

**Section 3**  
**Departmental Budget Submissions**  
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**Townwide Expense Budget**

Townwide Budget      Auto Casualty Liability Property and Self Insurance Program

**Purpose of the Budget**

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

**Budget Activities**

The Risk Management Committee continued to promote a safe and healthy work environment, loss prevention and risk mitigation through training and best practices. The COVID-19 Pandemic shifted our focus towards the online professional development opportunities and well-being webinars aimed at protecting our staff during these difficult times. The Town managed to maintain rewards-earning levels that are consistent with previous years. In FY2020, the Town was awarded a \$33,417 discount off this year’s insurance premium, accomplishing both advancement of workplace safety awareness and savings in our insurance costs. In addition, the Committee and Public Works Department successfully applied for a safety grant from our insurance carrier and was awarded \$1,021.24 for the purchase of two (2) flammable liquid storage cabinets for the Water & Sewer division of the Public Works Department. The cabinets provide secure storage of dangerous liquids such as gasoline, oil, etc. in an effort to prevent fires and improve the security of hazardous materials.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Earned Rewards	\$16,140	\$30,821	\$30,568	\$29,838	\$33,817	\$33,417

The Risk Management Committee will continue to focus on education and policy implementation to assist in the compliance of the newly updated Department of Labor Services regulations and the Town’s continuous commitment to safety.

**Budget Changes**

The Town is insured through the Massachusetts Inter-local Insurance Agency, which is a self-insurance pool created under Chapter 40M of the Massachusetts General Laws and is a provider of insurance exclusively to municipalities and other governmental entities in the Commonwealth. The Town has usually seen favorable rates in comparison to the overall insurance market, because of the unique nature of the insurance pool, this is still true. Premiums for fiscal year 2022 are not yet known, this information is usually received in the late spring (June). The table 1 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 (2016 – 2020) and the base premium for FY2021. The actual amount paid is impacted by changes due to policy amendments, deductibles, credits, and payment discounts that may be obtained. The fluctuations in the annual premium were due to buildings coming off and new or expanded buildings being added to the policy and not due to extraordinary loss experience. The new or remodeled facilities added over the past few years include a High School expansion (2018), the Rosemary Recreational Complex (2018), the Fuel Depot at 470 Dedham Avenue (2019), a new Memorial Park Field House (2020), the Mitchell School modular classrooms addition (2020), the Sunita Williams Elementary School (2020), the Jack Cogswell Building (2021), Communications Tower on Central Avenue (2021), and the new Fire Headquarters (2021).

Townwide Expense Budget

Townwide Budget

Auto Casualty Liability Property and Self Insurance Program

Table 1

Year	Premium*	Change	Expenditure**	Change
FY2021	\$677,195	16.8%		
FY2020	\$579,700	6.2%	\$608,251	-2.7%
FY2019	\$545,607	-3.1%	\$625,373	20.0%
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%

\*Annual billed before adjustments, amendments, and credits.

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

The base policy is assumed to increase by 4.8% for FY2022 over the base policy for FY2021. The base premium for FY2021 increased by 16.8%. The policy premium includes buildings, casualty and liability, special property, and vehicle coverages. As of July 2020, the total insured value of real property exceeds \$395 million, an increase of 19.7% from the prior year. The budget request includes allowances for the new Fire Station #2 building for the year and a new police station for a portion of FY2022. The combination of the base increase, the annualize cost for the facilities added during the past year, and coverage for the new facilities is estimated to increase the annual premium by 15.1% over FY2021.

The budget provides for the self-insurance account to pay settlements and other uninsured property losses which is level funded at \$20,000. The budget also pays administrative expenses, insurance deductibles, other small claims, uninsured losses, and other related claims and has been level funded at \$29,200. Insurance premiums relating to the two enterprise activities and actual uninsured claims paid are treated as indirect costs which are recovered from the enterprise funds and reflected in the funding sources for the general fund operating budget.

The total General Insurance program budget request is \$93,105 higher, approximately 14.0% more than the current budget of \$665,795

Spending Request Recap

Description	Base Request	Related to DSR4	Total
Administrative, Deductibles, and Insurance Expenses	738,900		738,900
Self-Insurance	20,000		20,000
Total	758,900		758,900

V2022

Townwide Expense Budget	
Townwide Budget	Debt Service
<b>Purpose of the Budget</b>	
<p>To 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 have been funded by the issuance of notes and bonds. The Sewer and Water Enterprises pay for their related debt service from user fees and charges.</p>	
<b>Budget Activities</b>	
<p>The construction funding for a new Police and Fire Headquarters and a new Fire Station #2 in the Needham Heights was approved by Town Meeting at the October 10, 2018 session and by the voters on the November 6, 2018 state election ballot. The Town has issued the two of several bond issues related to these projects. The Sunita William school project is pending the completion of some residual work (generally around the site) and the close out audit of the project cost by the Massachusetts School Building Authority (MSBA) which will determine the final amount to be borrowed for the Town's share of the project. The bond authorization was reduced by \$10,000,000 at the October 4, 2020 Special Town Meeting. These projects were all financed by excluded general fund debt. FY2021 was the peak year in general fund excluded debt service. The total annual excluded debt service expense for projects previously approve begins to decline with the FY2022 budget. However, the Town is weighing options for upgrading or replacing several other municipal and school buildings over the next three to seven years, which includes, replacement of the school administration building, a new Mitchell School, extensive improvements at the Pollard School, and a new public works facility.</p> <p>The Town sold a \$25,185,000 General Obligation bond which was approved by the Select Board in June 2020. The initial offering was for \$27,155,000 but because of the large bond premium offering by the bidder, the Town was able to reduce the size of the bond issue. The winning bidder offered a coupon rate which ranged from a low of 2.000% to a high of 5.000%, with an initial premium of \$3,078,704.50. The Town used the premium to reduce the size of the bond issue, from \$27,155,000 to \$25,185,000, and paid the debt issuance costs. These changes resulted in a true interest cost (TIC) of 1.52%, which was 0.89% lower than the bond issued in October 2019 (2.41%). A benefit of applying the premium towards project costs is that it lowers the amount that will need to be appropriated to pay debt in future years. The final maturity for this bond is February 2040.</p>	
<b>Budget Changes</b>	
<p>The FY2022 total debt service of \$22,624,142 is a 2.7% decrease from the current year (23,261,388). The FY2022 debt service budget, exclusive of enterprise fund debt, is \$20,764,142 is a 1.6% decrease from the current year (\$21,111,388). The decrease for FY2022 is primarily due to decline in excluded debt service and Community Preservation Act (CPA) debt. There is one additional borrowing related to the William School project and at least three additional debt issues related to the public safety building projects. 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 \$5,367,745 and the excluded debt service is</p>	

**Townwide Expense Budget**

**Townwide Budget**

**Debt Service**

\$14,375,000. The CPA supported debt totals \$1,021,397. This request does not contain any funding for debt that may be authorized at the 2021 Annual Town Meeting or May 2021 Special Town Meeting. Debt service related to the Sewer (\$610,000) and Water (\$1,250,000) enterprise funds are contained in those budgets and are therefore not included in this budget.

The General Fund debt service which is paid within the levy limit is appropriately 3% more than the current year and is keeping with the Town's policy and financing plan. The General Fund excluded debt service portion of the budget (\$14,375,000) is 0.7% less than budgeted for FY2021 (\$14,474,985), which is based on the estimated debt service to be paid during FY2022 for the new elementary school and public safety buildings projects. The combined total of debt within the levy limit and excluded from the levy limit is \$19,742,745 which is \$56,357 more (0.3%) than FY2021 combined amount for those two categories of debt.

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 FY2021 is \$1,021,397, which is \$403,603 less than the amount for FY2021 (\$1,425,000), a decrease of appropriately 28.3%. This compares to the 20.2% increase in CPA debt last year. 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 and the debt on the RRC will be paid off in FY2039, a year earlier than anticipated last year at this time.

Debt	Levy Limit	Excluded	CPA	Sewer	Water	Total
Principal Payments	\$3,059,000	\$6,465,000	\$700,000	\$509,816	\$628,170	\$11,361,986
Interest Payments	\$847,639	\$2,888,537	\$321,397	\$91,267	\$99,357	\$4,248,197
Note Paydowns and Other New Debt	\$1,400,000	\$4,800,000			\$500,000	\$6,700,000
Short Term and Other New Interest	\$61,106	\$221,463		\$8,917	\$22,473	\$313,959
<b>Total</b>	<b>\$5,367,745</b>	<b>\$14,375,000</b>	<b>\$1,021,397</b>	<b>\$610,000</b>	<b>\$1,250,000</b>	<b>\$22,624,142</b>

**Spending Request Recap**

Description	Base Request	Related to DSR4	Total
General Fund Project Debt	19,742,745		19,742,745
CPA Project Debt	1,021,397		1,021,397
Sewer Project Debt	610,000		610,000
Water Project Debt	1,250,000		1,250,000
Sub Total	22,624,142		22,624,142
Less Enterprise Fund Debt	(1,860,000)		(1,860,000)
<b>Total</b>	<b>20,764,142</b>		<b>20,764,142</b>

V2022

**Townwide Expense Budget**

Townwide Budget	Group Insurance, Employee Benefits, and Administrative Costs
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**Purpose of the Budget**

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

**Budget Activities**

Health Insurance

This budget assumes an 8% increase in health insurance premiums for fiscal year 2022 and includes a provision for the enrollment of 20 additional employees who do not currently participate in the Town’s group health program. Enrollment in the Town’s group insurance program has been relatively stable over the past several years, increasing by .12% over the prior year, and 3.13% since FY2017. In FY2021, there are 40 employees participating in the “opt out” program, whereby employees receive a payment for opting out of the Town’s group insurance program. The chart below includes the number of active health insurance subscribers for the past five years.

**Table  
Health Insurance Enrollment  
FY2017 - 2021**

Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Active	% Increase over Prior Year
FY2017	286	-2.72%	544	2.64%	830	0.73%
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%
FY2021	293	-1.68%	563	1.08%	856	0.12%

<b>Total Change FY17- FY21</b>		<b>2.45%</b>		<b>3.49%</b>		<b>3.13%</b>
<b>Total Change FY20- FY21</b>		<b>-1.68%</b>		<b>1.08%</b>		<b>0.12%</b>

As of November 1, 2020, there are 598 retirees electing health insurance coverage for 855 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans), and 46 surviving spouses.

**Townwide Expense Budget**

Townwide Budget	Group Insurance, Employee Benefits, and Administrative Costs
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While insurance rates are projected to increase by 8%, the health insurance portion of this budget is estimated to increase by 1% percent for FY2022 (given existing headcount). 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, impacts the health insurance budget for FY2022. The health insurance line is still estimated at this time, as actual health insurance rates will not be available until early 2021.

Medicare & Social Security Tax

The Employee Benefits budget also funds Medicare and Social Security benefits for all Town employees, including General Government and School Department employees. Both lines are level-funded for FY2022 given the uncertainty of the hiring and workforce status in FY2022.

Unemployment

The Town is self-insured for unemployment. Benefits are provided by the Commonwealth and the Town is billed for its share of the cost. The Town may be responsible for the entire benefit, or for a portion, based on the former employee's employment status over the previous year. This budget funds unemployment benefits for all Town employees, including General Government and School Department employees. The recommended unemployment line increased by 4% for FY2022. However, experience in FY2021 has been significantly higher than in FY2020 due to the pandemic. If the unemployment trend continues, additional funding for this expense will be required and will be requested in a COVID-related funding request.

Workers Compensation and Public Safety Injury on Duty

This budget provides funding for costs associated with Workers Compensation for all General Government and School Department employees, and Injury on Duty benefits for public safety employees. The Town of Needham is self-insured for these programs. The workers compensation line item also includes funding for pre-employment physicals for General Government employees. The Town has accepted the provisions of M.G.L. c. 13C, which allows the Town to roll forward unused appropriations for the purpose of establishing a reserve for large claims. The workers compensation line item has been increased by 10% due to increased activity and declining reserves. In addition, the requested amount for public safety employees has been segregated, and the Town will be seeking approval of a dedicated fund for these expenses at the 2021 Annual Town Meeting.

The July 1, 2020 balance in the Workers Compensation Reserve was \$763,248. A request for additional funding for the Workers Compensation Reserve will be proposed for Town Meeting consideration in 2021. |



Townwide Expense Budget			
Townwide Budget	Group Insurance, Employee Benefits, and Administrative Costs		
Budget Changes			
The Employee Insurance Advisory Committee has recommended that the Town remain a member of the West Suburban Health Group for the foreseeable future.			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Insurance and Benefits	\$16,137,759		\$16,137,759
Unemployment	\$108,160		\$108,160
Worker Compensation	\$681,002		\$681,002
Injury on Duty & 111F	\$140,514		\$140,514
<b>Total</b>	<b>17,067,435</b>		<b>17,067,435</b>
			V2022

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program
<b>Purpose of the Budget</b>	
<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>	
<b>Budget Activities</b>	
<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 and expanded facilities which opened over the past two years (Sunita L Williams School, Memorial Park Field House, and the Mitchell School Modular Classrooms, Jack Cogswell Building, and the new Fire Headquarters), and others are scheduled to open later next year (Fire Station #2 and the Police Station). The increase in size and number of facilities has and 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 or were limited (central air, elevators, technology, etc.). The Town began closing many of its public facilities in response to COVID-19 Pandemic in late March 2020, that caused a decline in energy usage. However, the need to keep the buildings secure and systems operating, and as the Town began to reopen the various public buildings and the reopening of schools in the fall 2020 energy use has increased as the demand on the heating and ventilation systems grew.</p> <p>The usage of natural gas continues to grow, with an increase in usage year over year. This is due in part to weather, but is also due to the conversion from oil heat to natural gas heat in some buildings over the past several years (Mitchell School, Pollard School, Public Works building), and the addition of several new and larger buildings (Sunita L Williams School, Jack Cogswell Building, Memorial Park Field House, Rosemary Recreation Complex) and expansion of others (High School and Mitchell School Modular). Natural gas usage increased by 12.7% in FY2018 (487,187 therms) over FY2017 (432,164 therms), which was followed by a 1.4% increase in FY2019 (494,219 therms) and a 5.8% increase in FY2020 (522,716 therms) over the prior years. However, the budgetary impact has not been as great as the price for natural gas has declined in recent years.</p>	
<b>Budget Changes</b>	
<p>The budget request of \$3,858,097 is \$43,287 lower than the FY2021 budget (\$3,901,384), a 1.1% change. The primary factors which have influenced this budget submission are a decrease in the assumed average rate per therm cost for natural gas, a lower electric consumption estimate (for existing facilities), and the addition of new facilities in FY2022.</p> <p>The energy line amount (\$3,743,737) is \$43,287 or 1.1% lower than the current year (\$3,787,024). The energy line represents approximately 97% of the total budget. The request includes the estimated cost for electric and natural gas services for the existing and new facilities. The energy line pays the supply charges for electric and natural gas, the regulated charges for transmission and distribution, and the payments to produce electric power from solar. The portion of this expense line that is allocated for solar production is level funded at \$440,466 for FY2022. This estimate is based on the same assumption for FY2021.</p>	

**Townwide Expense Budget**

Townwide Budget	Needham Electric Light and Gas Program
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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.

Line Item	Description	Change from FY2021	Comments	Net Change
Energy	Electricity	(\$59,310)	The three year average consumption for existing facilities is lower. The request includes the expense for the full year for Fire Station #2 and Sunita Williams School, and the estimate for the new Public Safety Complex. The old Fire Station #2 and the Police Fire Headquarters accounts were removed from the FY2022 estimate.	(\$43,287)
	Natural Gas	\$16,023	The request includes the expense for the full year for Fire Station #2 and Sunita Williams School, and the estimate for the new Public Safety Complex; excluding the new facilities the consumption estimate is based on the three year average use. There is also a lower per therm charge of \$1.34 vs \$1.47. The old Fire Station #2 and the Police Fire Headquarters accounts were removed from the FY2022 estimate.	

In calculating the FY2022 budget for school and municipal buildings, we used the three year average (FY2018 – FY2020) of billed consumption for those accounts multiplied by an average rate of \$0.225 kWh plus the basic service fees. However, the average rate for street lights is \$0.17 kWh. The total billed consumption (excluding sewer and water enterprise facilities) during FY2020 was 10,174,482 kWh which compares to 10,811,781 kWh for FY2019. The FY2019 usage total was revised from that which was reported last year (10,741,101) because the Pollard School usage for June 2019 was not included in the total. The total billed for FY2018 was 9,986,620 kWh. The billed consumption for FY2017 was 10,029,827. The requested amount is based on an average of 10,153,346 kWh, plus an allowance for the new facilities. The total amount for electric is \$2,510,370, a decrease of \$59,310 (2.3%).

The primary reason for the budget decrease is the lower consumption during FY2020 – many facilities were closed to the public during the last quarter of FY2020 and the installation of more energy efficient street lights last year. The request provides for an allowance for new facilities, i.e., Fire Station #2, Sunita L Williams School, and the Public Safety Complex. Because the Sunita

**Townwide Expense Budget**

Townwide Budget

Needham Electric Light and Gas Program

L Williams School did not open until September 2019 and then was closed due to COVID-19 starting in early spring 2020, the data was not representative of anticipated use and therefore we relied upon the FY2020 Proforma budget estimate. The request excludes the former Police/Fire Station and the former Fire Station #2 (the buildings have been razed). The calculations are shown at the end.

The budget request for natural gas supply is \$16,023 more than the current budget, a 2.1% increase. The total request is \$792,901 which includes the full year cost for the Memorial Park Field House, the Jack Cogswell Building plus the estimated expense for the new Fire Station #2, the Public Safety Complex, and Sunita L Williams School. Those estimates are consistent with the operating cost estimate presented prior to the approval of the projects. The calculation for the current facilities was based on the three year average consumption use (FY2018 – FY2020) multiplied by \$1.34 per therm, which compares to the \$1.47 per term for the FY2021 budget, approximately a 9% decline in the rate assumption. The request excludes the former Police/Fire Station and the former Fire Station #2 (all the buildings have been razed). The calculations are shown at the end.

The repairs and maintenance expense line (\$89,360) was held level for FY2022. This allowance pays for the annual maintenance and repairs costs for the Town’s street and parking lot lights. The work is almost exclusively done by contracted service providers. The account also pays for expenses incurred to remove and replace a streetlight when the public utility replaces an existing pole. The line also pays for emergency response to repair or replace (depending on the amount damage) a streetlight damaged in a pole knock down. Because of COVID-19 and the delay in execution of a new street light maintenance contract, work was delayed and the actual expenditures during FY2020 is not typical of a usual year. The level budget is based on the actual three year average expenditure during the FY2017 – FY2019 time period.

<b>Repairs and Maintenance Services FY2022</b>	<b>Estimate</b>	<b>Total</b>
Street Lights and Municipal Facilities	\$47,285	
Schools and Town Buildings	\$3,780	
Light Fixtures on Pole Transfers	\$7,730	
Other Repairs and Emergency Calls	\$30,565	
		<b>\$89,360</b>

Professional and Technical Services (\$24,000) This expense is level funded for FY2022. 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 FY2022. 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.

Townwide Expense Budget

Townwide Budget

Needham Electric Light and Gas Program

Electric

All Accounts Excluding Enterprise Funds	KWH	Use Charge	Average Base Charge	Total
193 Hillcrest Rd (Police)	2,405	\$541.13	\$216	\$757
470 Dedham Ave Fuel Island	29,954	\$6,739.65	\$216	\$6,956
Broadmeadow	744,113	\$167,425.43	\$216	\$167,641
Center at the Heights	196,053	\$44,111.93	\$216	\$44,328
Communication Towers	4,110	\$924.75	\$216	\$1,141
Daley	19,725	\$4,438.13	\$216	\$4,654
DPW 470 Dedham Ave.	111,490	\$25,085.25	\$216	\$25,301
Eliot School	522,000	\$117,450.00	\$216	\$117,666
Emery Grover	97,893	\$22,025.93	\$216	\$22,242
Fire Station #1	0	\$0.00		\$0
Fire Station #2	0	\$0.00		\$0
Glen Gary Apparatus Tent	156,137	\$35,130.83	\$216	\$35,347
High Rock School Outdoor	1,956	\$440.10	\$216	\$656
High Rock School	551,600	\$124,110.00	\$216	\$124,326
High Rock Solar	49	\$11.03	\$216	\$227
High School	2,566,740	\$577,516.50	\$216	\$577,733
High School Outdoor	3,888	\$874.80	\$216	\$1,091
Hillside Outdoor Street Lights	14,458	\$3,253.05	\$216	\$3,469
Hillside Building (2)	277,244	\$62,379.90	\$432	\$62,812
Jack Cogswell Building	39,630	\$8,916.75	\$216	\$9,133
Library	559,672	\$125,926.20	\$216	\$126,142
Memorial Park Building 92 Rosemary St	46,238	\$10,403.55	\$216	\$10,620
Mitchell Modular 187 Brookline St.	61,182	\$13,765.95	\$216	\$13,982
Mitchell School (2)	164,044	\$36,909.90	\$432	\$37,342
Mitchell Modular 187 Brookline St. (FDK)	88,032	\$19,807.20	\$216	\$20,023
Newman School	822,000	\$184,950.00	\$216	\$185,166
Police Station	0	\$0.00		\$0
Police Station Outdoor	0	\$0.00		\$0
Pollard Modular	59,120	\$13,302.00	\$216	\$13,518
Pollard School	740,220	\$166,549.50	\$216	\$166,766
Pollard School Outdoor/P146	7,824	\$1,760.40	\$216	\$1,976
Public Services Administrative Building	216,853	\$48,791.93	\$216	\$49,008
Ridge Hill Barn	746	\$167.85	\$216	\$384
Ridge Hill Main House	12,358	\$2,780.55	\$216	\$2,997
Rosemary Recreation Complex	422,340	\$95,026.50	\$216	\$95,243
Town Hall	445,440	\$100,224.00	\$216	\$100,440
Highway Traffic Control Accounts (34)	101,347	\$22,803.08	\$7,344	\$30,147
Highway Lights and Signs (10)	27,508	\$6,189.30	\$2,160	\$8,349
Municipal Parking Lot Accounts (5)	46,853	\$10,541.93	\$1,080	\$11,622
Town Parks Accounts (10)	35,454	\$7,977.15	\$2,160	\$10,138
Park and Recreation Accounts (4)	37,759	\$8,495.78	\$864	\$9,360
Recycling and Solid Waste Disposal Accounts (2)	140,637	\$31,643.33	\$432	\$32,075
Town Street Lights	778,274	\$132,306.58	\$216	\$132,523
<b>Totals</b>	<b>10,153,346</b>	<b>\$2,241,698</b>	<b>\$21,600</b>	<b>\$2,263,301</b>
Fire Station #2				\$56,945
Public Safety Complex				\$93,436
Sunita Williams School				\$96,688
<b>Totals</b>				<b>\$2,510,370</b>

FY2017 Billed Usage - All Accounts Except Enterprise	10,029,827
FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620
FY2019 Billed Usage - All Accounts Except Enterprise	10,811,781
FY2020 Billed Usage - All Accounts Except Enterprise	10,174,482

**Townwide Expense Budget**

Townwide Budget	Needham Electric Light and Gas Program
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All Accounts Excluding Enterprise Funds	Therms	Use Charge	Average Base Charge	Total
1300 Central Ave. Claxton	2,364	3,167.76	\$228	\$3,396
177 Hillcrest Rd. Public Safety	1	1.34	\$228	\$229
178 Rosemary Street	907	1,215.38	\$228	\$1,443
DPW Garage 480 Dedham Ave.	2,087	2,796.58	\$228	\$3,025
Broadmeadow	39,700	53,198.00	\$228	\$53,426
DPW	26,020	34,866.80	\$228	\$35,095
Eliot	37,105	49,720.70	\$228	\$49,949
Fire Station #2	0	0.00	\$0	\$0
Glen Gary Apparatus Tent	19,155	25,667.70	\$228	\$25,896
High Rock	24,298	32,559.32	\$228	\$32,787
High School	129,483	173,507.22	\$228	\$173,735
Jack Cogswell Building	5,714	7,656.76	\$228	\$7,885
Library	12,245	16,408.30	\$228	\$16,636
Mitchell School	46,806	62,720.04	\$228	\$62,948
Newman School (2)	62,394	83,607.96	\$456	\$80,064
Pollard	69,753	93,469.02	\$228	\$93,697
Police Station	0	0.00	\$0	\$0
Center at the Heights	285	381.90	\$228	\$610
Town Hall	11,135	14,920.90	\$228	\$15,149
Memorial Park Bldg./ 92 Rosemary St.	5,468	7,327.12	\$228	\$7,555
<b>Totals</b>	<b>494,920</b>	<b>\$663,193</b>	<b>\$4,332</b>	<b>\$663,525</b>
Fire Station #2				\$23,711
Public Safety Complex				\$50,207
Williams School				\$55,458
<b>Totals</b>				<b>\$792,901</b>

FY2017 Building Consumption	432,164
FY2018 Building Consumption	487,187
FY2019 Building Consumption	494,219
FY2020 Building Consumption	522,716

**Spending Request Recap**

Description	Base Request	Related to DSR4	Total
Needham Electric Light and Gas Program	3,858,097		3,858,097

V2022

Townwide Expense Budget			
Townwide Budget		Retiree Insurance & Insurance Liability Fund	
<b>Purpose of the Budget</b>			
<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. In FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the “normal cost” (the projected cost of current employees’ expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate increases in medical costs. Disclosure of a community’s unfunded liability is a requirement of GASB 45, and is a factor considered by credit rating agencies. On August 1, 2013 the Town transferred its OPEB assets to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are 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 as of June 30, 2019 was \$38,604,772.</p>			
<b>Budget Activities</b>			
The Retiree Insurance & Insurance Liability Fund budget is based on the most recent actuarial valuation dated June 30, 2019.			
<b>Budget Changes</b>			
<p>As of November 1, 2020, there are 598 retirees electing health insurance coverage for 855 unique subscriber plans (including retiree individual, retiree family, and retiree spouse plans), and 46 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, 2019, the Town’s net OPEB liability was \$70,881,940. This liability represents the difference between the total liability of \$109,486,712 and assets of \$38,604,772, and results in a funded ratio of 35.26%. Factors that impact the unfunded liability and therefore the funding schedule include: a reduction in the discount rate to 6.75%, a reduction due to retirement assumptions, lower than expected premium increases for Medicare supplement plans, an update of the mortality table as recommended by PERAC, a larger than expected number of retirees and spouses, and an investment loss below the expected return.</p> <p>The Town has been reducing the discount rate assumption steadily, from 7.75% in FY2017 to 6.75% in FY2021. A further reduction in the discount rate will be considered in future actuarial evaluations.</p>			
<b>Spending Request Recap</b>			
Description	Base Request	Related to DSR4	Total
Retiree Insurance & Insurance Liability Fund	\$7,398,490		\$7,398,490
			V2022

