage Other	14,400.00	12,557.32	37,985.76	4,880	4,880	-	
Salary and Wage Total	919,582.24	997,868.01	916,696.42	978,169	1,028,667	50,498	5.2%
Energy	92,168.00	92,863.81	110,611.43	101,191	110,510	9,319	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	83,938.27	56,406.06	153,765.14	87,175	84,432	(2,743)	
Rental and Leases	300.00	0.00	0.00	6,000	6,000	-	
Other Property Related	71,219.03	54,189.30	15,523.91	58,720	60,680	1,960	
Professional & Technical	1,935.00	24,597.19	13,864.06	13,000	13,000	-	
Communications	6,302.16	6,484.80	6,931.34	9,615	9,615	-	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	29,021.75	48,867.40	55,862.00	57,044	59,271	2,227	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	500.00	0.00	0.00	700	700	-	
Building & Equipment Repair Suppli	0.00	2,800.00	592.80	2,600	1,600	(1,000)	
Custodial Supplies	291.04	21.98	0.00	1,000	1,000	-	
Grounds Keeping Supplies	0.00	0.00	0.00	150	150	-	
Vehicular Supplies	17,281.34	20,649.58	14,972.35	31,482	33,344	1,862	
Food & Service Supplies	0.00	0.00	0.00	0	0	-	
Medical Supplies	0.00	0.00	0.00	150	150	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	35,887.31	39,196.89	41,515.64	62,750	63,275	525	
Other Supplies & Equipment	2,426.87	3,246.59	1,266.25	6,550	6,620	70	
Governmental Charges	289.00	360.00	355.00	400	400	-	
Travel & Mileage	0.00	170.50	200.00	200	200	-	
Dues & Subscriptions	175.50	193.75	213.33	1,000	1,000	-	
Other	250.00	200.00	100.00	0	0	-	
Expense Total	341,985.27	350,247.85	415,773.25	439,727	451,947	12,220	2.8%
Capital Equipment	46,556.90	40,985.99	43,646.24	50,000	50,000	-	
Capital Equipment Total	46,556.90	40,985.99	43,646.24	50,000	50,000	-	0.0%
TOTAL	1,308,124.41	1,389,101.85	1,376,115.91	1,467,896	1,530,614	62,718	4.3%
					-	0	
MWRA	5,408,445.00	5,683,915.00	5,889,796	6,173,219	6,173,219	0	0.0%
					-		
Debt Service	1,054,039.22	1,044,704.37	980,086	1,500,000	900,000	(600,000)	-40.0%
					-		
Reserve Fund	Transfers only	Transfers only	-	35,000	35,000	0	0.0%
					-		
TOTAL	7,770,608.63	8,117,721.22	8,245,998	9,176,115	8,638,833	(537,282)	-5.9%

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Department Organizational Chart

Water Enterprise



Department Information DSR1

Department	Water Enterprise
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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 Water 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.

In FY19, the Water Division plans to install a mixing valve in the Birds Hill Water Tank. The division will renew water services and replace water mains. The Automatic Meter Reading (AMR) program will continue in FY20. The division is looking to finalize a gate valve exercise program to check the gate valves annually, confirm that they are operable, that the covers can be removed from the box, and that the division is able to get on the valve nut. Any repairs needed that are discovered from the large meter testing contract will continue to take place in FY20.

Budget Statement

Salaries & Wages increasing \$54,840, 4.59%
 Expenses & Services increasing \$72,199, 6.35%
 Operating Capital decreasing -\$5,000, -25.00%
 Total Budget Submission Increase by \$125,679, 5.17%

Salaries

There are presently contracts signed for all representative groups within DPW. For FY20 ITWA has a 2.5% cost of living increase (COLA) and NIPWA has a 2% COLA increase and all employees will be eligible within that fiscal year for a step increase. All non-represented and management employees are level funded. The total increase for regular salaries is \$47,085, 4.65%.

Temporary Salaries and Other Salary items have not increased.

All overtime programs from the prior year have stayed the same and there is an increase of \$11,395, 4.76%.