Townwide Expense Budget			
Townwide Budget		Retirement Assessment	
Purpose of the Budget			
<p>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, 2019, there were 742 active participants, 459 retirees, and 255 inactive participants</p>			
Budget Activities			
<p>This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The system is expected to be fully funded by June 30, 2033. The unfunded liability was expected to decrease from \$71.7 million as of January 1, 2018 to \$70.2 million as of January 1, 2020. The actual unfunded liability of \$70.7 million as of January 1, 2020 was \$0.5 million higher than expected before consideration of assumption changes.</p> <p>After the change in the assumed rate of return (as explained below), the Unfunded Actuarial Accrued Liability of the system is \$92.2 million. The funded status of the System on an actuarial basis is 65.6% as of January 1, 2020, compared to 68.8% on January 1, 2018.</p> <p>Other factors that impact the unfunded liability, and therefore the funding schedule, include investment loss on an actuarial value basis, gains due to salaries increasing less than expected, loss due to pensioner mortality experience, and a gain due to administrative expenses less than assumed.</p>			
Budget Changes			
<p>The Retirement Board voted to adopt an actuarial schedule that includes reduction in the assumed rate of return (discount rate). The Retirement Board reduced the discount rate from 7.50% to 7.25% for FY2020 and proposes a further reduction to 6.50% for FY2022. The updated actuarial analysis also changes the assumption for salary increases and wage inflation.</p>			
Spending Request Recap			
Description	Base Request	Related to DSR4	Total
Retirement Assessment	\$10,417,439		\$10,417,439
			V2022



Townwide Expense Budget			
Townwide Budget	Classification, Performance, and Settlements		
<b>Purpose of the Budget</b>			
<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 plans.</p>			
<b>Budget Activities</b>			
<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 <i>FY2021</i> include the Needham Police Union, the Needham Police Superior Officers Association, and the Needham Fire Union. Collective bargaining agreements not settled for <i>FY2022</i> include the Independent Town Workers Association and the Needham Independent Public Employees Association, as well as the Needham Fire Union, the Needham Police Union, and the Needham Police Superior Officers Association.</p> <p>Since FY2017, general wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2022 CPS budget includes this amount, as well as 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>			
<b>Budget Changes</b>			
<p>The fiscal year 2021 appropriation for this line was \$1,255,000. To date, \$566,213 has been transferred.</p>			
<u>Spending Request Recap</u>			
Description	Base Request	Related to DSR4	Total
Classification, Performance, and Settlements	\$858,000		\$858,000
			V2022

Townwide Expense Budget	
Townwide Budget	Reserve Fund
<b>Purpose of the Budget</b>	
<p>The Reserve Fund is the budget line that sets aside funds that can be transferred to other budget lines as needed during the fiscal year for extraordinary or unforeseen expenditures. The appropriation of funds for such purposes is specifically authorized under state law. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund. Transfers are allowed only by a vote of the town’s finance committee in towns with such committee.</p> <p>Needham Town Meeting appropriates an amount for the Reserve Fund each year as part of the annual operating budget. Any Town department may request that the Finance Committee approve a transfer from the Reserve Fund to another budget line cover a specific unforeseen or extraordinary expenditure. Town Meeting may also re-appropriate funds to different budget lines, including funds from the Reserve Fund, without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.</p>	
<b>Budget Activities</b>	
<p>The Reserve Fund appropriation in the current FY 2021 budget, approved at the 2020 Annual Town Meeting, was \$2,077,091. As of the date of this submission, no transfers have been requested from the FY2021 Reserve Fund, and none of the funds were re-appropriated at the October 2020 Special Town Meeting, so the balance remains at the full amount appropriated.</p> <p>Looking at examples of transfers from the Reserve Fund to other budget lines during prior years helps illustrate the function of the Reserve Fund:</p> <ul style="list-style-type: none"> <li>• Town Meeting appropriated \$1,881,500 in May 2019 to the FY 2020 Reserve Fund. In December 2019, the Finance Committee supported the Planning and Community Development Department’s request for \$30,000 for technical consulting to update fiscal and traffic analyses of the Highway Commercial 1 zone and address concerns raised at the October 2019 Special Town Meeting.</li> <li>• At the May 2018 Annual Town Meeting, \$1,859,891 was appropriated to the FY2019 Reserve Fund line. That year, the only need for the Reserve Fund was to cover a budgetary overage in the Snow and Ice line. At the end of the fiscal year, in June 2019, the Finance Committee approved a transfer of \$307,792 to cover the outstanding Snow and Ice costs.</li> <li>• In May of 2017, the Annual Town Meeting appropriated \$1,862,600 to the Reserve Fund. At the October 2017 Special Town Meeting, \$50,000 from 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.</li> </ul>	

**Townwide Expense Budget**

Townwide Budget

Reserve Fund

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>
<b>FY2020</b>			
12/18/19	Planning Dept.	Technical study	\$30,000
<b>FY2019</b>			
06/17/19	Snow and Ice	Winter storm cleanup	\$307,792
<b>FY2018</b>			
06/20/18	Snow and Ice	Winter storms	\$884,863
06/20/18	Legal Department	Litigation expenses	\$45,620
<b>FY2017</b>			
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

**Budget Changes**

The request for the FY2022 Reserve Fund is \$2,157,493. This amount was determined in accordance with the formula which has used consistently for projecting the Reserve Fund level for the past eight years. The FY2022 Reserve Fund request is 1.4% of the projected 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 FY2021 operating budget and applies an annual growth rate of 2.5% to determine a projected FY2022 budget. This requested funding level of \$2,157,493 is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.

The FY2022 request for the Reserve Fund represents a 3.9% increase over the FY2021 request of \$2,077,091, which was calculated in the same manner. This amount can be expected to offer the level of protection that has been recommended in previous years. The Finance Committee reviewed the amount to ensure that the level was not higher than needed and putting pressure on other budget areas.

The Finance Committee recognizes that in uncertain times, such as the current global COVID-19 pandemic, it is important to have sufficient funds set aside to protect against budgetary pressures that may not be foreseeable at the time the budget is developed. Although there were

**Townwide Expense Budget**

<b>Townwide Budget</b>	<b>Reserve Fund</b>
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shifts in spending needs due to the pandemic in 4<sup>th</sup> quarter of FY2020 and currently in FY2021, there have also been some budgeted expenses that were not incurred. No department had, as of the time of this submission, requested a transfer from the Reserve Fund. However, the Finance Committee will pay close attention the budget as the situation may change as the fiscal year proceeds and the unique budgetary needs relating to the pandemic are better understood.

Line	Description	Change from FY2021 budget	Comments	Net Change
Reserve Fund	Available for transfers	\$173,062	Higher reserve needed for larger budget	\$173,062

**Spending Request Recap**

Description	Base Request	Related to DSR4	Total
Reserve Fund	2,157,493		2,157,493

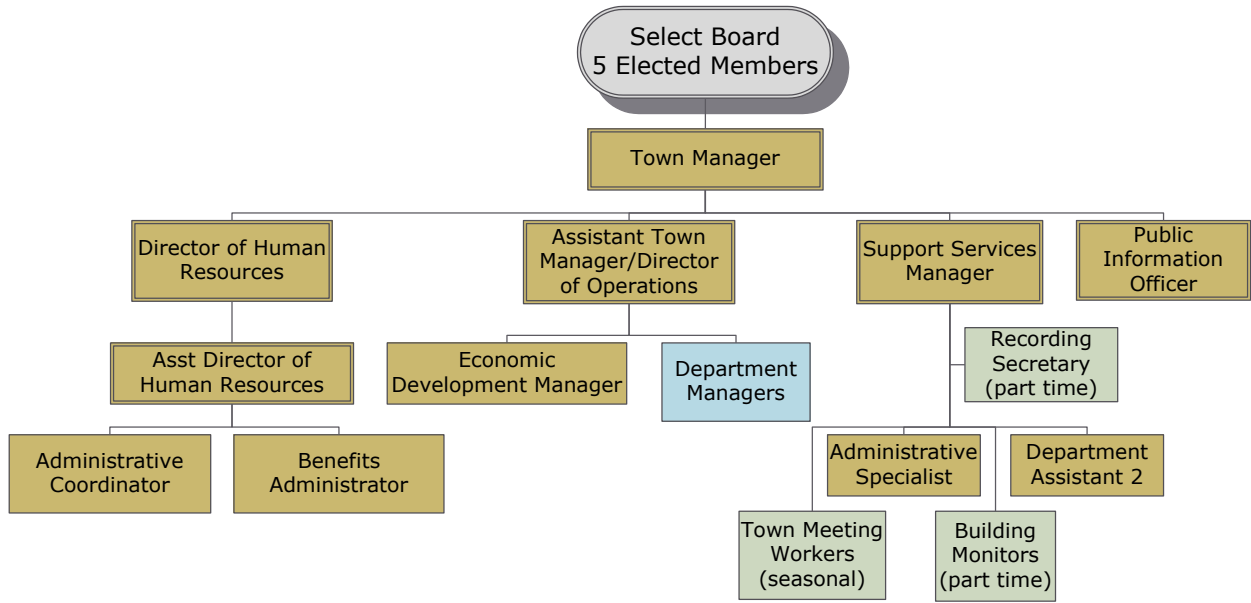
**V2022**

Fiscal Year 2022 Proposed Budget

Townwide	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Casualty, Liability, Property & Self-Insurance Program	758,900		758,900	93,105	14.0%	665,795	608,251.00	625,373.00	521,244.00
Debt Service	20,764,142		20,764,142	(347,246)	-1.6%	21,111,388	19,025,457.89	14,891,903.10	12,558,451.43
Group Health Insurance, Employee Benefits & Administrative Costs	16,245,919	894,041	17,139,960	1,011,652	6.3%	16,128,308	14,212,716.40	13,791,879.14	13,394,491.23
Needham Electric, Light & Gas Program	3,858,097		3,858,097	(43,287)	-1.1%	3,901,384	3,086,933.81	3,411,453.81	3,224,666.18
Retiree Insurance & Insurance Liability Fund (OPEB)	7,398,490	123,320	7,521,810	324,097	4.5%	7,197,713	6,906,705.00	6,906,705.00	6,115,455.00
Retirement Assessments	10,417,439		10,417,439	903,796	9.5%	9,513,643	8,577,048.00	7,809,911.00	7,203,059.00
Workers Compensation	821,516	24,879	846,395	99,562	13.3%	746,833	706,400.00	679,253.00	656,283.00
Classification Performance & Settlements	858,000		858,000	169,213	24.6%	688,787			
Reserve Fund	2,157,493		2,157,493	80,402	3.9%	2,077,091			
<b>Total</b>	<b>63,279,996</b>	<b>1,042,240</b>	<b>64,322,236</b>	<b>2,291,294</b>	<b>3.7%</b>	<b>62,030,942</b>	<b>53,123,512.10</b>	<b>48,116,478.05</b>	<b>43,673,649.84</b>

## 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	Office of the Town Manager and Select Board
Department Mission	
<p>The Town Manager/Select Board budget includes funding for the Select Board, the Office of the Town Manager, and the Human Resources Department. The Select Board appoints a Town Manager who is responsible for the administration of the day-to-day operation of the Town. The Assistant Town Manager/Operations supervises the Town’s Planning and Community Development, Building Inspection, Park &amp; Recreation, Health and Human Services, and Economic Development Resources functions.</p> <p><b><u>Select Board</u></b>                      The Select Board is responsible for establishing policies and procedures for the coordination of Town government operations, representing the interests of Town residents in business dealings, legal affairs, and intergovernmental cooperation with other municipal, county, state, and federal agencies, making appointments to Town Boards and Committees under its jurisdiction, convening the Annual Town Meeting 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><b><u>Office of the Town Manager</u></b>                      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 Select Board 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 a 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 Select Board 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><b><u>Human Resources</u></b>                      The Human Resources Department is responsible for the administration of various employee related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role in such areas as full-cycle recruitment, position classification and policy administration.</p>	

Department Information DSR1	
Department	Office of the Town Manager and Select Board
<p>The Human Resources Department serves as the primary resource for management and employees involving a variety of matters such as, policy and collective bargaining agreement interpretation, progressive discipline processes, leave administration and employee relations concerns. The Human Resources Department also oversees the employee engagement initiative which involves creating engagement programs that are implemented Town wide. The Department is consistently looking for ways to streamline processes and deliverables, as such the Department plans to implement a new applicant tracking software system which will allow the Town to locate and hire the right talent, faster.</p> <p>The Human Resources department oversees the administration of group health and life insurance and other voluntary benefits such as dental and vision for all Town and School employees. The department manages various open enrollments for active employees and retirees such as Medicare and Flexible Spending, and unemployment insurances. The department also facilitates administration of the Town and School workers compensation program and public safety Injury-on-Duty/111F program.</p>	
On the Horizon	
<p>The key priorities for the Select Board and Town Manager in the coming year include managing the Town's response to the pandemic, including the financial and economic crisis, fostering a productive dialogue about racism in Needham, and producing actionable strategies to ensure that the Town is a welcoming and inclusive community, and that residents of Needham are safe and free from racism, discrimination and hate; evaluating and planning for renovation of capital facilities; maintaining and improving the vitality and economic success of the Town; expanding energy efficient and environmentally sound operations; maintaining and developing amenities that contribute to the desirability of Needham as a place to live and work; maintaining the Town's financial sustainability; and improving Town operations and administration with a particular emphasis on communication and public information efforts.</p> <p>The HR Department, in collaboration with the IT Department, is currently reviewing vendors to provide Applicant Tracking cloud-based software. In FY2022 the program will be in place and be fully utilized by HR to handle posting of job openings, the acceptance of applicant materials, assisting hiring managers with the screening process, and candidate correspondence. This program will be managed by HR and will require costs associated with on-going maintenance, which has been transferred to the HR budget from the initial startup costs from IT.</p>	
Budget Statement	
<p>The FY2022 base budget submission is <b>11.7% higher</b> than the FY2021 appropriation, with a total increase of <b>\$128,587</b>. This total increase is comprised of an <b>\$89,863</b> increase in the salary line, due to the transfer of the existing Economic Development Manager position from the Planning &amp; Community Development Department, and salary increases for existing personnel. The expense line shows a gross increase of <b>\$38,724</b> representing a <i>net</i> increase of <b>\$29,424</b>. The expense line increase is largely due to the need for two additional Assessment Centers in FY2022, and software maintenance expenses that are being transferred from the Information Technology Department. This submission also includes one DSR4 request for a Public Information Officer, a position currently funded through a warrant article, in the amount of \$98,163. The creation of the Public Information Officer position was a high priority of the Select Board.</p>	



**Department Information**  
**DSR1**

Department	Office of the Town Manager and Select Board
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The Professional and Technical Services category request is **\$27,500 higher** than FY2021, which is due to the need to fund two additional assessment centers (for a total of four) resulting in a **\$20,000** increase, a **\$1,000** increase in the Human Resource Advertising account line, a **\$1,000** increase in HR Consulting, and **\$3,000** for the increased cost of the Citizen’s Survey. The advertising increase will allow for placing specialized job posting ads on niche sites, in addition to the typical recruitment sites. The increase in HR consulting is due to a contractual vendor increase. Also included in this category is a request to fund **\$11,050** for software maintenance, **\$8,550** of which will be transferred from the Information Technology Department (\$1,050 to OTM and \$7,500 to HR). IT had budgeted \$7,500 for the applications software maintenance; however, actual costs have been identified to be \$10,000, hence the \$2,500 increase in this line.

The software maintenance costs fund \$1,050 for the committee/resident/business relationship management software used by the Office of the Town Manager and \$10,000 for applicant tracking software to be used by Human Resources. Although the increase to this line is \$11,050, \$8,550 will be transferred from the Information Technology Budget.

The increase in the Communications category is **\$324** to fund Wireless Communications for the Human Resources Department.

The requested increase of **\$300** in the Other Supplies and Equipment category is to account for the increased cost of Labor Law posters that the Human Resources department must post.

The Travel & Mileage category increase is **\$1,300**, which is comprised of a \$1,500 increase for the Office of the Town Manager, \$200 of which will be transferred from the Planning & Community Development Budget.

	Division	Description	Change from FY2021	Comments	Net Change
Professional & Technical Services	HR	Advertising	\$1,000	Adding specialized site job postings	\$27,500
	HR	Assessment Centers	\$20,000	Two additional Assessment centers needed	
	HR	Consulting	\$1,000	Vendor contract increase	
	HR	Software Maintenance	\$10,000	Maintenance for applicant tracking software	
	IT	Software Maintenance	(\$7,500)	Transfer of funding from IT to HR	
	IT	Software Maintenance	(\$1,050)	Transfer of funding from IT to OTM	
	OTM	Software Maintenance	\$1,050	Maintenance for Database software	
	OTM	Citizens Survey	\$3,000	Increased cost	

**Department Information  
DSR1**

Department		Office of the Town Manager and Select Board				
Communications	OTM	Prof Dev Conf	\$400	Increased cost		
	Planning	Prof Dev Conf	(\$400)	Transfer of funding from Planning to OTM		
	HR	Wireless Communications	\$324	Fund mobile devices for staff	\$324	
Travel & Mileage	OTM	Conference Expense	\$1,500	Increase cost	\$1,300	
	Planning	Conference Expense	(\$200)	Transfer of funding from Planning to OTM		
Other Supplies & Equipment	HR	Legal Posters	\$300	Increased cost for bilingual posters	\$300	
Dues & Subscriptions	OTM	Memberships	\$150	Funding for Econ Dev Mgr (transfer)	\$0	
	Planning	Memberships	(\$150)	Transfer of funding from Planning to OTM		
				<b>Total Net Change</b>	<b>\$29,424</b>	

**Accomplishments and Activities**

	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13
Number of Licenses Issued	143	179	174	190	155	156	169	151
All Alcohol	19	19	20	19	16	16	15	16
Club	3	3	3	3	3	3	3	3
Wine & Malt	1	1	1	2	2	2	3	3
Package Stores	6	6	6	5	5	5	5	5
Carry in Special Permit	1	1	1	1	1	1	1	1
Class I	2	2	2	2	2	2	2	2
Class II	7	8	6	5	5	5	5	5
Common Victuallers	57	58	56	59	55	56	56	52
Innkeeper	2	2	2	2	2	2	2	2
Lodging	2	2	2	2	2	2	2	2
Sunday Entertainment	6	7	5	6	5	3	5	5
Weekday Entertainment	10	11	8	9	7	5	4	6
Bowling Alley	0*	1	1	1	1	1	1	1
Livery	0*	3	2	2	2	2	2	3
Pool Table	0*	1	1	1	1	1	1	1
Sale of Second Hand Goods	0*	8	8	8	9	8	10	10
Special Permit (24 hour food service)	0*	1	1	1	1	1	1	1
Mobile Food Trucks	0*	8	10	1	2	2	N/A	N/A
One-Day Special Liquor Permit Issued	27	37	39	61	34	39	51	33

\* = Spring Licenses were extended past June 30, 2020 due to COVID-19. Mobile Food Truck program suspended due to COVID19)

**Department Information  
DSR1**

Department	Office of the Town Manager and Select Board							
<b>Activity</b>	<b>FY20</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>
Number of ATM Articles	33	52	53	65	52	50	46	51
Number of STM Articles	10	21	27	24	27	16	26	28
Number of SB Meetings	36	40	39	38	31	31	34	31
Number of New Appointments Processed	12	53	37	37	13	22	37	36
Number of Reappointments Processed	18	32	48	50	46	35	63	138
Number of Grant of Location Public Hearings	28	17	35	24	23	23	26	17
Number of Liquor Related Public Hearings	45	13	16	10	7	7	6	19
Number of Other Public Hearings Conducted	10	15	28	14	13	13	13	12
Number of Block Parties Granted	48	51	57	57	60	50	51	57
Number of Road Events Granted	14	13	13	17	7	16	19	24

<b>Passports</b>	<b>FY20</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>
Number of Passports Accepted	176	237	239	228	205	247	194	229
Revenue - Execution Charges	\$6,160	\$8,295	\$6,535	\$5,700	\$5,125	\$6,175	\$4,850	\$5,575

<b>Powers Hall Usage</b>	<b>FY20</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>
Total # Meetings/Events	83	92	123	107	95	65	104	132
Municipal Events	57	72	108	90	83	49	85	110
Public Events	16	20	15	17	12	16	19	22
Fees	\$4,916.78	\$9,032.35	\$11,286	\$9,179	\$7,871	\$11,814	\$11,224	\$9,702

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,032,571	91,845	1,124,416
b) Expenses	192,519	6,318	198,837
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	1,225,090	98,163	1,323,253

V2022

Department Expenditure Detail DSR2																	
Department				Office of the Town Manager and Select Board													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	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	10		10								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	X	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base											1,084,972					
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity											3,350					
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation											3,000					
i.	PRD1 Budget Adjustments											(88,001)					
PRD1 Sub Total											1,003,321						
J	DSR3 Other Compensation																
Sub Total 1											1,003,321						
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Recording Secretary - Select Board											5,800					
b.	Recording Secretary - TMAC / Other											2,000					
c.	Town Meeting Workers											5,600					
d.																	
e.	DSR3 Total																
Sub Total 2											13,400						
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Scheduled Overtime OTM											783					
d.	Scheduled Overtime HR											461					
e.	DSR3 Total																
Sub Total 3											1,244						
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave											6,806					
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	DSR3 Other Compensation											7,800					
Sub Total 4											14,606						
5. Total Salary and Wages (1+2+3+4)										1,032,571							

Department Expenditure Detail DSR2		
Department	Office of the Town Manager and Select Board	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Repairs to office equipment & furniture	5,389
Rental & Leases (527X)		
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Performance Needham/OTM (\$17,000) Consulting/OTM (\$3,000) AV Powers Hall/Comm (\$7,000) Professional Development OTM (\$8,800) Software License/OTM (\$1,750) Software License/HR (\$10,000) Recruitment/Assessment Center - Public Safety/HR (\$38,000) Consulting/HR (\$23,000) Professional Development/HR (\$4,150) Staff Training/HR (\$4,150) Professional Advertising/HR (\$8,500) Conference Registration/SB (\$1,100)	126,450
Communications (534x)	Legal Advertising (\$900), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) OTM Printing (\$350), Postage (\$1,360), Wireless Communications (\$324)/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	20,684
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) Community Events/OTM (\$8,000) Official Functions/HR (\$500)	9,200
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Expenses/OTM (\$300) Expenses/HR Legal Posters (\$2,000)	2,300
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Travel MMA, MMMA, ICMA TM/ATM	10,600

Department Expenditure Detail DSR2				
Department	Office of the Town Manager and Select Board			
	(\$7,500)			
	Travel ICMA & Conf/HR (\$3,000)			
	Travel SB (\$100)			
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,850)		14,896	
	MMA, MMLC, Chamber/SB (\$9,646)			
	MMPA, NERA, SHRM, NEEBC, ICMA/HR (\$1,400)			
Other Expenses (574 X - 579x)				
6. Total Expenses			192,519	
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)			1,225,090	
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2022

Department Personnel Supplement DSR3							
Department			Office of the Town Manager and Select Board				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Select Board	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					
	Sections						
	Amount Reported Under DSR2A Section 1					<b>X</b>	
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4	7,800					
II		Total	7,800				

V2022

Performance Improvement Funding Request DSR4					
Department	Office of the Town Manager/Select Board				
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	91,845	0	91,845	
2. Expense		6,318	0	6318	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)		98,163	0	98,163	
5. Other Costs		0	0	0	
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				x	
If yes, which Board or Committee?		Select Board			
Has this request been submitted in the last three fiscal years and not funded?					x
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					x
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					x
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					x
Does the request support activities which produce revenue for the Town?					x
If the request is not approved, will current Town revenues be negatively impacted?					x
Is there an increased exposure for the Town if the request is not approved?					x
Is specialized training or licensing required (beyond the initial purchase)?					x
Does this request address a documented health or safety issue?					x
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>"Evaluate the creation of a Public Information Officer to improve and expand the Town's communications and promote public awareness of Town events and initiatives" was a Select Board goal in 2019/2020. The initial implementation of the goal was by way of Article 12 of the 2019 Annual Town Meeting, which authorized two years of funding. The position was filled in October 2019. This request is to move the position into the operating budget. Since the position currently exists and receives benefits which are budgeted, there would not be additional benefit costs. The expenses would fund Professional Development/Conferences and Wireless Communications.</p> <p>This request reflects the success of the position during the pilot phase. Retaining the PIO position is a high priority of the Select Board and Town Manager. Listed below are some of the accomplishments of the incumbent to date.</p> <ul style="list-style-type: none"> <li>The PIO has focused much of her audience-building efforts on growing the Town's social media presence, including Facebook, Twitter, Instagram and, more recently, YouTube. Results as of October 2020 indicate the following:</li> </ul>					



Performance Improvement Funding Request DSR4			
Department	Office of the Town Manager/Select Board		
Title	Public Information Officer	Priority	1
<ul style="list-style-type: none"> <li>• <b>Facebook –65 percent growth</b> <ul style="list-style-type: none"> <li>○ 1,161 new followers</li> <li>○ 2,951 total followers</li> </ul> </li> <li>• <b>Twitter –31 percent growth</b> <ul style="list-style-type: none"> <li>○ 717 new followers</li> <li>○ 3,004 total followers</li> </ul> </li> <li>• <b>Instagram – 353 percent growth</b> <ul style="list-style-type: none"> <li>○ 915 new followers</li> <li>○ 1,221 total followers</li> </ul> </li> <li>• The PIO has also expanded the Town’s use of the website and newsflashes to inform the community about events or issues and is working on the development of an electronic newsletter that will include news from the Town to the community on a regular basis.</li> <li>• In addition to improving the Town’s social media, the PIO has worked to grow coverage of Needham events and issues through more robust engagement with traditional media outlets. The PIO created a media list and began regularly sending media updates to outlets including the Boston Globe, Boston TV and radio stations, the Needham Times, Hometown Weekly and the Needham Cable Channel. Those press releases have resulted in numerous stories in the local papers as well as in the Boston Media.</li> <li>• Working with the Emergency Management Administrator, the PIO increased the number of subscribers to Needham’s Emergency Alert system by <b>636 percent</b>, growing from <b>893</b> subscribers in November 2019 to <b>6,576</b> subscribers currently.</li> <li>• In her first eight months on the job, the PIO has focused much of her attention day-to-day on sharing the important work done by Town employees. She has done this through a variety of platforms including: <ul style="list-style-type: none"> <li>○ More than 30 press releases</li> <li>○ An average of 5+ social media posts per week</li> <li>○ Weekly Friday Five emails</li> <li>○ Weekly COVID emails</li> <li>○ Newflashes</li> <li>○ Videos and cable spots</li> <li>○ Website updates and more</li> </ul> <p>Her work has included every department within Town government, from the regular and extraordinary maintenance work performed by DPW to important health information and work done by Needham Health and Human Services to human resources, library programming and more.</p> </li> <li>• The media and members of the public often email questions to the Town Manager, Select Board or Town staff. These questions often require tracking down information or sensitive responses. In the past, the work of responding would fall to the Town Manager. Now, the PIO is frequently asked to respond to the requests on behalf of the Town, creating more</li> </ul>			

Performance Improvement Funding Request DSR4			
Department	Office of the Town Manager/Select Board		
Title	Public Information Officer	Priority	1
<p>timely, accurate and thorough responses.</p> <ul style="list-style-type: none"> <li>• In addition to considering public messaging, the PIO also considers what messages Town employees need to hear from Town leadership. She has helped draft messages on behalf of the Town Manager, Human Resources and other department heads, better ensuring that employees receive clear and timely messages. This includes a weekly "Friday Five" column.</li> <li>• The PIO provides advice and guidance to all departments dealing with traditional and print media, improving the Town's presence in those areas.</li> <li>• The PIO's greatest effort and contribution to date has been her work during the COVID-19 pandemic to keep the community informed and engaged. The PIO immediately moved to the Emergency Operations Center and worked closely with the emergency management director and Health department to deliver rapidly changing information to the public. The PIO created a COVID-19 website and issue updates on a daily basis during the peak of the pandemic. Weekly updates are still provided.</li> <li>• Due to COVID, the Annual Town Meeting was held outdoors for the first time. This required significant communication between the Town, Town Meeting Members, and the public. The PIO participated in the initial outreach to Town Meeting Members to help determine how the meeting would be held and in subsequent communications as details were determined. The PIO also worked with all warrant article proponents to get their presentations pre-recorded and posted to the Town Meeting website in advance of the meeting to help shorten the duration of the meeting time. While attending Town Meeting, the PIO live-tweeted the event.</li> </ul>			
			V2022

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Information Officer				Priority	1
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week		37.5		Number of Weeks Per Year	5 2
Compensation Detail						
Base Rate	91,845					
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation						
Vehicle						
Computer						
Software						
Mobile Communication Device					618	
Uniform						
Tools						
Equipment						
Other		x	Professional Dev/Conf		5,700	
Other						
Other						
Totals						
Estimated Annual Benefit Cost						
Description and Explanation						
Position is already funded through a warrant article and benefits have already been budgeted.						
V2022						

Fiscal Year 2022 Proposed Budget

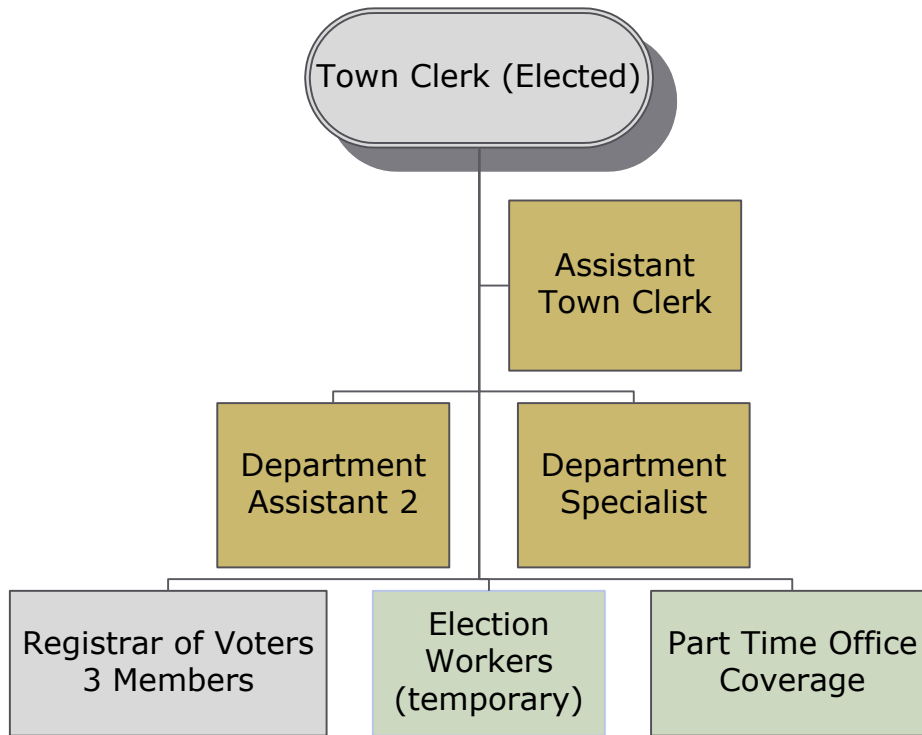
Select Board and Office of the Town Manager	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	1,008,121	91,845	1,099,966	167,833		932,133	857,484	843,148	789,925
Salary & Wage Temporary	13,400	0	13,400	0		13,400	5,752	6,122	7,991
Salary & Wage Overtime	1,244	0	1,244	30		1,214	1,371	2,588	1,453
Salary & Wage Other	9,806	0	9,806	592		9,214	14,341	5,097	4,000
Salary and Wage Total	1,032,571	91,845	1,124,416	168,455	17.6%	955,961	878,947	856,956	803,369
Energy									
Non Energy Utilities									
Repairs and Maintenance	5,389	0	5,389	0		5,389	1,442	6,549	9,199
Rental and Leases									
Other Property Related									
Professional & Technical	126,450	3,000	129,450	39,450		90,000	52,203	72,696	70,628
Communications	20,684	618	21,302	942		20,360	20,389	18,519	19,831
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,000	0	3,000	0		3,000	1,160	2,690	2,288
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	9,200	0	9,200	0		9,200	1,057	831	3,295
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	2,300	0	2,300	300		2,000	4,396	11,148	3,130
Governmental Charges	0	0	0	0		0	0	0	10
Travel & Mileage	10,600	2,700	13,300	4,200		9,100	8,872	10,413	8,983
Dues & Subscriptions	14,896	0	14,896	150		14,746	12,168	13,529	12,717
Other									
Expense	192,519	6,318	198,837	45,042	29.3%	153,795	101,686	136,376	130,079
Capital Equipment									
Budget Capital	0	0	0	0		0	0	0	0
<b>TOTAL</b>	<b>1,225,090</b>	<b>98,163</b>	<b>1,323,253</b>	<b>213,497</b>	<b>19.2%</b>	<b>1,109,756</b>	<b>980,633</b>	<b>993,331</b>	<b>933,449</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Coordinator	G15	1.0	63,005	0.0%	1.0	63,007	1.0	61,262
Administrative Specialist	I15	1.0	63,005		1.0	63,005	1.0	61,172
Assistant Director of Human Resources	GE20	1.0	85,605	0.0%	1.0	85,608	1.0	81,082
Assistant Town Manager Director of Operations	K28	1.0	143,420	-9.5%	1.0	158,554	1.0	157,400
Benefits Administrator	GE18	1.0	71,058	3.0%	1.0	68,992	1.0	66,983
Department Assistant 2	I13	1.0	50,271		1.0	50,271	1.0	46,040
Director of Human Resources	K25	1.0	119,719		1.0	119,719	1.0	115,219
Economic Development Manager	GE21	1.0	89,603					
Public Information Officer	GE21	1.0	91,845	5.6%	1.0	86,990		
Support Services Manager	K22	1.0	96,935		1.0	96,935	1.0	92,879
Town Manager	EC	1.0	210,506	3.0%	1.0	204,375	1.0	192,643
Longevity			3,350	0.0%		3,351		2,969
Differential								
Education								
Holiday								
Other Pay			3,000	-57.1%		7,000		8,000
Stipends								
Budget Adjustment		(1.0)	(88,001)	5.4%	(1.0)	(83,474)		6,745
Total		10.0	1,003,321	8.5%	9.0	924,333	9.0	892,394

### Department Organizational Chart

#### Office of the Town Clerk and Board of Registrars



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	Town Clerk/Board of Registrars/Elections
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. This was extremely difficult during the COVID-19 pandemic and we are hopeful that by FY 2022, there will be positive changes for this community as well as the nation.</p>	
On the Horizon	
<p><b><u>Town Clerk/Board of Registrars</u></b></p> <p>The office of the Town Clerk/Board of Registrars compiles the Annual Town Census and Street list, updates and maintains the voting list, send required reports to various state departments, records the action of the Annual Town Meeting and any Special Town Meetings called by the Select Board. The Town Clerk prepares, conducts, and records the Annual Town Election and the nomination of Town Officers, and maintains the records of the Town. Our census returns average 75% – 85% each year and under normal circumstances we use a variety of methods to gathers census data in addition to the annual mailing. With the onset of the COVID-19 pandemic in March, 2020, this office was hard pressed to maintain staff and social distancing, provide the normal services the residents need and require as well as prepare for the Annual Town Election and Town Meeting which were postponed to the end of May/beginning of June. We handled an unusually high volume of absentee ballot requests for the Annual Town Election due to the pandemic and with limited staffing, it was an unusually stressful time which only increased with the beginning of the new Fiscal Year 2021. We took steps to protect our residents and voters by supplying necessary protective products at the polling locations and the Town Clerk’s Office. While it was noted that Election Officials were exempt from some of the pandemic restrictions, it was impossible to maintain social distancing in the office with the upcoming 2020 fall elections. The multiple computers containing the State Voter Registration System could not be relocated outside the Town Clerk’s Office. New legislation was passed at the end of June for implementation for the State Primary and State Election. We always wonder why election laws are passed by individuals who have never conducted an election. They got their money’s worth in long days and hard work from the election officials of the 351 cities and towns. During this pandemic, election officials and staff were now required to process Early Vote by mail and in-person early voting. We held Early Vote In-Person voting for the State Primary from August 22 through August 30, Saturday and Sunday from noon to 5 and weekdays from 9 Am to 5 PM. All those ballots had to be processed in the State Voter Registration Information System daily prior to the start of the next Early Vote In-Person session. We also held Early Voting from October 17 through October 30 for two solid weeks in the Select Board chambers as we mailed out 5000 AV/EV ballots for the Primary and over 15,000 AV/EV ballots for the State Election. The State mailed Vote-by-Mail postcard applications to every registered voter as of July 1, 2020. And then again to newly registered voters prior to the State Election. Just the bulk of these cards and requests were overwhelming. Once we got most of the ballots mailed, the voters called to see if we received their postcard and when would they receive their ballot. Once the ballots were mailed (15,000) the voters called to see if their ballot had been returned, or they checked the “track my ballot” at the Secretary of the Commonwealth’s website. If they did not see their name, they called to find out why. This Office worked non-stop 7 days a week for several months to comply with the new Vote-By-mail legislation and extended Early Vote In-Person. As soon as we mailed the ballots, we had to begin Early Voting in-person. Every ballot had to be recorded multiple times in VRIS. We received non-stop phone calls asking if we received their ballots, where did we mail their ballots, how soon would they get their ballots, why doesn’t it say my ballot has been accepted on the state website, etc., etc., etc. We hired election workers to help with the two weeks of Early Voting In-Person and the new Advance Deposit and Tabulation legislation. We could not send 15,000 ballots (or 62% of the vote) to the polls on Election Day to</p>	

**Department Information**  
**DSR1**

<b>Department</b>	Town Clerk/Board of Registrars/Elections
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process. We literally sliced open over 15,000 absentee, in-person, and Early Vote-By-Mail ballots for four 7 – 8-hour days. We purchased 5 new poll pads and leased 3 to use for the first time at the 10 Precincts for the State Election. They worked very well and there were no major problems with the new technology. I plan to purchase the 3 leased machines for future use. On the day of the State Election, it was almost anticlimactic. We had literally processed over 62% of the ballots of the 23,904 registered voters while the precincts only had approximately 400 votes for a total of about 4,000 town wide.

\*\* We applied for two grants and received \$1640 for the Drop Box and Election signs and \$10,572.50 for Election related costs due to the pandemic = \$12,212.50.

- ✚ As we prepare for the Fiscal Year 2022 budget in November 2020 the Town Clerk’s Office has just conducted two of the most difficult elections in my years of serving as the Needham Town Clerk. The new election legislation filed in June for implementation beginning with the State Primary on September 1, 2020 pushed all 351 cities and town election officials and staff to the very limit. There will need to be changes implemented as we move forward to accept and improve parts of this legislation that are positive and eliminate that which is detrimental.
- ✚ After the November 3, 2020 State Election, we were able to purchase an additional 4 Poll Pads at a reduced rate. This will allow the Town to use one poll pad at each precinct to check in the voters. We used a paper voting list at both the check-in and check-out tables as a backup in case there were any problems with the new technology. I am pleased to say all went well and it is the wave of the future.
- ✚ We will be looking into our contract with GoPetie - the new dog licensing program as we investigate proposed changes by the vendor. Due to the COVID-19 pandemic the Town Clerk’s Office did not issue fines for unlicensed dogs. We will reinstate this by-law in FY2022. We were able to provide the option of credit card payments to our customers over-the-counter for a wide variety of purchases. This began in June 2018 and has continues to be very successful.
- ✚ The Public Records Law established by vote of the Massachusetts State Legislators in 2017 continues to increase in volume and create havoc in the Town Clerk’s Department as well as every department that must respond to these requests within a ten-business day response deadline. The process is cumbersome. 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 have contracted with FoiaDirect as of September 2019. This program has been very beneficial to the Town in compliance with the Public Records Law.
- ✚ A Special Town Meeting was held on October 4, 2020 and 14 of 17 articles were processed including 2 zoning amendments. The appropriation report was provided to the Finance Director and the Attorney General report was submitted for approval on October 29, 2020.
- ✚ 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



**Department Information**  
**DSR1**

<b>Department</b>	<b>Town Clerk/Board of Registrars/Elections</b>
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requirements, this office has posted almost 6800 meeting notices since the inception of this law. The Town Clerk is also required to send out these documents to all town employees, elected officials, and members of all committees and boards every two years. The process is time consuming particularly in heavy election years.

- ✚ 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. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and will be in compliance with federal regulations. In the mean time I will resubmit a request to the CPC for imaging of historical vital records. We need to get past typing index cards for each vital record. Then we may reach a point in which we no longer need all four very outdated typewriters.
- ✚ Records Management System –The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall. The basement vault that once housed most of the archival departmental records does contain those of the Select Board/Town Manager department, the Assessors’ Department and the Town Clerk’s Office. These records have been computerized. Other archival records are stored in other basement areas behind the vault. One of our goals would be to assist those departments in creating an itemized list in order to assist in the periodic disposition of records no longer required.
- ✚ Preservation of old town records continues. We had two volumes of marriage intentions from 1877 -1897 restored during the Summer of 2019. To date we have restored thirty-two volumes. 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.
- ✚ Document imaging of the Town Clerk’s records and the Select Board minutes began in Fiscal Year 2005. At that time the Town Clerk’s Records from 1900 through 2005 were scanned and put on disk for retrieval. Fiscal Years 2006 through 2015 Town Clerk’s Records were added to the program and we plan to continue this method of record management. Funding for the full retrieval program continues to remain a priority on our wish list.
- ✚ FY2020 revenue totaled **\$284,296.60** compared with FY2019 revenue of **\$307,51285**. **This represents a decrease of \$23,217** over FY19 and a decrease of **\$15,136** over FY18.

**Department Information**  
**DSR1**

Department |Town Clerk/Board of Registrars/Elections|

The following are total revenues by category for Fiscal Years 2016 – 2020

Fiscal Year	2020	2019	2018	2017	2016
General Fees	\$102,239.99	119,895.75	115,000.70	127,835.10	114,973.90
Alcohol Licenses	\$106,569.61	94,785.10	96,376.07	92,580.00	83,720.00
Other Licenses	\$19,554.00	25,917.00	27,654.00	24,612.00	21,470.00
Dog Licenses	\$55,933.00	66,915.00	60,390.00	62,068.00	67,738.00
Sub Total	\$284,296.60	307,512.85	\$299,431.77	\$307,095.10	\$287,901.90
Accrued Interest	0	0	0	\$968.32	0
Public Record Request	0	0	0	\$137.50	0
<b>TOTAL</b>	<b>\$284,296.60</b>	<b>\$307,512.85</b>	<b>\$299,431.77</b>	<b>\$308,200.92</b>	<b>\$287,901.90</b>

**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. FY2021 has three scheduled elections all conducted under the COVID-19 pandemic - The Annual Town Election postponed from April 14, 2020 to May 26, 2020, The State Primary on September 1, 2020 and the State Election on Tuesday, November 3, 2020. FY2022 has only one election. FY2022 should be a relief for city and town clerks and election officials everywhere. With only one election the Town Clerk/Board of Registrars budget shows a decrease of \$33,329 in salaries and a decrease of \$2,780 in Expenses for the total decrease of \$36,109 as follows:

The decrease in salary costs = \$33,329 include the following:

Reduction in election salaries and early voting salaries plus minor Board of Selectmen/Personnel Board review, step increases And revisions, longevity, Increases in Temporary Dept. Coverage, Overtime, longevity, and program stipend

- \$33,329

Total Salaries FY2020 budget decrease:

- \$ 33,329

Purchase of Service & Expenses: A total decrease of \$2,780 as follows:

1. Repairs and Maintenance: A total increase of \$1,740

Includes maintenance transferred from the IT Dept. to the Town Clerk Dept. for The additional maintenance for 11 Poll Pads \$300 x 11 = \$3300.

Time Stamp Maintenance increase of \$80;

18 Imagecast tabulators fee increase to \$220 = \$3360 to \$3,960 for an increase of \$360.

Department Information			
DSR1			
Department	Town Clerk/Board of Registrars/Elections		
<p>2. Professional/Technical (530): A total decrease of \$2,935 for decreased costs in Election costs from 3 elections to 1 election in FY22 plus Early Vote Memory card                      Costs of \$550 and EV legal notices \$360, and IC Coding x 2 is \$2600, and EV legal notices x 2 = \$360, and 1 additional election cost of \$2500.                      GoPetie Dog Maintenance Program of \$5,000 for an increase of \$3500, LLDData Town Agency Program of \$425,                      -\$2935</p>			
<p>3. Communications (534x)Overall costs for communications varies little Depending on the number of elections. The State Election is the most costly With multiple absentee ballots to be mailed – and many more for 2020. From 3 election to one election (\$-1360)                      Town Clerk/Elections postage (5341) confirmation notices, absentee ballots for a third election, Postage increased from \$.53 to \$.55 in FY20 (\$60, \$800, \$3485, and \$1475. <span style="float: right;">+ \$140</span></p>			
<p>4. Town Clerk and Election Supplies (5420): a decrease of \$425 in election Supplied from 3 elections to 1 election <span style="float: right;">- \$425</span></p>			
<p>5. Election Food (5490) reduced for only 1 election <span style="float: right;">- \$1300</span></p>			
Total Expense FY22 budget decrease			<b><u>- \$2,780</u></b>
Accomplishments and Activities			
See Page 1			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$364,097		\$364,097
b) Expenses	\$63,525		\$63,525
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	\$427,622		\$427,622
V2022			

Department Expenditure Detail DSR2																	
Department				Town Clerk/Board of Registrars/Elections													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	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	24.6	43	4	3									
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
Union Positions:		BCTIA		Fire A		Fire C		ITWA		NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							\$291,907.									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							\$12,404.									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments							\$1,170									
PRD1 Sub Total																	
J	DSR3 Other Compensation																
Sub Total 1							\$305,481										
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	80 Election workers per election = 1 Election x \$14,200 (ATE)							\$14,200									
b.	Part time Permanent Dept. Specialist II \$22,836 Kalin Mitov, Temporary Department Coverage Q12,500 Lorraine - Joyce							\$35,336									
c.																	
d.	DSR3 Total																
Sub Total 2							\$49,536										
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							\$6,180									
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total																
Sub Total 3							\$6,180										
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend							\$2,900									
d.	Tuition Reimbursement																
ef.	DSR3 Other Compensation																
Sub Total 4							\$2,900										
5. Total Salary and Wages (1+2+3+4)							\$364,097										



Department Expenditure Detail				
DSR2				
Department	Town Clerk/Board of Registrars/Elections			
Office Supplies (542x)	Office Supplies - Misc. Town Clerk Office Supplies \$1200 Misc. Supplies \$1,000, Election Supplies (1 x \$250 = \$250); misc. poll pad/Early Voting supplies = \$200			\$2,650
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)	Food Supplies for 1 Elections: Morning \$500 x 1 = \$500, Dinner \$850 x 1 = \$850 = \$1,350			\$1,350
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)	Office Supplies - dog tags/licenses \$700			\$700
Travel & Mileage (571x - 572x)	Conf. In-State -3 MTCA \$1200; Tri County (2 dinner meetings) = \$200 Conf. Out-State - NEACTC \$350, IIMC \$900 = \$1250			\$1400 \$1250
Dues & Subscriptions (573X)	Dues & Membership- IIMC \$220, NEACTC \$40, MTCA \$160, Tri-county \$30 - \$450			\$450
Other Expenses (574 X - 579x)	Other Expenses - Town Clerk Annual Bond (\$100)			\$100
<b>6. Total Expenses</b>				<b>63,525</b>
<b>DSR2C</b>				
Capital Equipment Replacement (587X)				
<b>7. Total Operating Budget Capital</b>				
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>				<b>63,525</b>
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2022				

Fiscal Year 2022 Proposed Budget

Town Clerk	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	304,311		304,311	(445)		304,756	306,571	293,180	297,231
Salary & Wage Temporary	49,536		49,536	(34,054)		83,590	43,002	64,818	24,405
Salary & Wage Overtime	6,180		6,180			6,180	1,256	4,982	1,414
Salary & Wage Other	4,070		4,070	1,170		2,900	2,911	4,528	2,911
Salary and Wage Total	364,097		364,097	(33,329)	-8.4%	397,426	353,740	367,508	325,961
Energy									
Non Energy Utilities									
Repairs and Maintenance	8,040		8,040	1,740		6,300	2,277	3,998	3,155
Rental and Leases	800		800			800	650	562	558
Other Property Related									
Professional & Technical	18,225		18,225	(2,935)		21,160	14,101	11,279	14,142
Communications	28,560		28,560	140		28,420	21,913	19,633	19,173
Recreation									
Other Purchased Services							620		
Energy Supplies									
Office Supplies	2,650		2,650	(425)		3,075	3,100	2,399	2,517
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies	1,350		1,350	(1,300)		2,650	3,139	3,486	925
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment							3,900	3,757	2,800
Governmental Charges	700		700			700	892	581	523
Travel & Mileage	2,650		2,650			2,650	1,091	1,007	1,378
Dues & Subscriptions	450		450			450	455	455	400
Other	100		100			100	100	100	100
Expense	63,525		63,525	(2,780)	-4.2%	66,305	52,238	47,258	45,672
Capital Equipment									
Budget Capital									#DIV/0!
<b>TOTAL</b>	<b>427,622</b>		<b>427,622</b>	<b>(36,109)</b>	<b>-7.8%</b>	<b>463,731</b>	<b>405,978</b>	<b>414,766</b>	<b>371,632</b>

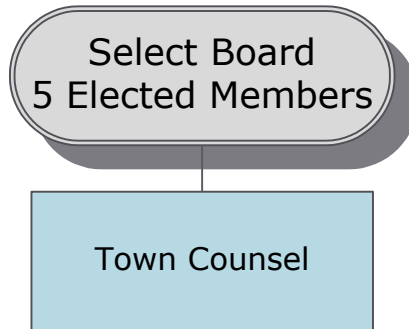
Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY21 %	FY20 FTE	FY20 Final Budget
Assistant Town Clerk	GE18	1.0	71,058	-0.1%	1.0	71,144	3.0%	1.0	69,072
Department Assistant 2	I13	1.0	52,826		1.0	52,826	3.0%	1.0	51,285
Department Specialist	I14	1.0	57,389		1.0	57,389	3.0%	1.0	55,712
Town Clerk	E	1.0	110,634		1.0	110,634	3.6%	1.0	106,800
Longevity			12,404	6.8%		11,611	3.5%		11,223
Differential									
Education									
Extra Holiday									
Other Pay									
Stipends									
Budget Adjustment			1,170	1.6%		1,152	-48.3%		2,227
Total		4.0	305,481	0.2%	4.0	304,756	2.8%	4.0	296,319



## Department Organizational Chart

### Town Counsel



#### 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		Legal	
Department Mission			
In accordance with the General By-laws of the Town, the Select Board shall appoint a Town Counsel, who shall act as attorney and counsel for the Town and the various officers and boards thereof, to institute and prosecute suits in the name of the Town, to defend suits brought against the Town, and to compromise and settle suits and claims, unless otherwise ordered by special vote of the Town. Town Counsel shall have the authority to engage the services of attorneys to assist in carrying out the duties of the office.			
On the Horizon			
In February 2020 the Select Board appointed the law firm of Miyares and Harrington as adjunct town counsel. The Legal budget supports services on issues and projects as they arise within the course of business in the Town and Schools. This budget funds traditional legal services as well as specialty services related to land acquisition, building projects, cable licensing, human resources issues, contract disputes, environmental issues, title searches, Town Meeting article research and zoning issues. The legal budget funds appraisal services, stenographic services, and expert witness services as needed.			
Budget Statement			
The FY2022 budget request is level funded, with salary funds reallocated to expenses. This is due to the change in which the Select Board has appointed a law firm, not an individual, to serve as Town Counsel.			
Accomplishments and Activities			
Major issues in FY2021 included the on-going Eversource Reliability project, Hillside School/MDL monitoring, zoning review, small wireless facility review, collective bargaining, and a myriad of issues related to the State of Emergency including changing the dates of the Town Meeting and Town Election.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages			
b) Expenses	329,140		329,140
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	329,140		329,140
V2022			

Department Expenditure Detail DSR2									
Department				Town Counsel					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
Union Positions:		BCTIA	Fire A	Fire C	ITWA	NIPEA	Police	Police Superior	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								
								Sub Total 3	
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
								Sub Total 4	

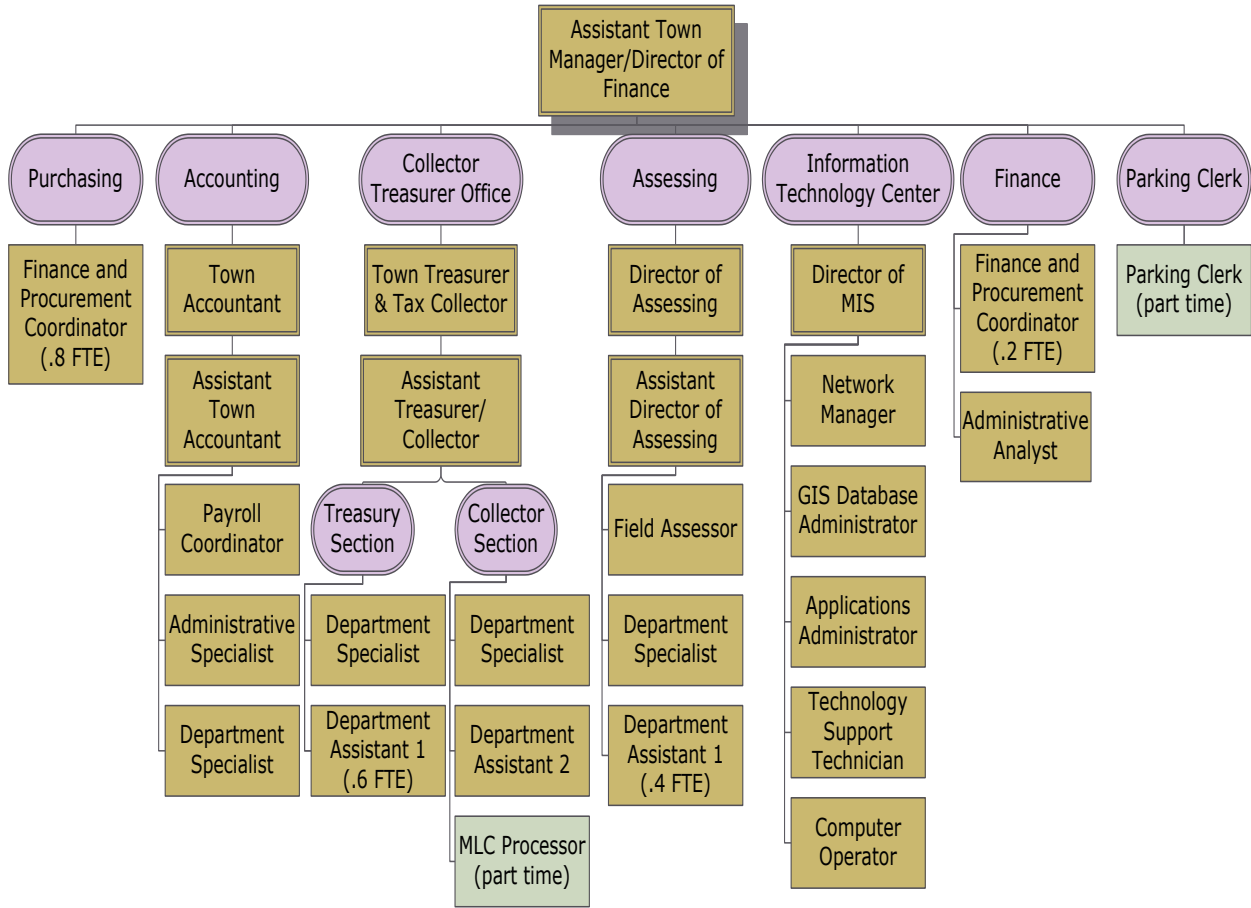
Department Expenditure Detail DSR2				
Department		Town Counsel		
5. Total Salary and Wages (1+2+3+4)				
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	Town counsel, special counsel, and labor counsel services.	329,140		
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses		329,140		
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)		329,140		
Does the Department depend on any Federal or State grants to provide services?		YES	NO	x
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?		YES	NO	x
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?		YES	NO	x
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?		YES	NO	x
V2022				

Fiscal Year 2022 Proposed Budget

Legal Services	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular				(75,140)	-100.00%	75,140	73,695	75,140	75,140
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total				(75,140)	-100.0%	75,140	73,695	75,140	75,140
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	329,140		329,140	79,140		250,000	217,532	249,597	289,287
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									
Governmental Charges								277	
Travel & Mileage									
Dues & Subscriptions				(4,000)	-100.00%	4,000	4,000	4,000	3,685
Other									
Expense	329,140		329,140	75,140	29.6%	254,000	221,532	253,874	292,972
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>329,140</b>		<b>329,140</b>			<b>329,140</b>	<b>295,227</b>	<b>329,014</b>	<b>368,112</b>

## Department Organizational Chart

### Finance Department



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	Finance Department
Department Mission	
<p>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.</p>	
On the Horizon	
<p>Many activities of the department are highly regulated and are required by statute. Other department activities that are not required by law but have arisen from other efficiency or cost saving efforts, or are just in keeping with good business practices, have transferred work (and incurred related expenses) from other departments to the Finance Department. Indeed, the increased reliance on, and the ever-expanding dependence on technology has allowed other departments to better perform their functions. By converting manual operations and procedures to computerized or other technology assisted processes, the speed, accuracy, and/or depth of information has provided Town departments a means to continue to provide services with the similar staffing levels. This trend would make the elimination of technology more expensive for the Town rather than a cost savings.</p> <p>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.</p> <p>The Finance Department develops updates, explains, and puts into effect internal controls. The Assistant Town Manager/Director of Finance in conjunction with the Town Accountant, Treasurer/Collector, and others, establishes fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures.</p>	
<b>Divisional Activities</b>	
<p><b>Accounting:</b> The Town Accountant maintains the Town’s financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The Town relies upon two enterprise financial software applications: Infinite Visions (IV) from Tyler Technologies and NaviLine from Central Square. Infinite Visions provides a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system tracks payables, fixed assets, payroll, and other accounting processes.</p> <p>The Infinite Visions 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</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Finance Department</b>
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summary from NaviLine to Infinite Visions. This is a manual task that is done daily so cash receipts and commitments can be posted to the General Ledger.