Expenses & Services

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	2,005,588	\$0.20*	\$3,899	\$405,017	\$37,210
Natural Gas	17,568	\$1.77**	\$704	31,800	\$4,570

* Increase from last year's budgetary figure of \$0.19

** Increase from last year's budgetary figure of \$1.32

**Department Information
DSR1**

Department | Water Enterprise

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Water	Gasoline	7,440	\$3.03*	\$22,543	\$3,731
Water	Diesel	3,870	\$3.58**	\$13,855	-\$38

*Increase from last year's budgetary figure of \$2.47

**Increase from last year's budgetary figure of \$2.92

Highlighted Changes

Line Item	Description	Change from FY 19	Comments	Net Change
Energy	Electricity	\$37,210	Based on 3 year avg consumption	\$41,780
	Natural Gas	\$4,570	Based on 3 year avg consumption	
Other Property Related Services	Tree and Brush Clearing	\$5,500	Annual clearing of fire roads for emergency response at CRWTP	\$5,500
Professional & Technical Services	Water Quality Sampling	\$5,100	Increase based on cost estimate for UMCR testing	\$8,100
	Tank Inspections at Dunster and Bird Hill	-\$6,000	5 Year inspection in FY19	
	Cross Connection Survey for Large Facilities	\$4,000	Large facilities require outsourcing due to time, access, size, & complexity	
	Cross Connection Backflow Software	\$5,000	Digitize paper process to track and process backflow testing and cross connections	
Custodial Supplies	St. Mary's Pump Station	\$350	Building is now occupied by Water Meter Staff	\$350
Vehicular Supplies	Gasoline	\$3,731	Based on 3 year avg consumption	\$3,693
	Diesel	-\$38	Based on 3 year avg consumption	

Department Information
DSR1

Department

Water Enterprise

Line Item	Description	Change from FY 19	Comments	Net Change
Public Works Supplies	Water Meters- Various Sizes	\$3,975	Based on FY20 contract increase of 3%	\$12,696
	Treatment Process Chemicals: Sodium Hydroxide	\$4,728	No contract for FY20, assumed 3.5% increase	
	Water Services: Brass Fittings - service connections	\$1,050	Contract for half of FY20, assumed 3.5% increase	
	Treatment Process Chemicals: Phosphate	\$305	Based on FY20 contract increase of 2.1%	
	Water Mains: Hydrant Parts/Boxes	\$487	Contract for half of FY19, assumed 3.5% increase	
	Treatment Process Chemicals: Sodium Hypochlorite	\$468	No contract for FY20, assumed 3.5% increase	
	Asphalt	\$500	Based on FY20 contract increase of 5%	
	Water Mains: Gate Valves	\$350	Contract for half of FY19, assumed 3.5% increase	
	Water Mains: Repair Sleeves	\$280	Contract for half of FY19, assumed 3.5% increase	
	Meter Couplings	\$182	Contract for half of FY19, assumed 3.5% increase	
	Meter Parts - Various Sizes	\$150	Based on FY20 contract increase of 3%	
	Water Services: Copper Tubing	\$105	Contract for half of FY19, assumed 3.5% increase	
	Water Services: Service Valves/Boxes	\$105	Contract for half of FY19, assumed 3.5% increase	
	Water Services: Repair Sleeves	\$11	Contract for half of FY19, assumed 3.5% increase	
Other Supplies & Equipment	Work Clothing	\$80	Increase to allow additional shirts & sweatshirts under new union agreement	\$80

Operating CapitalFilter Influent Valves

Replace two filter influent valves at the Water Treatment Plant that are original and are recommended to be replaced every 15 years.


Department Information DSR1			
Department		Water Enterprise	
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 Water Division replaced 11 hydrants and 2 water services. Additionally, they repaired 22 hydrants, 14 water services, 6 water mains, 4 gate valves, 24 gate boxes, and 23 curb boxes. Over the year, 1,315 water meters were changed out. On Bonwood Road, a new 6" water main was installed, including replacing one hydrant and installing a new hydrant.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,331,359	0	1,331,359
b) Expenses	1,209,762	0	1,209,762
c) Capital	15,000	0	15,000
d) Other - MWRA	856,049	0	856,049
e) Other - Debt	1,250,000	0	1,250,000
f) Other – Reserve Fund	75,000	0	75,000
g) Total DSR2 & DSR4 Request (a through f)	4,737,170	0	4,737,170
V2020			