The Town Accountant reviews procedures governing transactions in the accounting systems and makes recommendations to the Assistant Town Manager/Director of Finance. The office also ensures that expenditure controls are in place. Most obligations are identified through purchase orders, contracts, and other commitments which are required to be recorded as encumbrances. Funds which are encumbered are not available to pay other expenses. Department managers use the accounting system to determine, at any given time, the available operating budget for their department.

At the time of the budget submission, the accounting office was short staffed. The position needs to be filled and the employees cross trained so the workload will be manageable and internal controls will not be compromised should an employee become incapacitated or is otherwise unavailable. Cross training amongst staff is critical so that regular activities such as payroll processing, accounts payable, and account reconciliations are done without interruption. The goal is to complete reconciliations on a monthly basis so adjustments can be done timely. Since the beginning of COVID19 related restrictions, the department has held weekly departmental meetings about concerns and difficulties that may arise with payroll and account payable processing. When all the staff was working from home, we accepted most invoices from departments electronically. This allowed us to continue processing bills for payment. Our records showed, other than a drop in the number of transactions for the first three weeks in April 2020, we continued to process the same volume of activity as if we were in the office. We also instituted a similar process with the Human Resource Department so that we were able to process personnel changes based on the paperwork received electronically. This again, allowed us to pay employees without interruption. The accounting staff has attended the Tyler User Group Conferences and Webinars to enhance our knowledge of the system and will continue to attend webinars as they are offered. The Town is beginning the process of changing its billing and collection applications in FY2022, which will impact the division's workload.

**Assessing:** FY2022 will pose a similar challenge to the preceding year in that close watch must be kept on the still burgeoning single-family home and condo market that has, if anything, showed no signs of slowing in calendar year 2020 despite the arrival of the coronavirus in mid-March. 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. Some builders appear to have changed their game in that they are now buying older homes to upgrade, add to and sell as what could be termed "semi-new construction. Many buyers still seeking "refuge" in Needham from astronomically high prices elsewhere, 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 appeared to be slowing were the "First Generation" McMansions that had lost some of their resale value in recent assessing cycles. In recent months this "weakness" in the market, seemed to be abating. Last year it was still too early to have amassed enough data on land sales to ascertain whether the "Small House" zoning regulations have affected land sale prices negatively or not. It is becoming clear, based on 2019 "teardown" land sales, that the going price for land is still on the increase and builders are designing homes that comply with zoning, but are still moving on the market at very high prices. It



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is this sustained land sale market that is behind the across the board 10% increase in base land values across all neighborhoods in the 10,000 zones that was reflected in the FY2020 residential values.

It is this surge in new construction, and the accompanying need to enter this data into our new computer-assisted mass appraisal (CAMA) system, that was the reason for the FY2021 increase in related services. This allowed the Town to rely on vendors to gather data on new construction, freeing staff from this mundane, but absolutely necessary task, and allows them to perform more productive analytical functions. The fact that this vendor was in place prior to the onset of the current health crisis proved to be a benefit in light of the fact that the technology that they employ allowed complicated properties to be measured without actually getting close to the property being measured. Freed from the task of "pulling a tape measure" the field staff was able to use their time, normally used physically inspecting properties, to gather information on interior listing from both the new, vastly improved, permitting system and online sources. Additionally, to track interior renovations, normally updated by onsite inspections, the office innovatively shifted gears yet again by dropping letters at these sites asking owners to respond as to the progress on the projects underway. The bottom line is this effort will hopefully be a compilation of new growth.

The residential market review for adjustment of the FY2022 values will be, for the most part accomplished in house by inspecting all properties that changed hands in 2020 to confirm that the physical information, as well as the description of the condition of the property in our database, is up to date. As with all aspects of COVID19 strategy, new methods for gathering this information had to be established since onsite visiting opportunities were extremely limited. The accuracy of our data on properties that changed hands in 2019 is essential to the statistical analysis that needs to be submitted to the Department of Revenue annually. Again, the staff, both on site and working remotely, used publicly available information, in addition to close scrutiny of building permits records, to account for improvements that might warrant an increase or decrease in the current assessed value as it relates to the 2019 sale price.

The biggest change for the assessing function in many years that began in FY2019 and will carry over into FY2022 will be the completion of the transition of the Community Software Consortium's (CSC) 36 member communities from "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 replaced. After an extensive review and consultation between the representatives of CSC member communities and MassIT, Tyler was selected, and a very favorable contract was negotiated. The State will be assuming the nearly \$2,000,000 in conversions costs, the largest share of which would have been Needham's, of the communities moving to the new system. Although the contract has a higher annual fee when compared to the unrealistically low CSC dues that the Town of Needham paid for years, the contract holds the costs for ten years. After the new valuation system was fully implemented, the Department of Revenue required what was termed a "Desktop 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 Department of Revenue, after an extensive review, involving the "snail mailing" of hundreds of records to the home of our certification advisor for review over the summer, gave its permission for Needham to produce a bill using the new system. The proposed FY 20 trial expense on our data collection vendor, as well as the more involved, DOR mandated, 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 FY2022. The data collection vendor, in addition to collection on residential properties, will expand their focus to cover

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adding sketches of commercial property to our IAS database. These sketches, which were mere window dressing in the old valuation system, are integral to the valuation equation in the IAS system. 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.

Despite the use of no outside legal services during FY2020, several potentially costly appeals were settled favorably for the Town. Additionally, successful "pre-billing" valuation agreements with high end commercial/industrial taxpayers, have taken the Appellate Tax Board (ATB) appeal option off the table in advance. As of this writing the office has no outstanding Appellate Tax Board cases of consequence still to be heard as a result of this strategy. Additional professional services may be required in FY2022, as a result of the value changes from the FY2020 revaluation and value adjustments from FY2020 to FY2021. One of the results of the business slowdown resulting from the State's Phase 4 COVID19 recovery plan was the seemingly endless extension of filing dates for aggrieved taxpayers at the Appellate Tax Board making it difficult to know if there are cases on the horizon.

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 Department of Revenue prior to certification of the FY2022 values. Previously significant cutbacks in Department of Revenue staff, brought on by the State's Early Retirement Incentive Program (ERIP) and the anticipated retirement of many of the remaining "seasoned veterans", in both the Division of Local Services and Bureau of Accounts personnel would present a challenge to the certification of tax rates in a timely manner. Obviously, this situation has been exacerbated in the current environment where State staffers are still working remotely for the most part. This will, likely, push cities and towns try to submit their data for review earlier in the cycle than ever before, while at the same time being at a disadvantage in the collection and analysis of that data. 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, temporarily stalled, but not stopped, will hopefully hit full stride for FY2022 and continue to improve going forward.

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

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industrial park has potential to continue its acceleration during calendar years 2020, 2021 and 2022 as planning and execution of the redevelopment of the former General Dynamics office properties into commercial, broadcast, hotel and residential is completed and potentially impressive construction by Boston Children's Hospital moves forward. The impact on overall rents in Needham Crossing due to facilities revitalization and the completion of the "add a lane" project, with its Kendrick Street ramp, would likely continue to be positive over time, but COVID19 has brought new uncertainties.

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 had previously done numerous onsite visits to many businesses during the year to verify the listings of assets submitted. After March 2020 visits were of necessity replaced by phone inquiries. This function of the office, although conducted almost entirely offsite, was the least affected by our unique "new" environment. 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. Eversource Gas and Electric also contributed nearly \$10 million to the personal property ledger as well. A sizable bump in the realm of personal property came to fruition as NBC moved equipment onto their new facility at 189 B Street. Needham Crossing projects currently on the horizon, in addition to the planned revitalization and expansion of the former Avery Manor property bode well for the continued expansion of the personal property account inventory. Unfortunately, we have already been advised that a number of smaller accounts will become economic victims of the virus.

Fortunately, the Town was not seriously affected by the economic downturn prevalent throughout the Commonwealth a decade ago and has seen an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013 and continued to increase through 2020. This seems to signal a continuation of the seller's market that was prevalent in the early to mid-2000's. The sustainability of this market, where bidding wars have become the norm, into calendar 2021, is yet to be seen. FY2022 may undoubtedly tell a vastly different story. FY2021 values are based on calendar 2019 economic activity while FY2022 values will be based of CY2020 activity. While some commercial landlords will be cushioned by leases that obligate 2020 payments from their tenants, there are sure to be necessary economic concessions they will need to make to retain those tenants going forward. The effects of these possibilities are not predictable at this time. What is certain is that properties that function as service businesses like, Needham's hotels, will require severe downward adjustments based on their pandemic induced reduction in income attributable to the property.

Passage of the Municipal Modernization Act has triggered several changes in the manner in which the Assessor's office conducts its business. First and foremost, was the move from a 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

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Department of Revenue requirements. While the office has been in the habit of making these interim year adjustments on our own for several years, we will have refined our "Market Movement" radar even further as we move into the first year of our advance towards the FY2025 revaluation.

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. Once again, after rounding an accelerated learning curve for working in a combined onsite/remote environment, the staff has been meeting benchmarks in all areas of assessment operations.

**Collector:** In both the Collector and Treasurer's functions Cybercrime has become one of the most prolific of technology related crimes. We have put in place extra security related to our virus protection and monitoring of bank accounts designating certain bank accounts as credit only accounts. We have been fortunate in that we have not fallen victim to any of these breaches but it very important that we remain diligent.

On March 23, 2020, the day to day operation of the office of the Tax Collector changed. We were aware that the epidemic had become a pandemic but were unprepared for the virtual shut down of in person town hall operations. Approximately 24,000 motor vehicle excise tax bills were mailed on February 28 and were due on March 28. The postal service was functioning, and the payment drop box at Town Hall was heavily used. We were able to continue to serve the taxpayers via email and by phone and made sure that funds were deposited. The Select Board enacted the Governor's emergency declaration which extended the due date for real estate tax bills from May 1, 2020 to June 29, 2020. This benefitted some taxpayers and slowed the receipt of tax revenues. Interest accrued on many bills which had a due date on or after March 10, 2020 was to be waived provided payment was received by June 29, 2020. However, on June 30, 2020 interest on late payments resumed and the interest was assessed back to the original due date of the bill. This required changes to our collection software to accommodate these directives. To reiterate, the Collector not only collects Real Estate and Personal Property but Water and Sewer bills, Miscellaneous Receivables such as Police Details, Fire Details, RTS fees and other billed charges. These bills continued to be mailed and payments made while the in-office workforce was and is still limited.

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

Although onsite staffing was limited, we have been able to work from home and monitor tax collections, bill, and follow up on delinquent accounts. Property owners who have a delinquent tax bill after the end of the fiscal year are notified of the past due amount and if unpaid are subject public notice of non-payment. If the account remains unpaid for ten days following advertisement, the statutory interest rate on outstanding tax balance increases from 14% to 16%. Real estate property tax is a priority claim. Any balance remaining unpaid is recorded at the Norfolk County

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Registry of Deeds to secure the tax lien.

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

During FY2020, the Collector worked 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. The new software needs to integrate with the Town's billing and collections software. We anticipate the initial integration to be completed in FY2021. In anticipation of this change the Collector has attended several demonstrations of collection software.

At the October 2020 Special Town Meeting the request for \$1,075,000 for the purchase of new billing and collection software was approved. Over the next year we will be concentrating our efforts on preparing an RFP, reviewing various software applications utilized by other communities and beginning the search for software that meets the needs of the Town, its employees and our residents.

In one-word COVID19 has impacted us as it has every facet of our normal life. The staff of the Collector's office has shown exemplary work ethic, dedication and professionalism. They have participated in establishing what can and cannot be done remotely and utilized their time in the office for only things that cannot be done from home such as reporting, researching and depositing checks.

**Information Technology Center (ITC):** During FY2020 the Information Technology Center continued its support of Town (non-School) Department technology hardware, software, services, and systems. Fiscal year 2020 continued with the increase in Information Technology Users due to a desire by the Town to have better communication with all Town employees. During this time, the Information Technology Center was able to transition the Town workforce to Microsoft Office 365. This has brought on several challenges that the Information Technology Center has worked through and continues to work through however the benefits of using Microsoft Office 365 with respect to the previous version of Microsoft Office have helped employees along several lines. Communication, file sharing, and project development have all benefited from moving the Town staff to Microsoft Office 365. The Information Technology Center has also been working with multiple Town Departments, through their requests, to advance and support more and more online applications giving the departments more flexibility and efficiency within their departments and processes. A major project that started in the second quarter of fiscal 2020 but got its official start in March is online permitting using the OpenGov Viewpoint Cloud software as a service. Because of the abrupt closing of the Town buildings due to COVID19 the Building Department, along with Public Works and the Health Department, had to quickly transition to an online model for permits. Since then the departments have successfully transitioned to having permits paid for online and they continue to develop new and improve on current online permits. The Information Technology Center is beginning the process of working with the Town Manager's Office and the Planning and Community Development Department to bring online permits and licenses specific to those functions. Several building projects, managed by the Building Design and Construction Department that had started in fiscal year 2019 and included support from the Information Technology Center



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were finalized during fiscal year 2020. These projects included, the Memorial Field House, the Jack Cogswell Building, the Public Safety Buildings, and the Sunita L. Williams Elementary School. The Public Safety Building at 88 Chestnut St (Fire Station 1) has taken up a lot of time with the Information Technology Center staff because of the significant amount of technology planned for all three buildings but also the data center for the three buildings was built during the construction of Fire Station 1. This required a tremendous amount of time and energy to maintain systems to keep them up and running during the construction of Fire Station 1 and the movement and installation of equipment. The Information Technology Center has continued its efforts to enhance network security both internally and through external access with the Information Technology Center working to design a more robust and strengthened security. As many are aware the rise in ransomware and other phishing opportunities have taken a toll on municipalities across Massachusetts and the country and the Information Technology Center continues to monitor and manage data in and out of the Town’s network. Fortunately, Needham’s Information Technology Users are more and more aware of these threats and often make us aware, which is the best line of defense, that they have received questionable emails and communications.

COVID19 put a significant strain on the department when the Town closed its offices in March. There was a great demand to continue as many services as possible so working out processes for this took up time. One of the most difficult parts was trying to provide hardware for people to use for working at home. It was surprising to the Information Technology Center the number of staff across all levels of the Town that did not have equipment such as laptops and desktops. There were even circumstances where Town staff did not have wi-fi in their homes. The Information Technology Center staff was able to pull in from other buildings laptops that were underused and with some chrome books on hand able to supply staff with much needed hardware. Information Technology Center staff was also able to provide licensing to Town staff to remotely access application for day to day work. Over the past five years there were approximately a dozen individuals with the ability to access applications remotely, and overnight, large numbers of staff needed this access. Another issue that had to be dealt with was how the Town would continue public meetings. As April rolled around more committees, commissions, and boards were looking for ways to have public meetings. By using Zoom, and some steep learning curves, the Information Technology Center was able to aid with hosting these public meetings and over time was able to help other department staff to manage and maintain their respective public meetings. Since then the Town has also created a presence on YouTube that was not there before with an ongoing collection of public meetings. There are continued talks between the Information Technology Center and Town staff on what the future of these public meetings look like as there is the hope for more in-person public meetings and also the availability of these meetings through Zoom or a similar application.

Specific to the members of the Information Technology Center the Network Manager continued his work on upgrading and strengthening the Town’s network with upgrades and enhancements to network security, resiliency, and redundancy. The current Public Safety Building and Fire Station 2 construction were major drivers during FY2020 and will be over the next couple of fiscal years. The Network Manager during FY2020 brought to fruition the work completed to design and recommend to the architect and technology consultants for the security and infrastructure of the Public Safety Building. The Technology Support Technician throughout the year continued to be an important asset within the Information Technology Center taking on day to day actions and requests as well as developing additional ways to make Information Technology Center functions more efficient and effective. The Technology Support Technician has also been able to assume responsibilities for several routine tasks that the Network Manager had been previously performing

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along with providing support when and where needed for the opening of Fire Station 1. The Applications Administrator and Computer Operator have continued to support enterprise applications, such as revenue and general ledger applications, the Town’s web site, development and support of online permitting, plus provides support and training both individually and with groups for desktop and web-based applications. Departments continue to look for support from the Applications Administrator due to the desire of other departments to use technology, mostly through online SaaS products, to enhance their processes. Since being relocated to the Public Services Administration Building to better coordinate services and projects between the GIS Administrator and the Department of Public Works the GIS Administrator continues in support of those projects. At this new location, the GIS Administrator continues to work with multiple departments assisting in analytical projects as well as preparing for infrastructure updates, flight imagery, and geospatial data collection.

The Information Technology Center continues its work to design and develop a network and infrastructure with strong security for Town buildings that are representative of the needs of the employees and the citizens. The Information Technology Center has been working on projects to develop a robust and redundant systems that will help Town staff work from any location. All the building projects completed or started during that time introduced technology that the old facility did not have. An obvious example of this is the new Public Safety projects. Significant processes have and will see changes in technology that were not there before the current construction, a large amount of which will have to be supported by the Information Technology Center. Items like radios and bell ring systems, the dispatch center, communication both through landlines and cellular are connected and run on new technology. Moving forward the Information Technology Center will need to provide more support and assistance to workers across the Town and Public Safety helping to learn and direct its use. These future demands will drive cost across the Town and Public Safety with the need for better infrastructure in some case replaced at time frames that are shorter than have been used in the past. Many requests will also be representative of upgrades to software, new software purchased both on-premise and in the cloud. The cloud, more specifically software as a service (SaaS), which as a vehicle has always been more expensive than on-premise applications. The Information Technology Center is also looking to determine what staffing, or positions, may be needed to continue the level of support desired. The current makeup of positions has been in place for ten years and with technology changing at an ever faster pace coming up with a different department makeup might benefit the Town better into the future.

**Parking Clerk:** The Office of the Parking Clerk processes appeal requests of parking tickets online, in person, and by mail. Appeal statements are reviewed and investigated promptly, and appellants are provided with written notification of appeal results. The office also prepares and processes handwritten tickets so that the information will be available to the collection office. Ongoing liaison is maintained with Treasurer’s office staff, Police 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 the applicable Massachusetts General Laws, and in a manner that secures the best value for the Town. By performing audits on procurement documents and facilitating education, resources, and guidance to all Town staff, the department seeks to ensure compliance while

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providing solutions to purchasing challenges that safeguard taxpayer’s dollars and promote a fair competitive process. The Department also has functional oversight of the procurement procedures conducted by individual departments and serves as a resource on procurement compliance.

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.

The Purchasing division encourages staff to seek state contract vendors whenever possible, 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 3% over the previous year. The Town has consistently maintained a top user status of the State Contract benefits and is currently in third place in the Commonwealth for overall number of purchase orders through the State’s purchasing platform.

The health crisis provided an opportunity to reassess the way in which we accomplish purchasing goals while continuing to remain compliant in the implementation of cost saving strategies. Bid Openings are now conducted via Zoom and uploaded to the Town’s YouTube Channel. The division implemented DocuSign for electronic signature, which has proven to be a time-saving and convenient tool in the contract execution process in a remote setting. The launch of a pilot purchasing card program for Town business played a key role in the Town’s ability to respond to emergency situations in which a quick manner of payment was needed. This program affords Town departments a safe, convenient and transparent method of purchasing that advances our mission in the community and expedites operations even if some of the staff is working remotely. During the first months of the crisis, the division helped organize a centralized procurement of much needed personal protective equipment, disinfectants and paper products for Town staff.

The Division 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.

**Treasurer:** The Treasurer’s office was not immune to the impact of COVID19. Interest rates plummeted as the Federal Reserve reduced the fed funds rate to virtually zero.

At the beginning of FY2020, investment income improved as interest rates rose to just under 2%. Enter the pandemic and the lowering of the Federal Funds rate resulted in a significant reduction in interest rates. General fund interest increased from \$434,310 in FY2018 to \$979,649 in FY2019 and FY2020 decreased to \$834,163 which, we believe, if not impacted by the pandemic would have continued to surpass FY2019. 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. Leaving nothing to chance and to protect the town funds even further, in FY2019 we placed certain accounts in a “credit only” (incoming funds only) status. This provides an additional layer of protection against fraudulent transactions. To protect against bank failures, we regularly review rating agency reports and, although collateralization is required for funds held in any one financial institution for more than 14 days, funds that are held by institutions with less favorable ratings are monitored more carefully. Funds must be available to meet all expenditures including payroll



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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 (CDs) 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. During Fiscal Year 2020 the longer duration CDs provided rates lower than short term CDs which were not competitive with Money Market rates and therefore the department did not take advantage of this legislation.

The Town via the Treasurer’s now offers electronic payment options to the Town’s 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.

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 \$8 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 person.

During FY2020 the Treasurer along with the Finance and Procurement Coordinator began the implementation of a pilot program to provide Purchasing Cards to Town Management. Similar to a credit card, this will allow certain employees to charge expenditures related to approved travel and other emergency expenses. This is proven to be a very valuable method of payment for our Managers during the current health crisis especially our Health and Human services department.

In FY2020, the Treasurer issued \$2,700,000 in Bond Anticipation Notes and \$54,139,000 in bonds which included a premium of \$5,117,414. With the change in law regarding how premiums may be used, we were able to use \$4,747,000 of the premium to reduce the amount of principal borrowed. We also refunded \$6,165,000 of a 2009 debt issue which was reduced by \$899,369 from the premium received on that transaction. This not only reduced the amount to be borrowed but reduced the amount of debt service to be assessed to Needham Taxpayers. The balance of the premium was used to pay debt issuance costs.

It is the responsibility of the Treasurer/Collector to collect all revenues due the Town to support the budgetary and capital project needs. This includes the receipt and reporting of State aid, various state grants and awards. The Treasurer is responsible for borrowing as needed for capital projects as voted by town meeting. On a day to day basis the Treasurer/Collector’s office assists all other town departments with billing and collections as problems and concerns arise. We ensure the safety, Liquidity and Yield for all Town funds. Without revenue where would we be?

We are in the primary stages of obtaining a new Revenue Software package. This will encompass, the billing and collection of real and personal property, motor vehicle excise, water and sewer billing, miscellaneous revenues. The new system must be able to maintain individual tax and ratepayer accounts and interface not only with the General Ledger but various other software that is used throughout the Town.

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Budget Statement	
<p>The <b>FY2022 base budget submission is \$3,567,110</b> which is a change of \$58,257 (1.7%) over the current budget of \$3,508,853. The current budget is inclusive of \$31,110 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 2020, and a general wage increase for non-represented employees. The submitted budget for FY2022 is reflective of a reduction and transfer of \$38,225 from the Finance Department budget for certain software licenses that will now be budgeted and carried by specific departments starting next year. If the amount was not transferred from the Finance Department the total submission would have been \$3,605,335, a 2.8% increase. 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 budget includes the \$45,000 for outside consultant services to do the network security upgrades that was approved last year. The DSR4 request last year was for \$90,000 to contract with consultants for those services, but it was agreed that the projects would be done over two-years at \$45,000 per year, rather than \$90,000 in one year. Below is a summary of the changes.</p>	
<p><b><u>Salary and Wages</u></b></p> <p>The fiscal year 2021 base budget submission of \$2,147,570 is <b>\$16,237</b> higher than the current budget of \$2,131,333, an increase of 0.8%, after accounting for the transfer from the Classification, Performance, and Settlements budget line by the Town Manager to reflect the changes to non-represented employee salary schedules and the merit raises. The number of benefit eligible FTE's for FY2022 is 24, which is the same as FY2021. The department also relies on the services of two part-time positions which are year-round but are not eligible for Town benefits; one is the Parking Clerk, and the other is an administrative support position in the Collector/Treasurer office.</p> <p>The submission includes step and longevity increases for the fourteen (14) employees who are members of the Needham Independent Town Workers' Association (ITWA) union which are based on the collective bargaining agreement with this group which expires June 30, 2021. There was no successor agreement for FY2022 at the time of the budget submission.</p> <p>The request also includes step and longevity increases, if applicable, for the five (5) non-represented positions. The wages are based on the FY2021 classification and compensation plans. Merit pay increases for managers, if any, for FY2022 would be funded through the salary reserve funded by Town Meeting and transferred by written approval of the Town Manager.</p> <p>The temporary and part-time wage expense is \$6,179, which is an increase of \$41 over FY2021. The \$27,743 allocation for overtime is \$720 more than FY2021, a 2.7% increase. The increase is due to the ITC division as the day-to-day demands has more work being done after the standard business day, after hours work in the Accounting division and an increase of \$150 in the Parking Clerk division. Some of the overtime budget increase was offset by a \$230 decrease in the Assessor's division overtime budget. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$10,300, \$800, \$1,000, \$5,143, and \$10,500 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$33,558, an increase of \$719, a 2.2% increase.</p>	

**Department Information**  
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**Services, Supplies, and other Expenses**

The fiscal year 2022 submission of \$1,324,540 is **\$42,020 higher** than the current appropriation of \$1,282,520, 3.3% more. The submitted request is reflective of the transfer of \$38,225 in software license expenses from the Finance Department to other departments effective for FY2022. We are starting to transfer the budgeting of software fees which specifically relate to a function of a single department to better identify costs that are specific to only to one department. The transfer is for department specific applications. However, the management and network requirements remain the responsibility of the ITC. Enterprise wide applications and software that is generally used by multiple departments will continue to be carried in the Finance Department budget. There are new expenses that the Finance Department must budget related to property assessments.

The Department of Revenue has transferred some responsibility (and cost) of valuing public utility assets. This is a cost of \$4,000 which is an assessing expense.

The Town also has an increased with valuing and updating commercial property accounts which involves an independent service to measure and verify building dimensions. The Department of Revenue is now requiring the Town to value commercial property annually by two approaches, one by cost and the other by income. In order to value property by cost the Town is required to have sketches of the commercial property so that the appraisal system can produce a value on current cost. Most of our commercial property is valued based on the "income" produced by that property. The Town has a contract with a firm that can produce the sketches electronically which is less expensive than doing the process manually. This is a budget increase of \$20,000 for the assessing division. The Town also has a cost for measuring newly constructed residential housing.

The Finance 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 FY2022. The table below shows the various dollar changes from FY2021.

**Operational Capital**

The FY2022 submission is level dollar at \$95,000. These funds provide for the purchase of replacement PCs, laptops, printers, low end data servers, and network components. The replacement of large servers, switch replacements, and expensive specialized equipment upgrades will continue to be submitted as part of the capital plan.

**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.

Fiscal Year 2022 Proposed Budget

Line Item	Division	Description	Change from 2021	Comment	Net Change
Professional & Technical	Assessing	Third party services	\$21,300	Contracted service for commercial building measurement and sketch validation; review and valuation of utility assets; new residential construction.	\$38,710
	Treasurer	Third party services	\$4,500	Higher debt service administrative fees.	
	Collector	Third party services	\$150	Based on volume and contract; the increase was lower due to a reduction in training costs	
	Parking	Third party services	\$8,655	Based on volume and contract	
	ITC	Software license fees	(\$38,225)	Single function applications transferred to the applicable departments Applicant Tracking Software - (Town Manager/Human Resources) \$7,500; Goldmine CRM Application - (Town Manager/Admin) \$1,050; GoPetie - (Town Clerk) \$3,000; IA Pro Professional/Blue Team Field Standards - (Police Department) \$6,100; Guest Communications Corp. My EOP Fire Department/EMS) \$3,675; Electronic Medical Record and Program Registration - (HHS/Youth & Family Services) \$4,000; Relevant Systems Inc FoodCode Pro - (HHS/Health) \$5,670; Theranest, LLC - (HHS/Youth & Family Services) \$720; Wilson Controls, LLC - DPW/Sewer) \$6,510	
	ITC	Software license fees	\$42,330	Increase in the annual license fees	
Communications	Finance	Postage	(\$10)	Based on three year average	\$6,810
	Purchasing	Wireless	\$660	Annual expense for phone related to interactions with the general public.	
	Assessing	Wireless; Printing & Mailing	(\$1,100)	Reduced based on average expenses which partially offset some of the increase in professional and technical services.	
	Treasurer	Postage	\$2,000	Based on a three year average and the expected increase in the postal rates next year. Mailings are required by law, notwithstanding other means of communication.	
	Collector	Postage	\$2,000	Based on a three year average and the expected increase in the postal rates next year. Mailings are required by law, notwithstanding other means of communication.	
	Parking	Postage	(\$70)	Reduced base on a fewer number of mailed communications.	
	ITC	Internet & Landlines	\$4,330	Increase in the annual fees	
	ITC	Wireless	(\$1,000)	Reallocation of the expense to another line item	
Office Supplies	ITC	Supplies	(\$500)	Reallocation of the expense to another line item	(\$500)
Other Supplies & Equipment	Assessing	Appraisal Supplies	(\$1,000)	Transferred to Professional & Technical	\$500
	ITC	Technology equipment related supplies	\$1,500	Reallocation of expenses from office supplies	
Travel & Mileage	Treasurer	Out of State travel	(\$2,200)	No longer on the User Group Executive Board	(\$3,550)
	Collector	Conference & Mileage	(\$1,350)	Reduced allowance to zero	
Dues & Subscriptions	Treasurer	Subscription	\$50	Higher cost	\$50
<b>Total</b>					<b>\$42,020</b>

**Department Information**  
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Department | Finance Department

**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 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
FY16	90%	90%	91%	90%
FY17	91%	90%	92%	92%
FY18	93%	93%	94%	94%
FY19	94%	95%	95%	95%
FY20	94%	96%	96%	98%

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

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

Results: (The decline in the 4<sup>th</sup> quarter of FY2020 is attributed to the slowdown caused by COVID-19)

Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
FY18	0.00%	0.00%	0.29%	2.00%
FY19	5.25%	9.65%	9.02%	8.78%
FY20	9.10%	9.24%	9.74%	3.29%

**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:

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Fiscal Year Audited	Comments	Prior Year Comments
FY2015	3	1
FY2016	4	1
FY2017	4	2
FY2018	4	0
FY2019	4	1

Assessing Division Recap

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

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

Results:

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2015. This was 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 were inspected by June 30, 2016. This was 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 were inspected by June 30, 2017. This was 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 were inspected by June 30, 2018. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,295 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2019** was \$318,749,520 (\$266,237,400 was residential property).

One hundred percent of the permits issued by the building department that had progressed to

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the point of adding value to the property were inspected by June 30, 2019. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,208 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2020** was \$264,705,884 (\$146,837,050 was residential property).

Approximately 100% percent of the permits issued by the building department that had progressed to the point of adding value to the property were inspected by June 30, 2020. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,142 properties were inspected. The estimated New Growth for **FY2021** was pending certification by the Department of Revenue at the time of this budget submission.

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

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

Results:

Of the 10,755 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.

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

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

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

Other Assessing Accomplishments and Activities

As a member of the Community Software Consortium Board of Directors, the Director of Assessing agreed to have the Town of Needham be a beta testing community of the new appraisal application. The Town of Needham was part of the team that collaborated with the staff of MassIT, Tyler Technologies, and the Department of Revenue’s Division of Local Services IT Bureau in conjunction with the two other beta communities. The Needham assessing staff collectively spent hundreds of hours in consultations with representatives of the different organizations refining the nuances of the new system to ensure a smooth rollout for the other



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Department: Finance Department

36 communities in the process of converting to the IAS system. Needham staff now serve as the Chair of the Tyler Conversion Group coordinating and facilitating the implementation of day to day use of the new system by those 36 communities in conjunction with Tyler support and Mass IT staff members. Most of these communities, including the Town of Needham, after an extensive review process, have received permission to produce tax bills using the system.

The office also took part in discussions with Boston Children’s Hospital to determine the amount of property tax such a facility could generate. This information was useful in the presentation and eventual zoning change approved by Town Meeting. Should the project come to fruition, the Town will realize additional revenue.

The Assessor’s office also managed to find a way to continue all previous operations at almost full capacity in spite of the current health issue, and the accompanying staffing limitations. These measures are outlined in greater detail in the Activities section.

Collector/Treasurer Division Recap

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

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

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

Fiscal Year	2016	2017	2018	2019	2020
1) Escrow Service Payments	17,689	17,786	22,700	15,936	17,712
2) Customer Payment by Check/Cash	52,666	50,823	44,066	52,803	47,886
3) Customer Payment by ACH	1,447	2,595	2,264	2,801	3,849
4) Total Payments (1+2+3)	71,802	71,204	69,030	71,540	69,447
5) Total Payments by Customer (2+3)	54,113	53,418	46,330	55,604	51,735
<b>I) Percentage of Customer Payments by ACH (3/5)</b>	<b>2.67%</b>	<b>4.86%</b>	<b>4.89%</b>	<b>5.04%</b>	<b>7.44%</b>
6) Escrow Service Amount Paid	\$42,818,683	\$44,942,065	\$47,546,434	\$46,402,811	\$55,040,391
7) Check/Cash Amount Paid	\$80,647,691	\$85,040,081	\$92,296,018	\$101,581,374	\$100,999,109
8) ACH Amount Paid	\$1,466,323	\$2,479,183	\$1,903,280	\$2,560,083	\$3,154,098
9) Total Amount Paid (6+7+8)	\$124,932,697	\$132,461,329	\$141,745,732	\$150,544,268	\$159,193,598
10) Total Amount Paid by Directly by Customers (7+8)	\$82,114,014	\$87,519,264	\$94,199,298	\$104,141,457	\$104,153,207
<b>II) Percentage of Amount Paid by Customers via ACH (7/10)</b>	<b>1.79%</b>	<b>2.83%</b>	<b>2.02%</b>	<b>2.46%</b>	<b>3.03%</b>



Department Information DSR1					
Department	Finance Department				
Utility Payments (Water and Sewer Service)					
<b>Fiscal Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
1) Customer Payments by Check/Cash	28,287	27,701	25,997	25,533	24,855
2) Customer Payments by ACH	8,320	8,245	8,588	8,454	8,979
3) Customer Payments Online	3,046	4,433	5,552	6,635	8,182
4) Customer Electronic Payments (2+3)	11,366	12,678	14,140	15,089	17,161
5) Total Payments (1+2+3)	39,653	40,379	40,137	40,622	42,016
<b>I) Percentage of Payments by ACH or Online (4/5)</b>	<b>28.66%</b>	<b>31.40%</b>	<b>35.23%</b>	<b>37.14%</b>	<b>40.84%</b>
6) Check/Cash Payment Amount	\$11,933,730	\$11,480,767	\$10,698,751	\$10,299,780	\$9,572,814
7) ACH Amount Paid	\$2,476,178	\$2,475,747	\$2,531,418	\$2,633,760	\$2,705,033
8) Online Amount Paid	\$890,654	\$1,502,689	\$1,854,878	\$2,249,617	\$2,723,619
9) Payment by ACH or Online (7+8)	\$3,366,832	\$3,978,436	\$4,386,296	\$4,883,377	\$5,428,652
10) Total Payment Amount (6+7+8)	\$15,300,562	\$15,459,203	\$15,085,047	\$15,183,157	\$15,001,467
<b>II) Percentage of the Amount Paid by ACH or Online (/10)</b>	<b>22.00%</b>	<b>25.74%</b>	<b>29.08%</b>	<b>32.16%</b>	<b>36.19%</b>

NOTE: 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 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 %

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

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

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

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Department: Finance Department

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

**Results:**

Percent change in the year-end delinquent tax receivables for FY2017 decreased by 0.08% compared to FY2016, with then a slight increase of 0.01% for FY2018. The year-end delinquent rate for FY2019 increased by 0.27%. The year-end delinquent rate for FY2020 increased by 0.63% compared to the prior year.

Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	Year End
FY2016	1.24%	2.10%	0.54%	0.67%
FY2017	0.87%	2.08%	0.58%	0.59%
FY2018	1.34%	2.28%	(14.00%)*	0.60%
FY2019	1.27%	2.16%	2.22%	0.87%
FY2020	0.91%	2.22%	1.94%	1.50%**

\*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. \*\* The FY2020 year-end delinquent rate was the highest it has been in years. This is attributable to COVID-19, not only the impact COVID-19 related restrictions may have had on the economy, but also the extra time that taxpayers were allowed to pay their property tax bills.

Information Technology Center Division Recap

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

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

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

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

- (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%
- (FY2019) Public Safety - 2,223.0 out of 2,227.0 = 99.82%
- (FY2020) Public Safety - 2,221.0 out of 2,227.0 = 99.73%

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

- (FY2016) 2,227.0 out of 2,227.0 = 100%
- (FY2017) 2,219.0 out of 2,219.0 = 100%

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<b>Department</b>	<b>Finance Department</b>
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(FY2018) 2,210.0 out of 2,210.0 = 100%  
 (FY2019) 2,225.0 out of 2,227.0 = 99.91%  
 (FY2020) 2,222.0 out of 2,227.0 = 99.78%

Total number of business hours Center at the Heights network was available:

(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%  
 (FY2019) 2,227.0 out of 2,227.0 = 100%  
 (FY2020) 2,227.0 out of 2,227.0 = 100%

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

Measure: Planned hours compared to actual hours.

Results:

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  
 FY2019: 50 hours were proposed, and the department provided 30 hours  
 FY2020: 50 hours were proposed, and the department provided 35 hours

Parking Clerk Division Recap

**1. Percentage of parking tickets appealed as a percent of total tickets issued.**

Measure: Number appeals over number of parking tickets issued.

Results:

	FY2016	FY2017	FY2018	FY2019	FY2020*
Parking Tickets	5,047	3,988	5,382	6,074	8,392
Appeals	369	318	432	479	701
Appeal %	7.3%	8.0%	8.0%	7.9%	8.4%

\* Reflects activity through March 3, 2020.

The Town has been stepping up enforcement of parking regulations over the past four years, but enforcement was curtailed with the onset of the COVID-19 restrictions.

Purchasing Division Recap

The Purchasing division's primary goal is a Town wide understanding and compliance of the procurement laws that govern every Town purchase of goods and services through training and

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Department Finance Department

guidance. Staff understanding of procurement requirements is measured by the number of unapproved and returned purchase order requests submitted via the accounting application because the requestor did not properly identify the procurement process used. In FY2020, overall purchase order requests declined by 11%, and the division saw an overall reduction of 35% over the number of requests that were returned in FY2019. This compares to FY2019 during which there was a reduction of 11.7% over the number of requests that were returned in FY2018.

Activity	FY16	FY17	FY18	FY19	FY20
Purchase Orders Reviewed	2,363	2,128	2,161	2,382	2,166
Contracts Drafted	41	43	52	74	85
Contracts Reviewed	307	306	347	341	308

Last year, the Town procured and implemented Municibid.com as its online auction services provider. In FY2020, in partnership with the Fleet Division of the Public Works Department, the Town competitively and successfully auctioned 12 pieces of equipment, which yielded a total of \$107,916 in sales revenue.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	2,147,570		2,147,570
b) Expenses	1,324,540		1,324,540
c) Capital	95,000		95,000
d) Total DSR2 & DSR4 Requests	3,567,110		3,567,110

V2022

Department Expenditure Detail DSR2																	
Department				Finance Department													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	24	0	24.0	24	0	24.0	24	0	24.0								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X	N/A	N/A								
Union Positions:		BCTIA		Fire A		Fire C	14	ITWA		NIPEA		Police		Police Superior		NA	10
<b>1. Salary and Wage Permanent Positions.</b>																	
a.	PRD1 Salary and Wages Base											1,989,811					
b.	PRD1 Differentials (Conditions, Requirements, Shifts)											16,842					
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity											11,307					
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation											3,000					
i.	PRD1 Budget Adjustments											7,772					
PRD1 Sub Total											2,028,732						
J	DSR3 Other Compensation											51,358					
Sub Total 1											2,080,090						
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Recording secretary various committees which work with the ATM/FD											1,418					
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											6,179						
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
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											10,300					
d.	Collector office overtime for seasonal demands											1,000					
e.	DSR3 Total											16,443					
Sub Total 3											27,743						
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave											24,558					
c.	Program Stipend											1,500					
d.	Tuition Reimbursement											7,500					
e.	Working Out of Grade																
f.	DSR3 Other Compensation																

Department Expenditure Detail DSR2		
Department	Finance Department	
Sub Total 4		33,558
5. Total Salary and Wages (1+2+3+4)		2,147,570
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Dell equipment maintenance services (19,700); IBM hardware maintenance (8,000); Mailing equipment repairs (1,300); Six multi-purpose copier service agreements (27,000); Office equipment maintenance contracts (1,000); Printer maintenance (8,100)	65,100
Rental & Leases (527X)	Postage meter rental (1,000)	1,000
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	AC - Accountants annual conference, quarterly training sessions, employee training (3,300) AC - Accounting consulting services (1,500) AC - Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance (66,500) AS - IAS Software CAMA system (16,845) AS - RRC Personal Property Interface (1,500) AS - Services related to residential, commercial, industrial, and personal property data collection and interpretation CIDARE (20,000) RRC (19,300) Utility Valuation (4,000) AS - State and County Assessing Association meetings, conferences classes and tutorial courses including MAA designation and re-certification required courses for staff DOR (5,650) AS - Valuation and taxpayer appeal related consulting services for land, commercial property, and personal property value defense (14,200) ATB (5,000) CT - Ambulance billing and processing services (35,000) CT - Collection service bureau fees (15,000) CT - Electronic payment processing (5,100)	1,038,355

Department Expenditure Detail DSR2	
Department	Finance Department
	<p>CT - Lockbox and payment deposit processing (12,700)</p> <p>CT - MCTA seminar and training registrations fees (500)</p> <p>FD - Other professional Services (725)</p> <p>FD - Professional outside trainers internal control program (250)</p> <p>FD - State and professional related seminars (750)</p> <p>ITC - Conference registration and training fees (1,500)</p> <p>ITC - Software applications and support fees (638,605) AMCS PC Scale; Archive Social; Carousel Aruba License; Central Square Computer Aided Dispatch (TriTech/IMC); Central Square Financial Application; Microsoft Power BI; Microsoft Office 365; Citrix ShareFile; Citrix Workspace Premium; CivicPlus; CJIS Solutions; Computer Generated Solutions; Cross Match Technologies; Dell Sonicwall; Dell VMWare; Delphi Technology (DHQ); Digicert (SSL Certs); DLT Solution AutoCAD; ESRI; FOIA Direct; IBM MaaS360; LogMeIn USA Inc (GoToMyPC); LogMeIn USA Inc (GoToAssist); LL Date Design; Maine Technical Source; PeopleGIS; Pitney Bowes; Aruba ClearPass Policy Manager; Barracuda Energizer Support; Bitdefender Desktop Protection; BMC TrackIT; Code42 Hosted Backup; Fortinet Security Gateway; Fortinet FortiAnalyzer; ManageEngine AD Manager; RSA SecureID Application Support; vRanger Backup &amp; Replication; SPS VAR IBM OS Maintenance; Squirrels LLC; General Ledger (Infinite Visions); ViewPoint Permitting Software.</p> <p>ITC - Technical assistance consultants and vendors (45,000)</p> <p>ITC - Network Security Upgrades (45,000)</p> <p>PC - Parking ticket processing (29,130)</p> <p>PO - Procurement regulation (400)</p> <p>PO - Purchasing and procurement professional development (650)</p> <p>TC - Banking, credit card, and electronic payment fees (36,000)</p>

Department Expenditure Detail DSR2		
Department	Finance Department	
	TC - Bond Counsel related expenses not otherwise funded (2,000) TC - Continuing Disclosure filings (3,000) TC - Debt administration fees (9,000) TC - Mass Collector and Treasurer conferences and annual school registration (250)	
Communications (534x)	AC - Postage (350) AS - Postage, certified notices, and printing and mailing (3,500) AS - Wireless communication (900) CT - Postage for tax, excise, general, and collection notice billings (52,500) CT - Printing and mailing services for tax and other receivables (22,350) FD - Postage, printing, & mailing (100) ITC - FIOS (3,500), Internet IP (27,865) services ITC - POC Lines (Faxes) (465) ITC - Wireless communication systems (6,500) PC - Postage (150) PO - Wireless communication (660) PO - Legal notices (600) TC - Courier services (700) TC - Postage for general notices, certified notices, compliance notices, and payments (15,000) TC - Printing and mailing services for non-collection communications (2,000)	137,140
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Armor car service (2,500)	2,500
Office Supplies (542x)	AC - General supplies including pens, pencils, office equipment supplies, ink, folders, paper stock, binders, non-print envelopes, labels, W-2, Misc-1099, etc. (3,000) AS - Office supplies and materials plus state forms (personal property info list) income and expense forms (commercial/industrial, mixed use and apartments) and other assessing supplies (1,500) CT - Office supplies and materials CT (1,000) FD - Office supplies and materials including budget and capital plan materials, risk insurance (800) ITC - Office supplies, computer forms,	11,380



Department Expenditure Detail DSR2		
Department	Finance Department	
	and materials (3,500) PO - Office supplies and procurement forms and other materials (280) TC - Office and money handling supplies and materials (1,300)	
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	AS - Field inspection "calling cards", and property cards and field tablet (300) AS - Field use equipment tablet (1,000) ITC - Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. (44,000) ITC - Mail equipment supplies (1,500) TC - Parking permits (2,400)	49,200
Governmental Charges (569x)	TC - County Fees (980)	980
Travel & Mileage (571x - 572x)	State and professional related required travel for town business; employee attendance at conferences & seminars and other required travel; required course for staff: AC (5,400); AS (2,500); CT (0); FD (700); ITC (2,950); PC (0); PO (650); TC (1,400)	13,600
Dues & Subscriptions (573X)	AC - Accounting related association dues and subscriptions (300) AS - Assessing related association dues and subscriptions (850) AS - Other subscription fees (350) FD - Professional related association dues and subscriptions GFOA; MGFOA; NESGFOA (310) ITC - Technology related association dues and subscriptions MGISA (300) PO - Procurement related association dues and subscriptions MAPPO (225) TC - Bank rating subscription service (250) TC - Collector and treasurer related association dues and subscriptions (200)	2,785
Other Expenses (574 X - 579x)	Town Treasure and Tax Collector and	2,500

Department Expenditure Detail DSR2				
Department	Finance Department			
	Asst Treasurer/Collector bonds (2,500)			
6. Total Expenses				1,324,540
DSR2C				
Capital Equipment Replacement (587X)	Technology Equipment			95,000
7. Total Operating Budget Capital				95,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				3,567,110
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
				V2022

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.	800			X	
2	Technology Center overtime related to extended, evening callback, and weekend work.	10,500			X	
3	Parking enforcement appeals research and after hours support	5,143			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)	39,424	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	67,801				
Sections						
	Amount Reported Under DSR2A Section 1	51,358				
51	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3	16,443				
	Amount Reported Under DSR2A Section 4					
II	Total	67,801				



Fiscal Year 2022 Proposed Budget

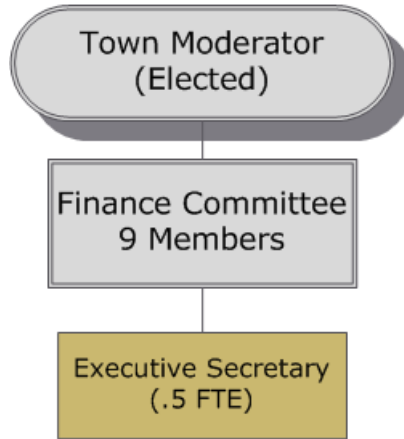
Finance Department	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	2,080,090		2,080,090	14,757		2,065,333	1,924,070	1,805,079	1,693,913
Salary & Wage Temporary	6,179		6,179	41		6,138	2,874	7,725	834
Salary & Wage Overtime	27,743		27,743	720		27,023	17,247	12,961	14,520
Salary & Wage Other	33,558		33,558	719		32,839	19,678	18,565	24,743
Salary and Wage Total	2,147,570		2,147,570	16,237	0.8%	2,131,333	1,963,870	1,844,330	1,734,011
Repairs and Maintenance	65,100		65,100			65,100	7,141	33,462	23,466
Rental and Leases	1,000		1,000			1,000			171
Other Property Related									
Professional & Technical	1,038,355		1,038,355	38,710		999,645	757,144	667,443	499,061
Communications	137,140		137,140	6,810		130,330	119,911	108,736	112,907
Recreation									
Other Purchased Services	2,500		2,500			2,500	2,500	2,595	35,738
Energy Supplies									
Office Supplies	11,380		11,380	(500)		11,880	7,585	14,390	8,409
Building & Equipment Rprs/Sp								66	
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	49,200		49,200	500		48,700	61,681	60,100	84,597
Governmental Charges	980		980			980	530	836	912
Travel & Mileage	13,600		13,600	(3,550)		17,150	6,233	12,411	9,129
Dues & Subscriptions	2,785		2,785	50		2,735	1,680	1,555	5,270
Other	2,500		2,500			2,500	2,313	2,313	2,313
Expense	1,324,540		1,324,540	42,020	3.3%	1,282,520	966,718.93	903,906	781,972
Capital Equipment	95,000		95,000			95,000	79,988	89,996	68,475
Budget Capital	95,000		95,000			95,000	79,988	89,996	68,475
<b>TOTAL</b>	<b>3,567,110</b>		<b>3,567,110</b>	<b>58,257</b>	<b>1.7%</b>	<b>3,508,853</b>	<b>3,010,577</b>	<b>2,838,232</b>	<b>2,584,458</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Analyst	GE18	1.0	71,058	0.0%	1.0	71,061	1.0	66,982
Administrative Specialist	I15	1.0	59,982	3.0%	1.0	58,227	1.0	54,873
Applications Administrator	IE20	1.0	81,491	3.0%	1.0	79,131	1.0	74,568
Assistant Director of Assessing	GE20	1.0	85,605	0.0%	1.0	85,620	1.0	83,109
Assistant Town Accountant	GE20	1.0	85,605	0.0%	1.0	85,614	1.0	83,109
Assistant Town Manager Director of Finance	K28	1.0	161,502		1.0	161,502	1.0	154,726
Assistant Treasurer Collector	GE20	1.0	85,605	-0.1%	1.0	85,702	1.0	83,206
Computer Operator	I16	1.0	66,905		1.0	66,905	1.0	64,955
Department Assistant 1	I12	1.0	48,224		1.0	48,224	1.0	46,820
Department Assistant 2	I13	1.0	52,826		1.0	52,826	1.0	51,285
Department Specialist	I14	4.0	226,787	0.6%	4.0	225,344	4.0	214,661
Director of Assessing	K24	1.0	118,249	0.0%	1.0	118,249	1.0	113,397
Director of Management Information Systems	K25	1.0	122,326		1.0	122,326	1.0	118,101
Field Assessor	I18	1.0	67,626	3.0%	1.0	65,676	1.0	63,765
Finance & Procurement Coordinator	GE21	1.0	91,845	0.0%	1.0	91,855	1.0	89,174
GIS Database Administrator	IE20	1.0	85,605		1.0	85,605	1.0	83,109
Network Manager	IE23	1.0	105,261		1.0	105,261	1.0	102,200
Payroll Coordinator	I18	1.0	65,676		1.0	65,676	1.0	63,765
Technology Support Technician	I19	1.0	74,217		1.0	74,217	1.0	69,986
Town Accountant	K24	1.0	111,637		1.0	111,637	1.0	107,781
Town Treasurer & Tax Collector	K24	1.0	121,779		1.0	121,779	1.0	117,573
Longevity			11,307	6.6%		10,607		10,375
Differential			16,842	0.0%		16,842		16,352
Education								
Extra Holiday								
Other Pay			3,000			3,000		4,120
Stipends								
Budget Adjustment			7,772	-14.4%		9,079		14,611
Total		24.0	2,028,732	0.3%	24.0	2,021,965	24.0	1,952,603