Department Expenditure Detail DSR2										
Department				Water Enterprise						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	17	0	17	17	0	17	17	0	17	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Are all union positions covered by a contract for FY2020?						Yes	X	No	NA	
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							1,097,447		
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity							18,718		
f.	PRD1 Snow Program							18,000		
g.	PRD1 Uniform									
h.	PRD1 Other Compensation							11,454		
i.	PRD1 Budget Adjustments							8,090		
							PRD1 Sub Total		1,153,709	
J.	DSR3 Other Compensation									-93,940
							Sub Total 1		1,059,769	
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)							44,741		
b.	Training and Development									
c.										
d.										
e.	DSR3 Total							206,145		
							Sub Total 3		250,886	
4. Other Salary and Wage Expenses – (Itemized Below)										
a.	Incentive Programs							4,320		
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
							Sub Total 4		4,320	
5. Total Salary and Wages (1+2+3+4)										
									1,331,359	

Department Expenditure Detail DSR2		
Department	Water Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (405,017) Natural Gas (31,800)	436,817
Repairs & Maintenance Services (524x – 525x)	Electrical, Mechanical On-Call Services (9,000) Fire/Security Monitoring, Generator Maintenance (4,775) Maintenance of Altitude/Actuator Valves (10,000) SCADA Maintenance & On-Call Services (12,500) Vehicle Repairs (5,000) Well Redevelopment (35,000)	76,275
Rental & Leases (527X)		0
Other Property Related Services (529x)	Tree and Brush Clearing	5,500
Professional & Technical Services (530x – 531x)	Cross Connection Backflow Software (5,000) Cross Connection Survey for Large Facilities (4,000) CRWTP Sewer Residuals – MWRA (7,000) Engineering Services (15,000) Filter Media Testing (500) Leak Detection (25,000) Mandated Wetlands Delineation (500) Seminars and Training (8,000) Tank Inspections at Dunster and Bird Hill (3,000) Water Meter Testing Program (10,000) Water Quality Sampling (15,100) Well/Pump Performance Testing (2,200)	95,300
Communications (534x)	Landlines (9,500) Legal Notices (300) Postage – CCR & Misc. (5,000) Printing – CCR & Misc. (6,600) Water Conservation Program (15,600) Wireless Communications (9,740)	46,740
Recreational & Cultural Services (535x)		0
Other Purchased Services (538x)	Plumbing Services (1,000) Police Details (13,680) Trench Restoration (20,000)	34,680
Office Supplies (542x)	Office Supplies	1,000
Building & Equipment Supplies (543x)		0
Custodial Supplies (545x)	CRWTF (900) Dedham Ave Pump Station (1,500) St. Mary's Pump Station (500)	2,900
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries, Etc.	10,000

Department Expenditure Detail DSR2		
Department	Water Enterprise	
Gasoline and Diesel Fuel (5481)	Diesel (13,855) Gasoline (22,543)	36,398
Food and Service Supplies (549x)		0
Medical Supplies (550x)	Medical Supplies	300
Public Works Supplies (553x)	Asphalt (10,500) Chemical Feed Pump Kits (2,000) CPVC Pipe & Valves (900) Gravel Fill (6,000) Laboratory Chemicals: Reagents (5,000) Laboratory Equipment (4,600) Meter Couplings (5,382) Meter Parts – Various Sizes (5,150) Process Analyzers (1,100) Tools, Hardware, and Paint Supplies (7,500) Treatment Process Chemicals: Hydroflousilic Acid (16,244) Treatment Process Chemicals: Phosphate (14,825) Treatment Process Chemicals: Sodium Hydroxide (139,800) Treatment Process Chemicals: Sodium Hypochlorite (13,848) Water Mains: Gate Valves (10,350) Water Mains: Hydrant Parts/Boxes (14,397) Water Mains: Repair Sleeves (8,280) Water Meters – Various Sizes (136,475) Water Services: Brass Fittings – Service Connections (31,050) Water Services: Copper Tubing (3,105) Water Services: Repair Sleeves (311) Water Services: Service Valves/Boxes (3,105)	439,922
Other Supplies & Equipment (558x)	Educational Supplies (200) Health and Safety Equip. Prescip. Safety Glasses (450) Safety Clothing/Vest, Gloves, and Hard Hats (800) Work Clothing (3,380)	4,830
Governmental Charges (569x)	Certification & Licenses (1,600) Other – DEP, SDWA (12,000)	13,600
Travel & Mileage (571x – 572x)	Seminars	1,100
Dues & Subscriptions (573X)	Professional Association Memberships	3,400
Other Expenses (574 X – 579x)		
6. Total Expenses		1,209,762
DSR2C		
Capital Equipment Replacement (587X)	Filter Influent Valves	15,000