## Department Organizational Chart

### Finance Committee



#### 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	Finance Committee
Department Mission	
<p>The Finance Committee is responsible for recommending a balanced budget for the following fiscal year to Town Meeting for its consideration and vote. Of equal importance, the Finance Committee makes recommendations to Town Meeting on capital requests and other issues with financial implications.</p>	
On the Horizon	
<p>The Finance Committee expects to be able to 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 despite the current COVID-19 health crisis. The Finance Committee continues to hold its regular meetings to deliberate issues of financial importance to the town and to make decisions, although meetings are being held electronically (as of the date of this submission) due to public health requirements.</p> <p>The Finance Committee has continued to be in close communication with the Select Board and the School Committee, as well as Town Administration and School Administration to follow the operational changes due to the COVID-19 pandemic and the consequential budget effects.</p> <p>The Finance Committee also expects to continue to pay close attention not only to the operating budget but also to ongoing capital projects, particularly the Public Safety construction project, and to review the scope and proposed financing methods for upcoming capital projects.</p>	
Budget Statement	
<p>The budget is essentially level-funded (\$5 increase in the salary line; no increase in expenses). COVID-19 is not expected to affect this budget.</p>	
Accomplishments and Activities	
<p>The Finance Committee continues to work closely with the Board of Selectmen, the School Committee, the Permanent Public Building Committee and other boards and committees, as well as Town and School Administrators, to develop the annual Town budget as well as the five-year capital plan, and also to monitor current spending and prepare for future spending needs.</p> <p>Some of the Finance Committee's most significant accomplishments during last year, FY2020, included:</p> <ul style="list-style-type: none"> <li>-Development of the FY2021 operating budget to recommend to Town Meeting, after holding budget review hearings with heads of each Town department;</li> <li>-Making recommendations to Town Meeting on capital requests and warrant articles with financial implications;</li> <li>-Oversight of Reserve Fund and authorization for transfers to other budget lines as needed;</li> <li>-Review of the FY2021-FY2025 Capital Improvement Plan;</li> <li>-Monitoring costs of ongoing capital construction projects including issues that have cropped up during the construction of the new Public Safety buildings, and the wrapping up of the Sunita Williams School project;</li> <li>-Examination of potential costs and benefits of the Green Communities designation;</li> <li>-Consideration of financial implications of proposed zoning for Highway Commercial 1 district;</li> <li>-Review of the planned staffing increase for the Police Departments;</li> <li>-Review of School Department's programming and associated staffing needs; and</li> <li>-Monitoring early effects of COVID-19 pandemic on Town operations, budget and revenue.</li> </ul>	

Department Information DSR1			
Department		Finance Committee	
<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	39,682		39,682
b) Expenses	1,400		1,400
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	41,082		41,082
			V2022



Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	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	0.5	0	1	0.5	0	1	0.5
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Union Positions:		BCTIA	Fire A	Fire C	ITWA	NIPEA	Police	Police Superior	NA 1
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							39,530	
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							152	
							PRD1 Sub Total		
J	DSR3 Other Compensation								
							Sub Total 1		
							39,682		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
							Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
e.	Working Out of Grade								
f.	DSR3 Other Compensation								
							Sub Total 4		

Department Expenditure Detail DSR2				
Department		Finance Committee		
5. Total Salary and Wages (1+2+3+4)				39,682
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: Mass. Municipal Assoc. and ATFC Annual Meetings	930		
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	General office supplies, copies, name plates	100		
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)	Assoc Town Finance Committee (ATFC)	370		
Other Expenses (574 X - 579x)				
6. Total Expenses				1,400
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				41,082
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	x
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?				
	YES		NO	x
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?				
	YES		NO	x
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?				
	YES		NO	x
V2022				

Fiscal Year 2022 Proposed Budget

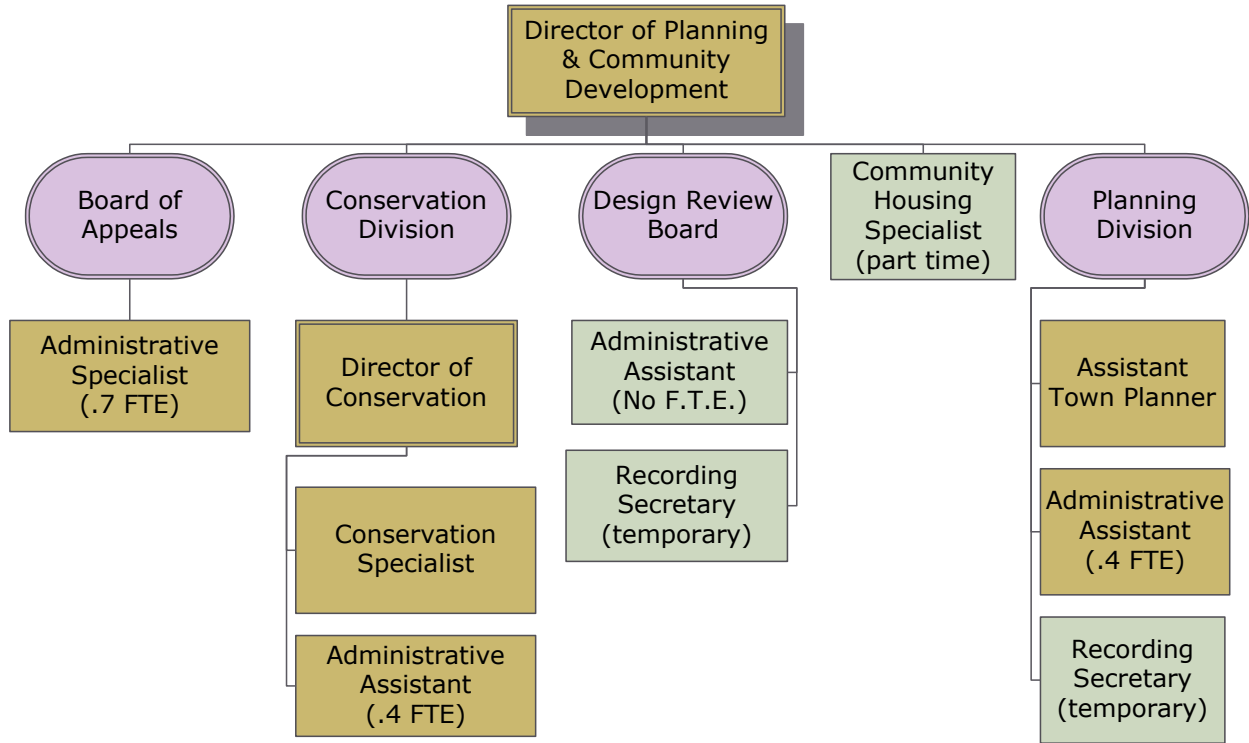
Finance Committee	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	39,682		39,682	5	0.01%	39,677	38,374	37,257	36,349
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total	39,682		39,682	5	0.0%	39,677	38,374	37,257	36,349
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	930		930			930	185	595	765
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100		100			100			21
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment							23	25	
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions	370		370			370	345	345	345
Other									
Expense	1,400		1,400			1,400	553	965	1,131
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>41,082</b>		<b>41,082</b>	<b>5</b>	<b>0.0%</b>	<b>41,077</b>	<b>38,927</b>	<b>38,222</b>	<b>37,480</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Finance Committee, Executive Secretary	GE19	0.5	39,530	0.0%	0.5	39,525	0.5	38,374
Longevity								
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			152			152		294
Total		0.5	39,682	0.0%	0.5	39,677	0.5	38,668

## Department Organizational Chart

### Planning and Community Development



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	Planning and Community Development
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**Department Mission**

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

**On the Horizon**

With the advent of CoVid19, the Planning and Community Development Department moved in one week to a work protocol which was totally remote and where the permitting obligations across all divisions were re-envisioned in this new environment. To that end, the Department set up an electronic permitting protocol which allowed the Planning, Conservation and ZBA divisions to continue to meet their respective statutory permitting obligations remotely and without interruption. Applications were accepted remotely, filings were made with the Town Clerk, decisions were signed and recorded at the registry all in the post CoVid19 environment as had been the case before the pandemic. Tasks which needed attention in the office with physical attendance were coordinated across staff and times in the office were coordinated to assure there was no in-person staff interaction. Meetings with applicants are now held remotely with zoom and with other Departments such as Building, Police, Fire, Engineering participating as necessary. All Board meetings and public hearings were moved to the zoom format as well. Lastly the Design Review Board which had long been the least formal in its meeting format has moved to electronic filing and staffing consistent with the remainder of the division. Although it was a stressful time of learning new tools and designing new methods for accomplishing Department goals, Department staff were successful in keeping the Department running smoothly and in assuring that the Board’s served were able to meet their statutory obligations. The Town was very fortunate to have a team of people in place who were creative in their problem-solving strategies and in making this new system work successfully. Looking back a great deal was accomplished in a very short period.

The key challenges facing the Planning Board and the Planning and Community Development Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. 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 are 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.

As relates to Needham Crossing, the Planning and Community 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.

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<p>Most specifically, the Planning and Community Development Division continues to oversee the permitting and build-out which is occurring within the New England Business Center and the Center 128 project in particular. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2<sup>nd</sup> Avenue Residences.</p> <p>The Center 128 West Development, approved by the Planning Board in April of 2013, consists of: (a) four office/research and development buildings with a total combined square footage of approximately 740,000 square feet; (b) two free standing parking garages (to contain a combined 3,525 parking spaces); (c) 117 surface parking spaces; (d) a hotel comprising approximately 89,740 square feet and containing 128 guest units, together with (e) associated driveways, landscaping and other associated site improvements. A portion of the development has been constructed, which includes the hotel, Building 3 (currently occupied by TripAdvisor, Inc.), a portion of Garage B (2,070 spaces) and 153 interim surface parking spaces. Accordingly, three (3) office buildings (Buildings 1, 2 and 4) with an aggregate of approximately 452,000 square feet, Garage A, a portion of Garage B, and the remaining associated landscaping, driveways and other site improvements have yet to be developed.</p> <p>In October 2020 Boston Children’s Hospital filed a special permit application with the Planning Board seeking to amend the approval for Center 128 West. The Applicant is seeking to construct Building 1 as an approximately 224,000 square foot Pediatric Medical Facility, to complete the construction of Garage B by adding 530 parking spaces and to construct an interim surface parking lot with 105 spaces at 37 A Street. Building 2 and Building 4 are expected to be constructed later and the approved use is currently expected to remain office as set forth in the existing special permit. It is anticipated that the special permit amendment for this project will be issued by the Planning Board by the end of this calendar year.</p> <p>The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East completed project include: the expansion of Parking Garage B at Center 128 West to accommodate the redevelopment planned at Center 128 East, the renovation and occupancy of the building located at 77A Street to accommodate the SharpNinja headquarters and the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters.</p> <p>In summary, Center 128 at completion (with the Boston Children’s Hospital amendment) will include a Pediatric Medical Facility, three new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, and 19,000 square feet of retail space. Parking for 4,100 cars distributed across 3 structured parking garages along with surface parking for 778 cars is also planned. The combination of elements is expected to be completed by June of 2023 and will represent a major step forward in the implementation of the vision developed for the district. Lastly, the construction of the 2<sup>nd</sup> Avenue Residences comprising 390 residential housing units and associated structured parking at 2<sup>nd</sup> Avenue was completed in the spring of 2018 with full rent-up completed in the fall of 2019.</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</p>	

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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 Community 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 N<sup>2</sup> corridor. Lastly, the Division has worked with the City of Newton on the new N<sup>2</sup> initiative project. The N<sup>2</sup> 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 N<sup>2</sup> Innovation District. A district director was hired, marketing materials created, and a website to promote the district and encourage economic development implemented.

The Planning and Community Development Division further continued with implantation of the Needham Center Planning effort. The Planning Board has initiated a review of the zoning plan which was established for the Lower Chestnut Street area through the Overlay District to determine if it is meeting its stated objective of establishing a pedestrian friendly streetscape with multi-use development in the form of a traditional New England Village. Identified barriers and adjustments are planned at subsequent Town Meetings.

The Housing Division supports the Town's efforts to promote and maintain affordable housing opportunities in partnership with the Needham Housing Authority (NHA), non-profit and for-profit developers and service providers, other Town departments, as well as other public entities. The Housing Division also provides professional support to collect and analyze housing-related data, coordinates potential affordable housing initiatives, monitors affordability for several housing developments, ensures compliance with funding sources, and addresses inquiries related to housing issues. Another important activity involves the staffing of the Needham Affordable Housing Trust which was established in 2018 to serve as the Town’s entity for overseeing housing issues and managing a dedicated fund in support of affordable housing initiatives. The Fund has been receiving funds related to the monitoring of affordable housing units, including resale fees as affordable homeownership units turnover.

The 2019 Annual Town Meeting approved \$50,000 in additional funding from the Town’s General Fund to introduce a Small Repair Grant Program that provides grants of up to \$4,000 to homeowners 60 years and older and with incomes at or below 80% of area median income to make modest repairs or alterations to their homes for health and safety reasons. All funding from the 2020 fiscal year have now been encumbered with 13 participants. Repairs made during the Program’s first year of operations indicates that most repairs related to accessibility including walkway and railing improvements for example. Most repairs also involved work on the exterior of homes which is not surprising given the pandemic. Almost all of the grants involve the maximum amount available during the first year of funding or \$4,000. Funding for a continuation of the program has been included in the FY 2022 budget request. It is anticipated that the Housing Division will continue in the role of Program Administrator.

The 2020 Special Town Meeting recently appropriated \$120,000 in Community Preservation Act



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funds to create an Emergency Rental Assistance Program. This is being combined with a \$50,000 grant the Foundation for MetroWest secured from the MA Covid-19 Relief Fund for a total program budget of \$170,000. This program is specifically for Needham residents who have lost income due to the Covid-19 pandemic. Renters earning at or below 80% area median income will be eligible, but preference will be given to those who are at or below 50% area median income. Renters living in affordable 40B units are eligible for the program. Those living in a Needham Housing Authority unit or who have a Section 8 voucher, MRVP, or other public housing subsidy are not eligible. The program will provide 50% of a household’s monthly rent with a maximum monthly assistance of \$1,500. This rental assistance will be provided for 3 months. We estimate being able to support approximately 65 households. The Town is in the process of contracting with a housing-related non-profit to administer this program. That organization will handle applications, verify eligibility, and run a lottery if we have more applicants than we can support. They will also be securing contracts with both the tenant and the landlord and disbursing checks directly to landlords. It is anticipated that the Housing Division will continue to provide administrative oversight as the program progresses.

Finally, the Conservation Division has identified the following primary goals for FY2021: (1) Fulfilling ongoing obligations for technical support of the Conservation Commission through processing of permit applications under the MA Wetlands Protection Act and the Town of Needham Wetlands Protection Bylaw; (2) Assisting in the implementation of the Comprehensive Trails Master Plan in conjunction with the Park and Recreation Department and the re-invigorated Trails Advisory Group; (3) Continuing the coordination of the Ridge Hill/Nike Study and Assessment - This project will assist the Town in characterizing existing site conditions and constraints and identifying potential uses that may be possible; (4) Finalization and implementation of the Town’s Open Space and Recreation Plan Update in conjunction with the other pertinent town departments; (5) Assisting various Town departments in assessing compliance with the Town’s NPDES permit and other initiatives; (6) Expanding management activities on Conservation lands to promote use and protect valuable natural resources; (7) Implementing a signage initiative to improve consistency and quality of signage at conservation lands across town, purchase trail markers, maintain and/or construct new kiosks as well as bird boxes for various properties; (8) Organize themed trail walks with the public and Conservation Commissioners on Conservation lands; and (9) Continue to facilitate presentations to the public on interesting, timely topics.

**Budget Statement**

Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the three 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. In Fiscal Year 2016 a further consolidation occurred with the merging of the

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Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. Lastly, in FY 2021 the Economic Development Director position was reclassified to Economic Development Coordinator and the position was moved from the Planning and Community Development Department to the Select Board under the Town Manager. We believe that the reorganization has been successful in improving operational efficiency and interdepartmental coordination and thus has enhanced service delivery to Needham’s constituents.

In Fiscal Year 2017, the Department secured funding through 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 FY 2017, FY 2018, and FY2019 reduced CPA allocations were required for the Housing Specialist position during the noted years thereby leaving enough CPA funds available to fund the position for an additional three fiscal years. Accordingly, the Fiscal Year 2022 budget request again allocates 50 percent of position costs for the Housing Specialist to CPA and 50 percent to the general fund. Finally, in FY 2021 the Economic Development Director position was reclassified to Economic Development Coordinator and the position was moved from the Planning and Community Development Department to the Select Board under the Town Manager. This reorganization is reflected in the staffing plan for the Department which now eliminates the annual personnel expenditure associated with this position. As relates the operating component of the FY2022 budget this expenditure remains level funded. The \$750 provided in support to the Economic Development Director has been reallocated to the Professional and Technical Services, Communication and Mileage expense line items within the Planning component of the budget. This adjustment is reflected in the following budget categories: professional and technical services, communications, travel and mileage and dues and subscriptions all as further detailed in the table below.

**Table 1: Detail of FY 2022 Budget Changes**

Category	Change from FY 2021	Comments
Professional and Technical Services	\$500	Increase in Professional & Technical Services for Planning Division.
Communications	\$200	Increase in wireless communication cost to accommodate cell phone service for Director based on FY 2020.
Office Supplies	No Change	
Building and Equipment Supplies	No Change	
Other Supplies and Equipment	No Change	
Government Charges	No Change	
Travel and Mileage	-\$500	Elimination of mileage allocation (\$200) and in-state travel (\$400) for Economic Development Director due to Reorganization. Increase in in-state travel for planning division

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		(\$100).
Dues and Subscriptions	-\$150	Elimination of professional dues for Economic Development Director due to reorganization.

### Planning and Community Development Division

In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal appropriation to the Home Program was reduced and thus Needham's annual allocation was lowered to approximately \$36,000 annually. Beginning in FY2014 HOME funds not spent by a member community during the year have been placed in a pool where said funds are awarded on a competitive basis to Consortium members. Previously Needham was able to allow its funds to accumulate over a period of five to six years so that a critical mass could be developed to support a desired project. Although project funding is not guaranteed it is felt that having a 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 FY2021 is expected to remain in the range of historic norms following a slight increase in FY2019 due in large part to one significant project at Center 128 East namely NBC Universal.

**Table 2: Planning and Community Development Application Fees & Grants**

	FY '18	FY '19	FY '20	FY '21*	FY '21**
Application Fees	\$10,445	\$26,168	\$12,271	\$4,925	\$13,500
Zoning By-Laws	\$60	\$15	\$60	\$0	\$60
Zoning Maps	\$0	\$15	\$15	\$0	\$15
Subdivision Regulations	\$0	\$0	\$0	\$0	\$0
Grants/Donations	\$3,004 <sup>a</sup>	\$5,369 <sup>b</sup>	\$2,194 <sup>c</sup>	\$1,361 <sup>d</sup>	\$3,000
Traffic Mitigation Fee					
Total	\$13,509	\$31,567	\$14,540	\$6,286	\$16,575

<sup>a</sup>Home Program (\$3,004 received).

<sup>b</sup>Home Program (\$5,369 received).

<sup>c</sup>Home Program (\$2,194 received).

<sup>d</sup>Home Program (\$1,361 received).

\*Revenue received July 1, 2020 through October 20, 2020.

\*\*Projected revenue to June 30, 2021.

### Conservation Division

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During FY2020, the Conservation Commission met formally a total of eighteen (18) times and held a total of sixteen (16) public hearings. During FY2020 the Conservation Commission collected a total of \$8,750 in fees and there were two (2) fines issued. Permitting activity for FY2021 is expected to increase from FY2020 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 2017	48	\$22,340	\$ 6,790.00	\$8,800
FY 2018	35	\$20,812	\$ 5,062.00	0
FY 2019	30	\$10,810	\$ 3,350.00	\$300
FY 2020	16	\$8,750	\$ 2,500.00	\$2,200

**Board of Appeals Division**

In FY20, the Board of Appeals met formally a total of nine (9) times and held a total of twenty-six (26) public hearings and one (1) informal hearing. During FY2020, the Board of Appeals collected a total of \$9,600 in fees in fulfilling its regulatory function as noted below.

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

Fiscal Year	Number of Public Hearings	Number of Informal Hearings	By-Law Fees Collected
FY 2016	32	6	\$49,200
FY 2017	20	4	\$7,964
FY2018	30	2	\$4,900
FY2019	39	2	\$9,300
FY2020	26	1	\$9,600

**Accomplishments and Activities**

**Planning and Community Development Division**

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

**Review and Approval/Disapproval of:**

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

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- Scenic Road Applications
- Outdoor Restaurant Seating Applications
- \* This includes Special Permit Decisions, with legal notices, public hearings, and written decisions.
- Review and Advisory Reports on:**
  - Site Plans of certain smaller developments (minor projects)
  - Applications to the Board of Appeals for variances and special permits
  - Petitions for acceptance/discontinuance of public ways
- Initiation, Development, and Presentation of Proposed Zoning Amendments to Town Meeting**
- Reprinting of Town Zoning By-Laws and Zoning Map**
- Preparation and Maintenance of a Master Plan** and related planning studies to guide future physical growth and development in Needham (including studies referred to the Board by Town Meeting)
- Revisions to “Subdivision Regulations and Procedural Rules of the Planning Board” and printing of the same**
- Provision of Information on Planning, Zoning and Development matters to the public (including residents, developers, and other government agencies)**

In its capacity as a special permit granting authority, the Planning Board in FY2020 processed five (5) applications as “Major Projects” under the Site Plan Review By-Law. This represented a significant decrease in the number of applications filed over prior fiscal year where filings had historically averaged 20 filings per year. The decrease in filings can be attributed to the onset of the pandemic and the reduction in application filings which followed. Permitting activity for FY2021 however is expected to increase to historical levels.

In addition, the Board reviewed and approved five (5) subdivision plans, and seven (7) plans were endorsed “Approval-Not-Required (ANR)” under the Subdivision Control Law, meaning that the lots created or altered on such plan’s met minimum frontage requirements. Finally, 1 scenic road application was filed and processed during FY 2020.

The Board of Appeals referred twenty-three (23) applications for variances, special permits, comprehensive permits, and administrative appeals to the Planning Board last year, and as required by the Zoning By-Law, the Board reviewed each application and submitted its recommendations in writing to the Board of Appeals were warranted.

Planning Studies currently underway and recently completed are as follows:

Land Use and Zoning Study for the Industrial-1 and Industrial Districts: Working with the Industrial sub-committee from the Council of Economic Advisors, residents, businesses and elected officials the goal of this planning 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 Select Board in the fall of 2017. The Select Board reviewed the report and secured citizen input on

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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 held zoning hearings on the draft zoning articles prepared by the CEA to implement the study recommendations on the noted District in February of 2019, revised the zoning articles based on public input and the Board’s overall policy review, and then presented those updated zoning initiatives at the October 2019 Special Town Meeting. The articles were not adopted in the form presented at the October 2019 Town Meeting where concerns with the overall proposed density profile, traffic impacts, use profile and lack of sustainable development principles were noted.

In response to input received at the October 2019 Special Town Meeting, a working group comprising representatives from the Planning Board, Select Board, Finance Committee, and Council of Economic has been established to review the policy objectives of the District and to offer strategies to address the concerns raised at the October 2019 Special Town Meeting. An updated traffic study of the District was funded at the October 2020 Annual Town Meeting and is underway. 3D modeling and an updated fiscal impact analysis of the District are planned once the density and use profile of the district are finalized based upon input received from the traffic study on the capacity of the Town’s traffic infrastructure to accommodate development at variable density and use profiles. A revised zoning proposal is planned for the May 2021 Annual Town Meeting.

Chestnut Street Corridor: The Planning Board continues to review the zoning plan which was established for the Lower Chestnut Street area through the Overlay District to determine if it is meeting its stated objective of establishing a pedestrian friendly streetscape with multi-use development in the form of a traditional New England Village.

In Fiscal Year 2020 two major zoning initiatives as described below were adopted by Town Meeting. Article 1 was presented at the October 2019 Special Town Meeting. Article 2 was presented at the June 2020 Annual Town Meeting.

1. Amend Zoning By-Law – Accessory Dwelling Unit.

This article establishes a special permit process to enable the Board of Appeals to permit accessory dwelling units (ADUs) in single-family homes for occupancy by family member(s) related to the owners of the property and caregivers of family members, subject to specified standards and procedures. It is also the intent of this zoning to assure that the single-family character of a neighborhood will be maintained, and that the necessary accessory unit remains subordinate to the principal use of the living quarters. ADUs will be allowed in all zoning districts except for the Chestnut Street Business District, Center Business District, Mixed-Use 128 District, Highland Commercial 128 District, and New England Business Center District. In these zoning districts single-family homes are not currently permitted. To accomplish this, the by-law restricts size, occupancy, and exterior conditions.

2. Amend Zoning By-law – Pediatric Medical Facility in the New England Business Center District.

Article 2 was placed on the warrant by citizen’s petition. The article is a Zoning By-law amendment that is intended to facilitate development of a Pediatric Medical Facility in the New England Business Center District by Children’s Hospital. There are three components to the article.

First, the article adds “Medical Facility, Pediatric” to the list of uses permitted by special permit in



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the New England Business Center District. This modification expands the list of medical uses permissible by special permit in the District, to include a facility providing a broad range of ambulatory services (that is, provided on an outpatient basis), such as medical, surgical, restorative and other treatment, medical clinics, and medical, surgical, psychiatric, dental, orthodontic, or psychologist group practices, primarily for children and young adults. At least three quarters of the patients in such a Facility must be children and young adults under the age of 26.

Second, the article specifies that a "Medical Facility, Pediatric" must be owned, operated, or managed directly by a "Pediatric Hospital", which is a hospital in which at least three quarters of its patients are pediatric patients (as defined under Massachusetts Department of Public Health regulations) and which provides a broad range of services to children and young adults under the age of 26.

Third, the article amends the Required Parking table in the Zoning By-Law, to establish that a "Medical Facility, Pediatric" must have at least one parking space per 290 square feet of floor area.

Having secured Town Meeting approval, Boston Children's Hospital filed a special permit application with the Planning Board in October 2020, seeking authority to construct and maintain a Pediatric Medical Facility at 380 First Avenue, next to the Trip Advisor building, and to add such additional parking facilities as are required. It is anticipated that the special permit for this project will be issued by the Planning Board by the end of this calendar year.

In Fiscal Year 2021 two major zoning initiatives as described below were adopted by Town Meeting. Articles 3 and 4 were presented at the October 2020 Special Town Meeting.

**3. Amend Zoning By-law - Avery Square Overlay District**

Articles 3 and 4 are Zoning By-law amendments that are intended to facilitate the redevelopment of the currently vacant Carter Mill Building at the corner of Highland Avenue and West Street. The Carter factory and mill was established at that site beginning around 1865, and, for the next 125 years until approximately 1990, the factory and mill operated at that location. The building has become a well-known landmark in Needham.

In 1993, the building was approved for the Avery Crossing Assisted Living Facility and Avery Manor Nursing Home. In 1995, a small portion of the building was also approved for medical office use. In 2017, Avery Crossing and Avery Manor were closed, as well as the medical offices, and the building has remained vacant since that time. The Bylaw amendments will allow the empty Carter Mill building to be renovated to create a senior housing community (155 units are proposed), including age restricted Independent Living apartments (72 units proposed), Assisted Living apartments (55 units proposed), and Memory Care units (28 units proposed). Accordingly, Article 3 proposes to create the Avery Square Overlay District ("ASOD") and lays out the regulatory framework for the new overlay district, while Article 4 describes its geographic boundaries. The boundaries of the ASOD match the boundaries of property on which the former Carter Mill building sits, except at the southern end of the property, where the overlay district boundary matches the boundary of the Avery Square Business District. The overlay district's key provisions are summarized below.

**Permitted Uses**

The ASOD Article lists the uses that are allowed as-of-right or by special permit. The use schedule

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largely mirrors that of the underlying Avery Square Business District with the following additional uses allowed by special permit: Assisted Living and/or Alzheimer’s/Memory Loss Facilities; Independent Living Apartments; and Mixed-use buildings containing, as primary uses, such uses as are allowed by special permit or by right in the Avery Square Overlay District or the Avery Square Business District, as well as accessory uses subordinate to and customarily incidental to the primary uses.

The ASOD Article specifies that the Planning Board will be the Special Permit Granting Authority for all such special permits.

Allowable Building Height, Number of Stories, and Building Bulk

The maximum allowable building height (including mechanical structures such as HVAC equipment) in the ASOD is 44 feet. The building may include, but not exceed, four (4) stories, all of which may be occupied. At present, the building includes three stories, all of which were occupied while the Avery Crossing Assisted Living Facility and Avery Manor Nursing Home were in operation. The maximum floor area ratio (“FAR”) in the ASOD is 1.1.

Restrictions on the 4<sup>th</sup> Story

Under the Article, the total floor area of any fourth-floor addition to the existing building may not exceed thirty-five percent (35%) of the total roof area of the existing building. For the fourth story, minimum setback requirements, measured from the façade(s) of the building, are as follows: from the eastern facade of the building (facing Highland Ave), fifteen (15) feet; from the northern façade of the building (closest to and facing West Street), one hundred and ten (110) feet; from the western facade of the building, zero (0) feet; from the southern facade of the building, thirty-five (35) feet. No fourth story setback from the north-facing building façade would be required with respect to any portion of any building that is set back from West Street at least two hundred (200) feet. The minimum setbacks and limit on the percentage of the existing footprint of the building that can be used for a fourth story will reduce the visual impact of the fourth story.

Affordable Housing

In the ASOD Warrant Article, twelve and one-half percent (12.5%) of the Independent Living Apartments must be affordable units. Fractions are rounded up to the nearest whole number. There is no affordable housing requirement for Assisted Living and Alzheimer’s/Memory Loss Facilities.

4. Amend Zoning By-Law –Map Change to Avery Square Overlay District

This article describes the geographical boundaries of the new Avery Square Overlay District, which is bounded on the north by West Street; on the east by Highland Avenue; on the south by the northern and western boundaries of the property located at 1049 Highland Avenue and the northern boundary of the property located at 95 Dana Place; and on the west by the MBTA commuter railroad right-of-way.

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.



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Department

Planning and Community Development

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 in all three studied criteria in FY2020. During the affected timeline 5 new Special Permit applications and 5 Subdivision applications were processed. Public hearings were held on average within 30 days of application receipt, decisions were issued within 12 days of the close of the public hearing, with written decisions filed with the Town Clerk within 2 days of permit issuance. Total average time required to process an application was 86 days with a minimum of 42 days and a maximum of 174 days. The Department plans to continue to track these items and will submit a similar report with its FY2022 budget request.

**Conservation Division**

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

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

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

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

**Department Information  
DSR1**

Department	Planning and Community Development
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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 FY2020, all Orders of Conditions were completed within the noted time line with no requests for additional time requested.

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

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

**FY2020 Achievements**

Due to the COVID-19 pandemic that overtook the country in March of 2020, priorities were radically changed in a very short period of time. The Conservation Commission and their staff were up to the challenge and adapted to getting the work done remotely with guidance from Town Management.

During this period, the Conservation Commission only had to postpone one (1) Conservation Commission meeting that was scheduled for March 2020 due to COVID-19. The Commission and staff have seamlessly transitioned to hosting remote meetings and have gotten all the permits out to Applicants within the historical time frame. Staff has continued to conduct site visits as necessary.

Due to COVID-19, the majority of the Conservation Commission and staff goals for the Fiscal Year 2020 were left incomplete or postponed. Every effort will be made to complete these important

**Department Information**  
**DSR1**

Department	Planning and Community Development
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goals in Fiscal Year 2021, as conditions permit.

As part of our goal to continue to facilitate presentations to the public on interesting, timely topics, the Conservation Commission invited back a speaker that had done a presentation to the public a few years ago on living with coyotes. This talk was scheduled for May 2020 but had to be postponed until October 2020.

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

One of the major Town projects that was undertaken during Fiscal Year 2020 was the dredging of Rosemary Lake which began in August of 2019. Conservation staff were very involved in the project from the start to the finish. The lake and its tributaries were constantly monitored by staff and any issues reported to the Town's consultants for resolution.

Meetings and discussions with the Walker Pond watershed neighbors and other Town staff, have continued since the Walker Pond study was completed and the importance of proper stormwater management, as well as, other improvements for the health of the pond were further defined.

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 until the Spring when COVID-19 began when a downturn in filings began. The Conservation staff can issue Administrative Approvals for minor projects located within the 100-foot Buffer Zone. This flexibility allows for a shorter, more streamlined experience for the public doing minor projects while maintaining compliance with the wetland rules and regulations. Administrative Approvals stayed strong with nineteen (19) issued in Fiscal Year 2020. In the past, before the Administrative Approval mechanism was in place, many of these small projects would have gone before the Commission as Requests for Determination of Applicability and Notice of Intent filings requiring the issuance of Permits. During FY2020, the Conservation Commission met formally a total of eighteen (18) times and held a total of sixteen (16) public hearings.

**Table 5: Conservation Commission Application Filings & Requests**

Type of Application Filing/Request	FY 2018	FY2019	FY2020
Notice of Intent <sup>1</sup>	22	23	11
Request to Amend Order of Conditions <sup>1</sup>	1	1	3
Request for Determination of Applicability <sup>1</sup>	8	4	2
Abbreviated Notice of Resource Area Delineation <sup>1</sup>	2	0	0
Extension Permit <sup>1</sup>	2	2	5
Emergency Certification	0	3	0
Certificate of Compliance	24	27	18
Minor Modification Request	15	10	6

Department Information DSR1				
Department		Planning and Community Development		
Enforcement Order	4	1	5	
Trail Maintenance Notification Form	0	0	0	
DPW Generic Permit Activity Notification Form	5	0	1	
Administrative Approval	25	18	19	
Conservation Restriction	0	0	0	
Notice of Non-significance	0	0	0	
<b>TOTAL</b>	<b>102</b>	<b>89</b>	<b>70</b>	

<sup>1</sup>Filing involved a public hearing

In addition to applications reviewed through the public hearing process, the Commission is required to review and act on requests to modify, extend or close out existing permits. The Commission handled twenty-nine (29) 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 FY2020, two (2) project required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.

During the first half of FY 2020, the Conservation Division staff continued to issue standardized post cards to 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.

**Zoning Board of Appeals Division**

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

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

**Department Information**  
**DSR1**

<b>Department</b>	<b>Planning and Community Development</b>
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Performance Factors

The division developed an application form and guidelines in anticipation of permit applications resulting from the adopted Accessory Dwelling Unit (ADU) Zoning Amendment.

In FY2020, the Board of Appeals met formally a total of nine (9) times and held a total of twenty-six (26) public hearings and one (1) informal hearings (refer to Table 4). The informal matters consisted of an annual permit renewal. The Board of Appeals received twenty-one (21) applications relating to Special Permits; one (1) for a Comprehensive Permit; and one (1) Variance (refer to Table 6). Twelve applications were for residential use; eleven were for commercial use.

In addition, there was no Appeal of a Building Inspector's Decision. The Board issued twenty-three (23) Decisions in FY2020.

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

- 700 Greendale Avenue, a 136-unit residential development consisting of 52 townhouses and 84 units in a multi-story building. Twenty-five percent of the units are affordable, and the project is now substantially completed pending the completion of an access road, the last of 40 conditions imposed.
- 1180 Great Plain Avenue, an existing vacant one-story building conversion to 16 rental units, consisting of eight one-bedroom units and eight two-bedroom units with 28 parking spaces. Four units (25%) will meet the definition of low- and moderate-income housing. The Decision is under appeal.

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2016	14	24	2	4	2	5	29
2017	11	21	0	1	0	3	19
2018	11	19	1	1	0	3	18
2019	12	25	0	0	1	5	23
2020	9	21	1	0	1	0	23

Department Information DSR1			
Department		Planning and Community Development	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	491,192	0	491,192
b) Expenses	34,450	0	34,450
c) Capital	0	0	0
d) [ ]	0	0	0
e) [ ]	0	0	0
f) [ ]	0	0	0
g) Total DSR2 & DSR4 Request (a through f)	525,642	0	525,642
			V2022

Department Expenditure Detail DSR2									
Department				Planning and Community Development					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	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	6.3	5	2	6.4	4	2	5.4
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
						X			1
Union Positions:		BCTIA		Fire A		Fire C		ITWA	X
						NIPEA		Police	
								Police Superior	
								NA	
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							445,267	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							400	
f.	PRD1 Snow Program								
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							1,715	
							PRD1 Sub Total		447,382
J	DSR3 Other Compensation								
							Sub Total 1		447,382
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Recording Secretary (Planning Board)							6,900	
b.	Recording Secretary (Design Review Board)							6,100	
c.	Housing Specialist							24,500	
d.									
e.	DSR3 Total								
							Sub Total 2		37,500
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.	Additional Hours of Part-time staff							1,060	
d.									
e.	DSR3 Total								
							Sub Total 3		1,060
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave							5,250	
c.	Program Stipend								
d.	Tuition Reimbursement								
f.	DSR3 Other Compensation								
							Sub Total 4		5,250
5. Total Salary and Wages (1+2+3+4)									491,192

Department Expenditure Detail DSR2		
Department	Planning and Community Development	
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 (\$4,500) Con Comm (\$2,700) BOA (\$500) Planning Studies and Complex Project Technical Assistance	7,700
Communications (534x)	Wireless Communications (\$2,600) Printing and Mailing (\$2,350) Legal Notices (\$5,200) Postage (\$5,100)	15,250
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Planning (\$2,000) Con Comm (\$500) BOA (\$500)	3,000
Building & Equipment Supplies (543x)	Con Comm (\$500) Student Conservation Core Trail Upgrade and Bridge Restoration Equipment	500
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Planning (\$1,300) Con Comm (\$600) Conservation Field Supplies, Legal Publication Updates, Magazine Subscriptions, and File Cabinet Shelving	1,900
Governmental Charges (569x)	Planning (\$300) Con Comm (\$300) BOA (\$100) Norfolk County Registry Document Retrieval Services	700
Travel & Mileage (571x - 572x)	Conf In-State (\$400) Mileage (\$1,000) Conf Out-State (\$1,300) Conferences including APA, SNEAPA, MACC and AMWS	2,700
Dues & Subscriptions (573X)	Planning (\$1,300) Con Comm (\$1,300)	2,700



Department Expenditure Detail DSR2				
Department	Planning and Community Development			
	BOA (\$100) Professional Memberships including APA, AMWS, MACC, MSMCP, Society of Wetland Scientists, and Massachusetts Association of Planning Directors			
Other Expenses (574 X - 579x)				
6. Total Expenses				34,450
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				525,642
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2022

Special Financial Warrant Article Request DSR5			
Title	Small Repair Grant Program		
Fiscal Year	2022	Department	Planning & Community Development
Funding Amount	\$50,000.00	Funding Source	Tax Levy
Article Information			
<p>The Small Repair Grant Program provides financial assistance to low- and moderate-income Needham residents to make repairs and alterations to their homes for health and safety reasons. Up to \$5,000 in grant funding is available per participant, and applications will be evaluated and prioritized based on the extent of the health and safety problems and the financial need of the applicants. Eligible applicants must be 60 years or older or have a disability with incomes at or below 80% of area median income. Grants are awarded during two funding rounds per year. All funding from the 2020 fiscal year has been encumbered with 13 participants. Because CPA funding is restricted to housing improvements involving properties that were acquired or built with CPA assistance, funds from the General/Enterprise Fund have been used. Eligible work items include minor plumbing or electrical work, light carpentry, doorbell switches, window or door repairs or replacements, railing repairs, broken or clogged gutters or downspouts, step or porch improvements, work on locks, smoke/CO2 detectors, weather stripping, bathroom grab board, raised toilets, hand-held shower heads, among others.</p> <p>The Small Repair Grant Program responds to findings and recommendations in the Council on Aging and Needham Public Health Division's Assessment of Housing and Transit Options for Needham seniors which indicated that one of the major barriers to aging in place involves the costliness of modifying existing homes to increase accessibility. Repairs made during the Program's first year of operations indicates that most repairs related to accessibility including walkway and railing improvements for example. Most repairs also involved work on the exterior of homes which is not surprising given the pandemic. Almost all of the grants involve the maximum amount available during the first year of funding or \$4,000.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?			X
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
This funding request responds to a Select Board principle that the Town be an age-friendly community			
			V2022

Special Financial Warrant Article Request DSR5			
Title	Planning Consulting Assistance		
Fiscal Year	2022	Department	Planning and Community Development
Funding Amount	\$60,000	Funding Source	Tax Levy
Article Information			
<p>The Planning and Community Development Department is requesting funding for professional and technical assistance in support of planning and zoning initiatives, development applications, land use regulations, and related activities. Planning consulting assistance funds would be used to conduct build-out, traffic, and fiscal impact analyses of zoning initiatives that the Planning Board is studying. In addition, funds would be used to help the Department research and advise appropriate Town boards when presented with complex development projects requiring advanced technical input. Funding for this activity was previously approved in FY2015 in the amount of \$45,000. Examples of projects completed under the FY2015 appropriation include: build-out and traffic analysis for the Gould Street Industrial 1 and Reservoir Street Industrial Districts; 3D modeling and presentation drawings for the proposed Highway Commercial 1 zoning district at the Muzi Ford and Channel 5 site; and fiscal and traffic impact analyses for the proposed Highway Commercial 1 zoning district. An allocation of \$60,000 is requested as a special warrant article to replenish this consulting assistance account. The funds will then be available to be used as projects arise.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?			X
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
This funding request is designed to provide monies for consulting services on an as needed basis over multiple fiscal years and supports a Select Board and Planning Board goal.			
			V2022

Fiscal Year 2022 Proposed Budget

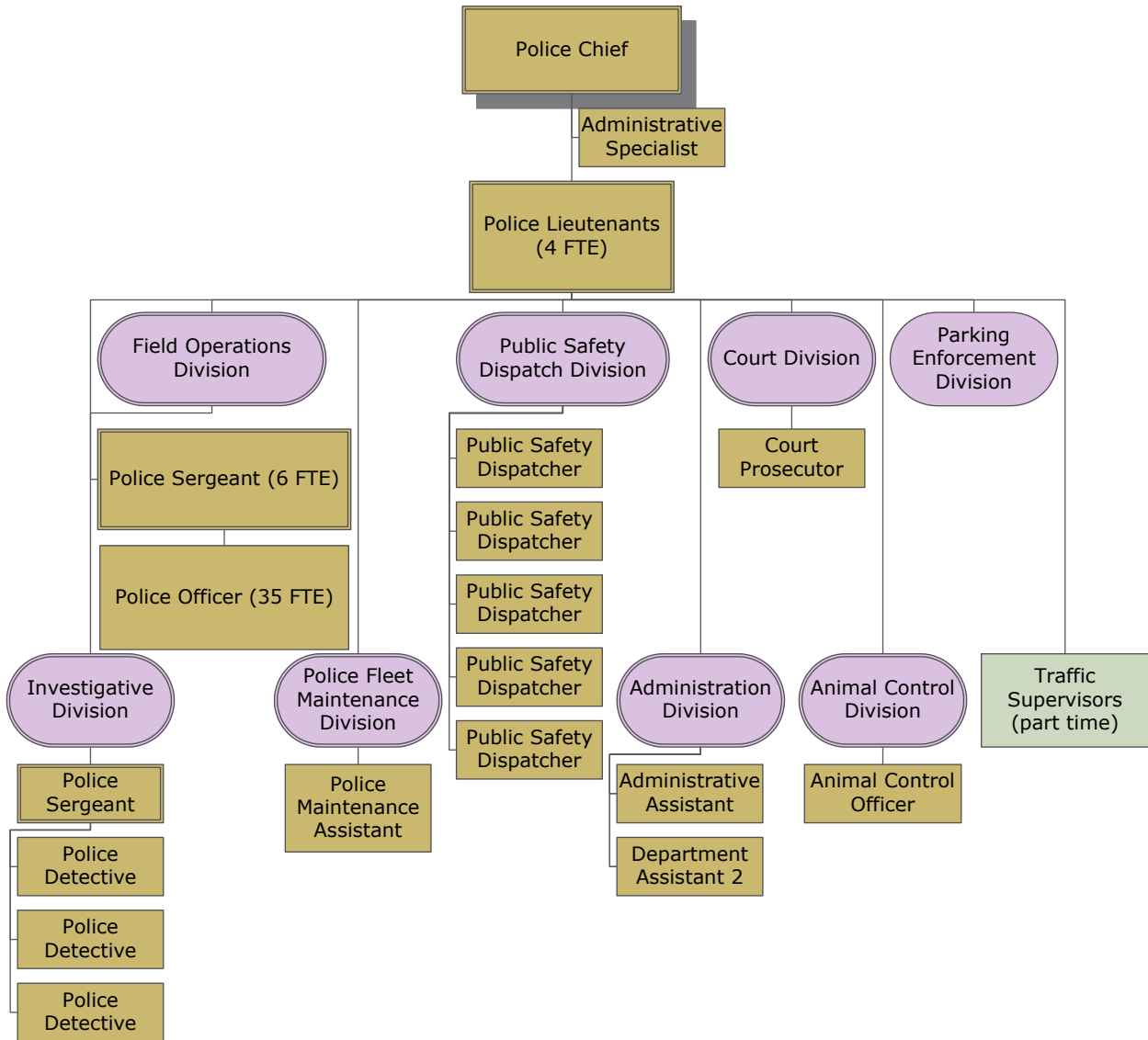
Planning and Community Development	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	447,382		447,382	(98,533)		545,915	435,191	442,686	468,114
Salary & Wage Temporary	37,500		37,500	1,000		36,500	32,351	38,782	34,550
Salary & Wage Overtime	1,060		1,060	30		1,030	436	217	3,513
Salary & Wage Other	5,250		5,250	150		5,100	8,504	6,900	9,110
Salary and Wage Total	491,192		491,192	(97,353)	-16.5%	588,545	476,482	488,584	515,287
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical	7,700		7,700	500		7,200	2,992	9,320	889
Communications	15,250		15,250	200		15,050	9,092	9,387	13,254
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,000		3,000			3,000	659	1,463	869
Building & Equipment Rprs/Sp	500		500			500			
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	1,900		1,900			1,900	620	1,823	8,553
Governmental Charges	700		700			700		76	60
Travel & Mileage	2,700		2,700	(500)		3,200	184	1,015	523
Dues & Subscriptions	2,700		2,700	(150)		2,850	1,815	2,074	2,365
Other									
Expense	34,450		34,450	50	0.1%	34,400	15,362	25,158	26,513
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>525,642</b>		<b>525,642</b>	<b>(97,303)</b>	<b>-15.6%</b>	<b>622,945</b>	<b>491,844</b>	<b>513,741</b>	<b>541,800</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Assistant	I14	0.7	42,085		0.7	42,085	0.7	40,855
Administrative Specialist	I15	0.7	42,003		0.7	42,003	0.9	45,029
Assistant Town Planner	GE19	1.0	78,020	0.0%	1.0	78,022	1.0	75,739
Conservation Specialist	I17	1.0	67,197	2.5%	1.0	65,579	0.8	49,421
Director of Conservation	K22	1.0	86,924	-2.5%	1.0	89,175	1.0	89,175
Director of Economic Development				-100.0%	1.0	97,536	1.0	97,536
Director of Planning & Community Development	K25	1.0	129,038	0.0%	1.0	129,038	1.0	123,980
Longevity			400			400		400
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			1,715	-17.4%		2,077	(0.1)	3,994
Total		5.4	447,382	-18.0%	6.4	545,915	6.3	526,129

## Department Organizational Chart

### Police Department



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**

<b>Department</b>	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**  
 As we enter a period that will focus on social justice and police reform, I anticipate that our department may be faced with numerous changes to regulations, certifications, mandatory training, police use of force and accountability. With change will come added yearly increases in expenses for mandatory training and overtime. With reform and increased negativity to law enforcement our recruitment and retention of current officers will be negatively impacted.

As the COVID-19 pandemic impacted our region we had to continue our operations while trying to limit contact with the community. Our job function requires us to respond to calls for service and emergencies regardless of the current pandemic. For calls that did not require an emergency response we were able to continue servicing our community electronically, virtually and in some cases taking reports over the phone. We discontinued our proactive activities such as traffic enforcement, walk and talk assignments and numerous community related initiatives. We continued our admin licensing, permits by appointment only limiting contact with customers. We were able to move some of our operations to the Hillside ahead of schedule to create appropriate social distancing. We also had the ability to move shift assignments, allow admin staff to work from home to limit personnel in the building which addressed the social distancing requirement. As medical and mental health services were impacted by COVID-19 we have seen an increase in mental health related calls for service with the closing of Norwood Hospital.

We face many challenges as we navigate through the pandemic none greater than keeping our officers and members of the community safe. There will be no greater challenge to this department in the next couple of years than to reestablish our community policing initiatives and develop a level of trust and partnership with our community. FY 2022 will be a difficult year logistically for our department as we hit the transition period until the completion of the Public Safety Building while continuing to work amid the current pandemic.

**Budget Statement**

	<u><b>Calls</b></u>	<b>FY20</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>
Calls for Service		47,540	47,033	48,098	42,217
Priority 1 Calls		3,872	4,140	4,178	3,750
<u><b>Records</b></u>					
Total Offenses Committed		1,111	900	1,032	970
Total Felonies		239	275	254	291
Total Crime Related Incidents		683	507	568	430
Total Non-Crime Related Incidents		870	904	819	733
Total Adult On-View Arrests		106	93	100	95
Total Adult Summons/Hearing		223	196	254	229
Total Arrest/Summons/ Hearings		329	289	354	324
Total Protective Custodies		22	16	21	14
<u><b>Traffic</b></u>					
Total Motor Vehicle Crashes		381	424	463	456
Total Citations		4,992	4,873	5,203	5,529

**Department Information**  
**DSR1**

Department | Police Department |

**FY2022 Budget Request**

The FY2022 Budget request is \$7,525,435 which is \$84,585 above the FY 2021 actual budget (7,440,850)

The salary and wage amount requested is 6,952,629 which is \$200,607 above FY 2021 and is a result of the following.