Department Expenditure Detail DSR2				
Department	Water Enterprise			
7. Total Operating Budget Capital				15,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,556,121
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2020				

Department Personnel Supplement DSR3									
Department		Water Enterprise							
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	CRWTP & Wells (Weekends & Holidays)	72,781			X				
2	Uni-Directional Hydrant Flushing	65,825			X				
3	Hydrant Dry Testing Program	14,399			X				
4	Unscheduled/Main Breaks, Leaks, Equipment Failures, Shutoffs, Resident Complaints, Etc.	42,855			X				
5	Water Conservation	10,285			X				
6	Portion of Water Enterprise Salaries that support Drains Operations	-93,940	X						
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total	112,205							
Sections									
	Amount Reported Under DSR2A Section 1	-93,940							
	Amount Reported Under DSR2A Section 2	0							
	Amount Reported Under DSR2A Section 3	206,145							
	Amount Reported Under DSR2A Section 4	0							
II	Total	112,205							

V2020

Fiscal Year 2020 Proposed Budget

Town of Needham							
Line Detail	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020	FY2020
Water Enterprise	Expenditures	Expenditures	Expenditures	Budget 11/30/2018	Department Request	\$ Change	% Change
Water Enterprise							
Salary & Wage Regular	773,076.75	830,680.02	949,437.30	1,012,684	1,059,769	47,085	
Salary & Wage Temporary	45,576.08	41,445.23	46,717.52	16,384	16,384	-	
Salary & Wage Overtime	229,642.14	218,668.57	215,005.14	239,491	250,886	11,395	
Salary & Wage Other	10,800.00	11,770.36	38,699.14	4,320	4,320	-	
Salary and Wage Total	1,059,094.97	1,102,564.18	1,249,859.10	1,272,879	1,331,359	58,480	4.6%
Energy	370,305.00	362,120.62	349,259.02	395,037	436,817	41,780	
Non Energy Utilities	0.00	0.00	0.00	0	0	-	
Repairs and Maintenance	37,570.59	76,313.99	69,975.40	76,275	76,275	-	
Rental and Leases	500.00	472.26	0.00	0	0	-	
Other Property Related	1,121.50	61,405.40	6,790.00	0	5,500	5,500	
Professional & Technical	69,421.51	52,950.99	46,010.49	87,200	95,300	8,100	
Communications	34,964.69	33,832.33	24,502.65	46,740	46,740	-	
Recreation	0.00	0.00	0.00	0	0	-	
Other Purchased Services	13,219.34	9,300.06	9,964.50	34,680	34,680	-	
Energy Supplies	0.00	0.00	0.00	0	0	-	
Office Supplies	741.26	899.22	0.00	1,000	1,000	-	
Building & Equipment Repair Suppli	15,900.00	8,250.00	61.30	0	0	-	
Custodial Supplies	1,500.00	2,184.12	2,378.00	2,550	2,900	350	
Grounds Keeping Supplies	1,151.31	2,312.98	908.68	1,000	1,000	-	
Vehicular Supplies	31,199.67	21,044.47	22,534.06	42,705	46,398	3,693	
Food & Service Supplies	0.00	0.00	0.00	0	0	-	
Medical Supplies	0.00	0.00	0.00	300	300	-	
Educational Supplies	0.00	0.00	0.00	0	0	-	
Public Works Supplies	412,732.48	438,190.62	461,369.02	427,226	439,922	12,696	
Other Supplies & Equipment	18,984.34	5,628.29	5,074.61	4,750	4,830	80	
Governmental Charges	11,106.55	10,740.52	11,428.00	13,600	13,600	-	
Travel & Mileage	0.00	241.96	325.25	1,100	1,100	-	
Dues & Subscriptions	2,218.50	1,950.50	2,463.33	3,400	3,400	-	
Other	250.00	0.00	100.00	0	0	-	
Expense Total	1,022,886.74	1,087,838.33	1,013,144.31	1,137,563	1,209,762	72,199	6.3%
Capital Equipment	30,500.00	2,875.00	23,092.00	20,000	15,000	(5,000)	
Capital Equipment Total	30,500.00	2,875.00	23,092.00	20,000	15,000	(5,000)	-25.0%
TOTAL	2,112,481.71	2,193,277.51	2,286,095.41	2,430,442	2,556,121	125,679	5.2%
MWRA	1,012,962.00	\$1,039,372.00	\$1,109,794.00	856,049	856,049	0	0.0%
Debt Service	1,543,595.95	\$1,549,049.11	\$1,404,397.81	1,550,000	1,250,000	(300,000)	-19.4%
Reserve Fund	Transfers only	Transfers only	\$0.00	75,000	75,000	0	0.0%
TOTAL	4,669,039.66	\$4,781,698.62	\$4,800,287.22	4,911,491	4,737,170	(174,321)	-3.5%

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Department Information DSR1																					
Department	Minuteman Assessment																				
Department Mission																					
Minuteman School is a public regional vocational/technical high school. As of July 1, 2017, the District includes ten member towns: Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation																					
On the Horizon																					
Construction of a new Minuteman School is underway, with a projected opening in 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 capital investment in the new High School. The final Assessment will be available in early 2019. Historical full-time student enrollments are shown below:																					
<table> <tr> <td>Full-time HS Student Enrollment for FY2011 Assessment: (2009/2010 school year):</td><td>17</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2012 Assessment: (2010/2011 school year):</td><td>26</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2013 Assessment: (2011/2012 school year):</td><td>34</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2014 Assessment: (2012/2013 school year):</td><td>27</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2015 Assessment: (2013/2014 school year):</td><td>34</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2016 Assessment: (2014/2015 school year):</td><td>22</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2017 Assessment: (2015/2016 school year):</td><td>24</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2018 Assessment: (2016/2017 school year):</td><td>21</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2018 Assessment: (2017/2018 school year):</td><td>20</td></tr> <tr> <td>Full-time HS Student Enrollment for FY2018 Assessment: (2018/2019 school year):</td><td>21</td></tr> </table>		Full-time HS Student Enrollment for FY2011 Assessment: (2009/2010 school year):	17	Full-time HS Student Enrollment for FY2012 Assessment: (2010/2011 school year):	26	Full-time HS Student Enrollment for FY2013 Assessment: (2011/2012 school year):	34	Full-time HS Student Enrollment for FY2014 Assessment: (2012/2013 school year):	27	Full-time HS Student Enrollment for FY2015 Assessment: (2013/2014 school year):	34	Full-time HS Student Enrollment for FY2016 Assessment: (2014/2015 school year):	22	Full-time HS Student Enrollment for FY2017 Assessment: (2015/2016 school year):	24	Full-time HS Student Enrollment for FY2018 Assessment: (2016/2017 school year):	21	Full-time HS Student Enrollment for FY2018 Assessment: (2017/2018 school year):	20	Full-time HS Student Enrollment for FY2018 Assessment: (2018/2019 school year):	21
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Full-time HS Student Enrollment for FY2018 Assessment: (2017/2018 school year):	20																				
Full-time HS Student Enrollment for FY2018 Assessment: (2018/2019 school year):	21																				
The ten year average enrollment is 24.6 and the five year average 21.6.																					
The preliminary budget estimate is based on the following components:																					
<table> <tr> <td>Minimum Required Contribution:</td><td>\$319,298</td></tr> <tr> <td>Operating Assessment:</td><td>\$402,581</td></tr> <tr> <td>Transportation:</td><td>\$ 35,391</td></tr> <tr> <td>Debt & Capital Assessment:</td><td>\$ 43,855</td></tr> <tr> <td>Building Project Debt:</td><td>\$254,998</td></tr> <tr> <td>Post-Graduate Assessment:</td><td>\$ 0</td></tr> <tr> <td>Total</td><td>\$1,056,123</td></tr> </table>		Minimum Required Contribution:	\$319,298	Operating Assessment:	\$402,581	Transportation:	\$ 35,391	Debt & Capital Assessment:	\$ 43,855	Building Project Debt:	\$254,998	Post-Graduate Assessment:	\$ 0	Total	\$1,056,123						
Minimum Required Contribution:	\$319,298																				
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Total	\$1,056,123																				
Accomplishments and Activities																					
The Towns of Boxborough, Carlisle, Lincoln, Sudbury, Wayland, and Weston withdrew from the district effective July 1, 2017, and Belmont has voted to withdraw effective July 1, 2020.																					

Department Information DSR1			
Department		Minuteman Assessment	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses			
c) Capital			
d) Minuteman Assessment	1,056,123		1,056,123
e) []			
f) []			
g) Total DSR2 & DSR4 Request (a through f)	1,056,123		1,056,123
V2020			

School Department Budget under Separate Cover