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

New collective bargaining agreement for the Superior Officers and Needham Police Union

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

Account	FY22	FY21	Difference	Reason
POLICE B G & M GASOLINE/DIESEL	\$ 59,000.00	\$ 80,562.00	\$ (21,562.00)	\$2.45/gallon x 24K Avg
POLICE P P & E P&T SEM & TRAIN	\$ -	\$ 9,000.00	\$ (9,000.00)	Moved to Training Account
POLICE ADMIN COMMUNICATIONS	\$ -	\$ 4,800.00	\$ (4,800.00)	JPGR No Longer Needed
POLICE ADMIN P&T SEM & TRAIN	\$ 2,000.00	\$ 6,000.00	\$ (4,000.00)	Moved \$4k to Training Account
POLICE ADMIN MEDICAL SUPPLIES	\$ -	\$ 1,200.00	\$ (1,200.00)	Combined with PPE Account
POLICE ANIMAL CNTL P&T SEM & TRAIN	\$ 300.00	\$ 600.00	\$ (300.00)	Certification every two years
POLICE P P & E RENTALS & LEASES	\$ 5,500.00	\$ 5,000.00	\$ 500.00	MC Lease Increase
POLICE DISPATCH UNIFORMS	\$ 2,000.00	\$ 1,500.00	\$ 500.00	New Hire Unifroms/Replacement
POLICE ADMIN COMM - LANDLINE	\$ 8,500.00	\$ 7,500.00	\$ 1,000.00	Increase to Verizon/MCI
POLICE P P & E MEDICAL SUPPLIES	\$ 6,000.00	\$ 4,600.00	\$ 1,400.00	Combined from Admin and slight increase
POLICE P P & E OTHR PURCH SVCS	\$ 2,500.00	\$ 800.00	\$ 1,700.00	Services for New Building
POLICE ADMIN POSTAGE	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	Price increase with billing
POLICE DISPATCH HARDWARE MAINT AGRMT	\$ 3,000.00	\$ -	\$ 3,000.00	Form Approvals/PMAMHCM
POLICE ADMIN UNIFORMS	\$ 15,000.00	\$ 10,000.00	\$ 5,000.00	More vests needed for Recruits
POLICE ADMIN PRINTING & MAILING	\$ 9,000.00	\$ 3,500.00	\$ 5,500.00	New Letterhead, Business cards, etc
POLICE P P & E UNIFORMS	\$ 29,000.00	\$ 23,000.00	\$ 6,000.00	Recruit, Transfers, and emergency
POLICE ADMIN P&T SFTWR LIC FEES	\$ 6,100.00	\$ -	\$ 6,100.00	Transferred from ITC
POLICE TRAIN & DEV P&T SEM & TRAIN	\$ 27,500.00	\$ 9,000.00	\$ 18,500.00	Include All Police Training
			<b>\$ 10,338.00</b>	<b>Increase from FY21</b>

**Accomplishments and Activities**

In this last year we staffed the community outreach officer position. This position assigned to elder affairs, mental health, domestic violence, and substance abuse. The primary duties are to provide follow up services to residents who fall into one of the above categories and to provide community outreach and education. In the future this position would work with the law enforcement clinical support specialist if funded. Rocket our community service dog is out on the beat with our school resource officer and without doubt is our most famous officer. Rocket has been a great resource during these difficult times not just for our students, citizens but front-line workers and health care workers who always appreciate a visit. Unfortunately, with covid-19 all our training that is not mandatory was put on hold until safe to proceed. Activities like the junior police academy, Asher/Active threat and other community events were put on hold as well. Lieutenants Christopher



Department Information DSR1			
Department		Police Department	
Baker and John McGrath received the National Alliance on Mental Illness in Criminal Justice Award			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,952,629		6,952,629
b) Expenses	414,650	45,000	459,650
c) Capital	113,156		113,156
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	7,480,435	45,000	7,525,435
			V2022

Department Expenditure Detail DSR2																	
Department				Police Department													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	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)								
	61	1	61	63	1	63	63	1.5	63								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	3	NIPEA		Police	48	Police Superior	3	NA	9
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base												4,599,454				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)												271,826				
c.	PRD1 Education												588,674				
d.	PRD1 Extra Holiday												12,571				
e.	PRD1 Longevity												54,217				
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation												56,570				
i.	PRD1 Budget Adjustments												21,475				
												PRD1 Sub Total	5,604,787				
J	DSR3 Other Compensation																
												Sub Total 1	5,604,787				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Matrons												1,600				
b.	Parking Enforcement												54,000				
c.	Traffic Supervisor												206,158				
d.	Evidence / Records Support												31,616				
e.	DSR3 Total																
												Sub Total 2	293,374				
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)												578,668				
b.	Training and Development												183,600				
c.	Vacation and NOSL Backfilling												260,100				
d.	Elections x 1												4,100				
e.	DSR3 Total																
												Sub Total 3	1,026,468				
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.	DSR3 Other Compensation																
												Sub Total 4	28,000				
5. Total Salary and Wages (1+2+3+4)												6,952,629					

Department Expenditure Detail DSR2		
Department	Police Department	
DSR2B		
Object	Description	Amount
Energy (521x)		0
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 (5,500) Cabot Tower Rental (48,000) Form Approvals, PMAM (3000)	61,500
Other Property Related Services (529x)	Animal Control Crematory (2,500)	2,500
Professional & Technical Services (530x - 531x)	Admin Training (2000) Admin Professional Services (6100) Seminars & Specialized Training (27500) Animal Control Training (300)	35,900
Communications (534x)	General Postage (5000) 911 & Landlines (8500) Wireless (16,500) Printing & Mailing (9000)	39,000
Recreational & Cultural Services (535x)	Junior Police Academy (2500)	2,500
Other Purchased Services (538x)	Repair of Equipment, Vehicle Cleaning (2500) Towing (900) ACO Testing, and Vet Services (800)	4,200
Office Supplies (542x)	Station Wide Office Supplies (9,0000)	9,000
Building & Equipment Supplies (543x)	Hardware Supplies (1,000)	1,000
Custodial Supplies (545x)		0
Grounds Keeping Supplies (546x)	Seasonal, Misc. Supplies (700)	700
Vehicular Supplies (548x)	Tires, Batteries & Accessories (15,500) Replacement Graphics (1,500) Vehicle Oil (2,000)	19,000
Gasoline and Diesel Fuel (5481)	Gasoline (59,000)	59,000
Food and Service Supplies (549x)	Meetings, Incidents (700)	700
Medical Supplies (550x)	Station/Cruiser Kits Narcans/Defib Supplies (6000)	6,000
Public Works Supplies (553x)		0
Other Supplies & Equipment (558x)	Vests & Emergency Replacement (15000) Range Supplies (14,200) Portable Radio Batteries Patrol, Traffic, Training Supplies (24,700) New/Replacement Uniforms (29,000) Lab Items & Evidence Supplies (1,900) Maintenance Uniform (500) Traffic Supervisors Uniforms (6,000) Dispatch Uniforms (2,000) Animal Control Uniform (500)	93,800
Governmental Charges (569x)	Police ID (350) State Charges, EMT Licenses (2000)	2350

Department Expenditure Detail DSR2				
Department	Police Department			
Travel & Mileage (571x - 572x)	Conferences, Seminars, Train & Court (3600)			3,600
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				414,650
DSR2C				
Capital Equipment Replacement (587X)	Replacement of one frontline cruiser and 1 Lt admin vehicle. The frontline cruiser was deferred from last year			113,156
7. Total Operating Budget Capital				113,156
8. Total Base Request (Line 5 + Line 6 + Line 7)				7,480,435
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
V2022				

Performance Improvement Funding Request DSR4					
Department	Police Department				
Title	Law Enforcement Clinical Support	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		45,000		45,000	
3. Operating Capital					
4. Department Total (1+2+3)		45000		45000	
5. Other Costs					
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>The Needham Police Department (NPD) proposes a regional collaboration with the Dedham Police Department (DPD) and Riverside Community Care (RCC - the regional Emergency Services Program provider as designated by the Massachusetts Department of Mental Health) to advance the towns' shared goal of supporting evidence-based, culturally competent, trauma-informed and holistic responses to individuals with mental illness, co-occurring substance use disorders and trauma histories who might otherwise become incarcerated. The Town would split the salary cost 50/50. All compensation and benefit costs associated with this position will be sole responsibility of Riverside Community Care.</p> <p>The proposed initiative is for a Law Enforcement Clinical Support (LECS) program to be shared between the two communities and collaboratively overseen by Needham Police Chief John Schlittler and Dedham Police Chief Mike D'Entremont. A Master's level clinician assigned to this project would be an employee of Riverside Community Care, the state-designated emergency services provider. Needham and Dedham would enter into a shared services contract with Riverside if this request is approved.</p>					

V2022

Fiscal Year 2022 Proposed Budget

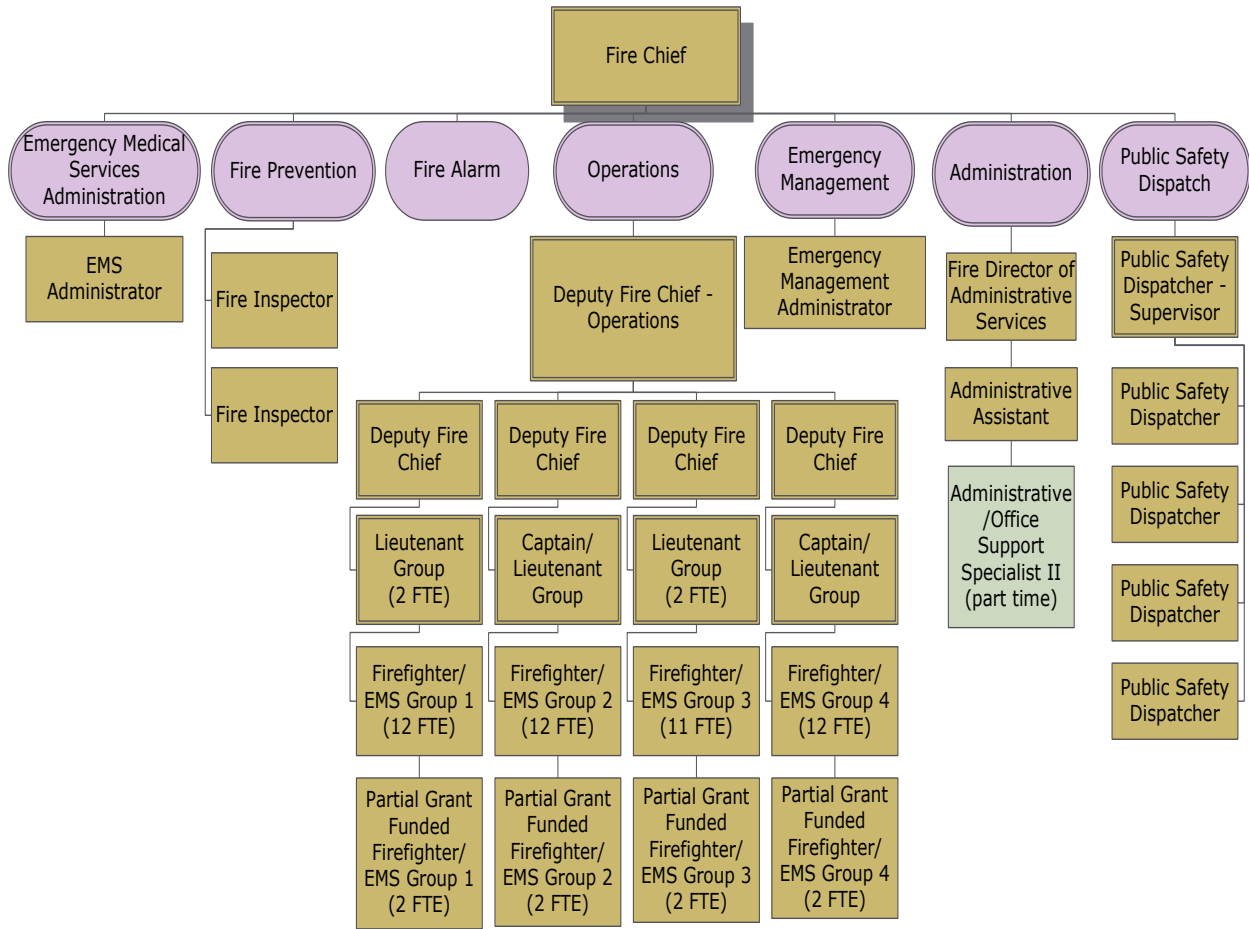
Police Department	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	5,003,996		5,003,996	(17,176)		5,021,172	4,674,284	4,411,797	4,351,548
Salary & Wage Temporary	293,374		293,374	310		293,064	203,825	189,656	170,487
Salary & Wage Overtime	1,026,468		1,026,468	8,146		1,018,322	833,384	926,536	826,347
Salary & Wage Other	628,791		628,791	49,337		579,454	601,173	748,841	567,378
Salary and Wage Total	6,952,629		6,952,629	40,617	0.6%	6,912,012	6,312,666	6,276,830	5,915,760
Energy									
Non Energy Utilities									
Repairs and Maintenance	38,900		38,900			38,900	19,920	29,225	31,044
Rental and Leases	61,500		61,500	3,500		58,000	22,219	8,428	7,480
Other Property Related	2,500		2,500			2,500			
Professional & Technical	35,900	45,000	80,900	56,300		24,600	20,810	20,181	13,850
Communications	39,000		39,000	3,700		35,300	24,172	22,406	27,503
Recreation	2,500		2,500			2,500	838	1,400	
Other Purchased Services	4,200		4,200	1,700		2,500	4,140	2,561	3,103
Energy Supplies									
Office Supplies	9,000		9,000			9,000	8,360	4,631	7,129
Building & Equipment Rprs/Sp	1,000		1,000			1,000	810	1,791	2,189
Custodial Supplies									
Grounds Keeping Supplies	700		700			700			330
Vehicular Supplies	78,000		78,000	(21,562)		99,562	59,071	76,661	68,152
Food & Service Supplies	700		700			700	751	710	2,002
Medical Supplies	6,000		6,000	200		5,800	8,185	4,055	3,151
Educational Supplies							3,347		8
Public Works Supplies									
Other Supplies & Equipment	93,800		93,800	11,500		82,300	52,860	67,694	70,227
Governmental Charges	2,350		2,350			2,350	799	1,788	1,361
Travel & Mileage	3,600		3,600			3,600	5,589	4,556	4,285
Dues & Subscriptions	15,000		15,000			15,000	11,599	10,494	14,054
Other	20,000		20,000			20,000	13,069	17,612	1,288
Expense	414,650	45,000	459,650	55,338	13.7%	404,312	256,538	274,193	257,154
Capital Equipment	113,156		113,156	(171,360)		284,516	129,300	137,516	172,503
Budget Capital	113,156		113,156	(171,360)	-60.2%	284,516	129,300	137,516	172,503
<b>TOTAL</b>	<b>7,480,435</b>	<b>45,000</b>	<b>7,525,435</b>	<b>(75,405)</b>	<b>-1.0%</b>	<b>7,600,840</b>	<b>6,698,504</b>	<b>6,688,539</b>	<b>6,345,417</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Assistant	I14	1.0	55,985	2.5%	1.0	54,620	1.0	51,500
Administrative Specialist	I17	1.0	68,874		1.0	68,874	1.0	66,866
Animal Control Officer	GU16	1.0	66,914	0.0%	1.0	66,906	1.0	63,336
Department Assistant 2	I13	1.0	52,826		1.0	52,826	1.0	51,285
Maintenance Assistant	GU15	1.0	63,003	0.0%	1.0	63,026	1.0	61,173
Police Chief	EC	1.0	163,042		1.0	163,042	1.0	155,002
Police Lieutenant		4.0	514,288	1.4%	4.0	507,401	4.0	514,259
Police Sergeant	P2	7.0	591,926	1.0%	7.0	586,025	7.0	593,505
Police Officer	P1	41.0	2,738,406	-0.7%	41.0	2,758,256	39.0	2,627,096
Public Safety Dispatcher	GU15	5.0	284,190	1.0%	5.0	281,399	5.0	274,398
Longevity			54,217	-1.3%		54,934		63,751
Differential			271,826	2.2%		266,050		195,029
Education			588,674	5.3%		559,068		534,900
Extra Holiday			12,571	4.2%		12,068		11,980
Other Pay			31,070	3.5%		30,030		29,510
Stipends			25,500	-5.9%		27,100		28,750
Budget Adjustment			21,475	2.3%		21,001		40,421
Total		63.0	5,604,787	0.6%	63.0	5,572,626	61.0	5,362,761

## Department Organizational Chart

### Fire Department



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	FIRE
Department Mission	
<p>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 effective manner possible.</p>	
On the Horizon	
<p>As the Fire Department moved into FY21, the Public Safety Building and Fire Station Two construction projects continued to make significant progress. The move from Fire Headquarters, where the department has been housed since 1931, is to be completed in the later part of the summer of 2020. The reality of this construction will allow fire personnel to avail themselves to several health and wellness initiatives built into the building, along with modern facilities aimed at improving the department's overall effectiveness and efficiency going forward. Fire Station Two is also well underway and should be ready for occupancy by late autumn of 2021. This building will also contain features designed to have long term health and safety benefits for our personnel. The investment made in these modern fire stations should result in long term reductions in the high costs associated with injury related lost time and early retirement associated with occupational injuries.</p> <p>The department will continue to explore new software, technologies and equipment to improve our delivery of public safety services to keep us at the forefront of our industry. It is through this type of foresight, that we feel we can protect and serve all who work, live and play in Needham to the highest standards available and expected.</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 FY20, we collected \$1,069,374 in revenue from the rescues (up by \$48,313), \$40,937 in revenue from fire inspection permits (down by \$15,228) and \$40,800 from fire alarm master box fees and inspections (down by \$11,615).</p> <p>In FY19, we were awarded a SAFER grant. During the time frame of this budget, we will be in the second and third year of this grant. The grant is paying 75% of the costs associated with the new hires for the first and second years and 35% for the third year.</p> <p><b>DSR2: Salary and Wages</b></p> <ul style="list-style-type: none"> <li>The Salary and Wage Permanent Positions are based on FY20 salaries, as Local 1706 is without a contract. It does, however, include step and longevity raises. In addition, it does not include any cost of living raise for Civilian Fire Dispatchers, nor does it include contractual raises for members of ITWA/LIUNA Local 272, as a new contract has yet to be negotiated.</li> <li>This budget falls within the third year of the SAFER grant during which the grant covers only 35% of the salary costs for 8 Firefighters for 8 months. This is reflected in the decrease in budget adjustments, which in turn increases our salary budget.</li> <li>Temporary Part-time support for Fire Alarm decreased by \$7,520 since we have gone wireless and have a fire protection engineer contracted with the Building Department.</li> <li>The Scheduled Overtime line item on the DSR2 includes overtime necessary to cover all vacations and ½ of the personals, as well as \$325,000 to cover the cost of sick coverage, mutual aid callbacks, holdovers, storm coverage, 111F, mechanics and meeting/court coverage for members of Unit A &amp; C.</li> </ul>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>FIRE</b>
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- Training and Development increased by \$45,332 due to an increase in salaries for FY20, as well as a substantial number of EMT's and Paramedics needing to recertify.
- Working-Out-of-Grade increased by nearly \$2,000 in part due to coverage for those out under the COVID 19 guidelines.

**DSR2: Services and Supplies**

	Description	Change from FY20	Comments	Net Change
Repair and Maintenance Services	Copier maintenance contract	\$105	Increase based on monthly cost and estimated overages	\$18
	Repair/maintain FF equipment	(\$1,349)	Decrease in recharging vehicle fire extinguishers, hydrostatic testing and small engine repairs	
	Vehicle Inspections	\$1,275	Labor cost increase to have inspections and testing	
	Outside vehicle repairs	(\$542)	Based on 5 year average, plus 1/2 difference between avg and high	
	Municipal fire alarm outside repairs	(\$3,500)	Decrease due to changing over to wireless boxes	
	Radio maintenance contract	\$3,777	Although everything is new, the warranties will expire in Oct 2021. Due to the complex nature of the new system, the cost of the maintenance contract is more.	
	Radio and Radio Box repairs	\$1,200	Based on previous years' costs	
	Defibrillator maintenance contract	(\$948)	Minus one Lucas device which is not repairable – seeking new one in operating capital	
Rental and Lease	Medical oxygen tank rental	\$440	Based on number of tanks used	\$440

Department Information				
DSR1				
Department		FIRE		
Professional and Technical Services	Monthly meetings	(\$360)	No charge for MetroFire monthly meetings	\$4,089
	Attendance at various conferences	(\$694)	Based on conferences/seminars offered	
	Medical Oxygen	(\$119)	Based on 3 year average	
	EMS continuing education program	(\$70)	Decrease in cost	
	Police Details	\$28	New detail rate	
	EMD Software and maintenance for new Dispatch Center	\$200	Based on requirement and quote	
	Civilian Dispatch continuing education	\$429	Mandated training required for dispatchers, price increase	
	EOP (Emg Mgt) software	\$3,675	Transferred to our budget for FY2022	
	Wellness Training	\$1,000	Based on quote	
Communications	Wireless Communication	\$3,525	Additional cost for wireless cards, IPADS and smartphones to tie into new technology programs	\$2,005
	Phone repeater lines	(\$4,105)	Disconnected due to new station infrastructure	
	Cable/Internet	\$2,640	Cost of Comcast cable fee for Admin/training	
	Printing/Mailing	(\$55)	Printing/ mailing based on 3 year average	
Other Purchased Services	Tailoring/Embroidery	(\$630)	Based on previous years' spending	(\$630)
Office Supplies	General office supplies	(\$450)	Based on previous years' spending	(\$450)
Groundskeeping	Mulch and plantings	\$215	Cost of keeping "curb appeal" for new station	\$215
Vehicular Supplies	Vehicle Supplies	\$7,629	Based on 3 year average	\$7,629

Department Information DSR1				
Department		FIRE		
Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	(\$4,446)	Decrease based on FY2020 consumption for unleaded and diesel fuel	(\$4,446)
Medical Supplies	Medical Supplies	\$2,000	Increased call volume; more supplies being used; keep all rescues stocked at Station 1 and 2 and have back-up supplies	\$2,000
Other Supplies and Equipment	General Firefighting Supplies	(\$29,130)	Large ticket item purchases being made in FY21	(\$21,363)
	Uniforms	\$8,492	3 <sup>rd</sup> year of clothing contract, plus increase in cost of nametags, badges, etc.	
	Fire Education Supplies	(\$400)	Based on previous years' spending	
	Fire Alarm Supplies	(\$1,125)	Decrease due to new wireless system	
	EMS Other Supplies	\$800	Cost of supply closet organizers and CPR cards	
Governmental Charges	Ambulance license	\$200	Increase due to one more ambulance in service	\$730
	EMT/Paramedic State/National recertification	\$530	Recertification fee changes yearly based on the number of EMT/Paramedics needing to recertify	
Travel	Hotels, airfare, mileage, tolls	\$499	Increase due to cost of tolls	\$499
Dues and Memberships	IAFC		Based on level of membership	(\$350)
	Metro Fire Haz Mat Team	(\$100)	Our Haz Mat Team member retired	
	International Municipal Signalmen's Association	(\$120)	Not renewing our membership	
	IAEM	(\$80)	Decrease in dues	
		(\$50)		

Department Information DSR1			
Department	FIRE		
<b>Accomplishments and Activities</b>			
<p>Over this past year, the Needham Fire Department unexpectedly found itself, along with the entire nation, dealing with the impacts of the COVID-19 pandemic. Masks, social distancing and more intensified cleaning and disinfecting protocols became the norm at both fire stations with all fire personnel lending full support to the program. During those early days of lock downs and stay at home orders, fire personnel tried to lift spirits by doing various celebratory drive-bys to help folks sheltered in place. In addition, we participated in "parades" including one for Needham High School seniors through town. We accompanied graduating students in a drive along parade route throughout Town. We hoped that through our drive-bys and participation in parades, we were able to help lessen the negative psychological impact the pandemic was having at the time.</p> <p>The Public Safety Building and Fire Station Two projects made large strides over the past year. Fire Headquarters spent much of the year packing and getting ready for the move to the new facility on Chestnut Street. Fire Station Two personnel moved to a temporary structure on the site of the old Hillside School complex shortly before their old quarters, which stood since 1949, was razed. The new Station Two is scheduled to be completed and ready for occupancy by late autumn of 2021.</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	8,965,335		8,965,335
b) Expenses	397,850	3,329	401,179
c) Capital	32,784		32,784
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	9,395,969	3,329	9,399,298
V2022			

Department Expenditure Detail DSR2																	
Department				FIRE													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	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)								
	79.67		73.67	80		74	80		74								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
						X		8									
Union Positions:		BCTIA		Fire A	X	Fire C	X	ITWA	X	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							5,966,712									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							491,112									
c.	PRD1 Education							431,780									
d.	PRD1 Extra Holiday							528,926									
e.	PRD1 Longevity							110,549									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							23,200									
i.	PRD1 Budget Adjustments							(143,740)									
							PRD1 Sub Total		7,408,539								
J	DSR3 Other Compensation																
							Sub Total 1										
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Temporary Department Coverage-Fire Admin (6 hrs/wk X \$24.63/hr)							7,685									
b.	Temporary Part-time Support - Fire Alarm (6 hrs/mo X \$40/hr)							2,880									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		10,565								
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							1,101,090									
b.	Training and Development							346,569									
c.	Fire Alarm Overtime							10,000									
d.	Fire Administration OT (9,272) and Civilian Dispatch OT (70,785)							80,057									
e.	DSR3 Total																
							Sub Total 3		1,537,716								
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend							1,500									
d.	Working Out of Grade							7,015									
e.	DSR3 Other Compensation																
							Sub Total 4		8,515								
5. Total Salary and Wages (1+2+3+4)							8,965,335										

Department Expenditure Detail DSR2		
Department	FIRE	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Copier maintenance contract (\$465) Repair/maintain FF equipment including, but not limited to: self-contained breathing apparatus (SCBA) flow, fit and hydrostatic testing; air compressor maintenance contract; service for Amkus tools; annual calibration of CO monitors; recharging fire extinguishers; and, small equipment repair (13,382) Vehicle inspections (7,265) Outside vehicle repairs including, but not limited to: towing/service calls; motor, chassis, brakes, exhaust, body, pump and aerial repairs, as well as scheduled maintenance (18,604) Municipal fire alarm outside repairs (4,000) Radio maintenance contract (6,500) Radio and radio box repairs (3,000) Defibrillator and Lucas maintenance contract (7,776)	60,992
Rental & Leases (527X)	Acetylene tank rental (156) Medical oxygen tank rental (690)	846
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Regional shared resource (1,200) New hire psychological, PAT, Firefighter certification as Firefighter I and II, and Haz Mat certification (4,130) Monthly meetings for Fire Chiefs' Association of MA and Fire Prevention Association (960) Annual Conferences including International Association of Fire Chiefs, Fire Department International Conference (FDIC), Fire Prevention Association, and International Association of Emergency Managers, as well as various professional development training for officers and firefighters (14,701) ESO - Emergency Medical Services billing software license and user fee (7,874) Emergency Management training for schools and Town personnel (2,000) Emergency Management full scale	92,394

Department Expenditure Detail DSR2		
Department	FIRE	
	exercise (16,000) Medical oxygen (843) EMT/Paramedic Refresher Course/ACLS/CPR (9,100) Monthly EMS continuing education program (4,687) Police details (356) Instructor fees (4,500) EMD software and maintenance (1,598) Civilian Dispatch required continuing education (1,999) RAVE – Emergency notification system (7,160) EOP (Emergency Management) software (3,675) Callback Staffing Solutions – computer generated callback system (4,611) Wellness training (7,000)	
Communications (534x)	All wireless communication (11,190) Cable/Internet (2,640) Postage (600) Printing and mailing (1,225)	15,655
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Uniform tailoring and embroidery (1,500)	1,500
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, file folders, paper clips, tape, staples, notebooks, etc. (1,650)	1,650
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Plantings (500)	500
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (38,184)	38,184
Gasoline and Diesel Fuel (5481)	Unleaded fuel (17,609) Diesel fuel (19,366)	36,975
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical supplies to stock rescues at both stations including, but not limited to: gloves, gowns, saline, sharps, syringes, electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, EPI-pens, Narcan, defib pads, EZ-IO needles, bandages, etc. (42,000)	42,000
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	FF supplies including, but not limited to:	78,042



Department Expenditure Detail DSR2		
Department	FIRE	
	SCBA facepieces and accessories, foam, saws, gas meters, air lifting bags, batteries, etc. (23,526) All work and dress uniforms including but not limited to: dress pants, dress coats, dress shirts, work pants, work shirts, sweatshirts, jackets, hats, gloves, ties, etc. (48,071) NFPA codes on-line (1,495) Fire Prevention supplies (400) Public education supplies (1,600) Fire Alarm supplies (1,050) EMS supplies (800) Emergency Management supplies (1,100)	
Governmental Charges (569x)	Licenses for rescues (1,400) Food and Drug license (600) EMT/Paramedic State Recertification (6,465)	8,465
Travel & Mileage (571x - 572x)	Hotels, Airfare, mileage, parking and tolls for conferences and meetings (11,392) Mileage for Emergency Management seminars and conferences (500) Hotels, airfare and parking for Emergency Management Administrator for out of state travel (1,500)	13,392
Dues & Subscriptions (573X)	Fire Chiefs Association of MA (500) Norfolk County Fire Chief's Association (500) International Association of Fire Chiefs' (1,630) National Fire Protection Association (1,125) Fire Prevention Association (100) MetroFire (2,500) International Association of Emergency Managers (200)	6,555
Other Expenses (574 X - 579x)	Meeting and special events refreshments (700)	700
<b>6. Total Expenses</b>		<b>397,850</b>
<b>DSR2C</b>		
Capital Equipment Replacement (587X)	Personal Protective Structural FF Gear for Promotions and New Hires (25,508); New Lucas - chest compression system (7,276)	32,784
<b>7. Total Operating Budget Capital</b>		<b>32,784</b>

Department Expenditure Detail DSR2				
Department	FIRE			
8. Total Base Request (Line 5 + Line 6 + Line 7)				430,634
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
				V2022

Performance Improvement Funding Request DSR4					
Department	FIRE				
Title	Replacement of Out-Dated Stryker Stair Chair	Priority			
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense			3,329	3,329	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?				X	
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
<p>The stair chair we are seeking to replace was purchased in 2005. This chair is used on a regular basis to transport non-ambulatory patients down stairs. The manufacturer of this chair, Stryker, no longer manufactures this specific chair. Our concern is that if we were to have an equipment failure requiring repair, we would be unable to do so, as the manufacturer no longer has parts. This chair has proven to be of great value not only to our patients, but to EMS personnel, as it helps to reduce back strain from lifting patients.</p> <p>It seems prudent to replace this chair before it breaks and leaves us without. In addition, the cost of the chair will only increase as time goes on.</p>					
V2022					

Fiscal Year 2022 Proposed Budget

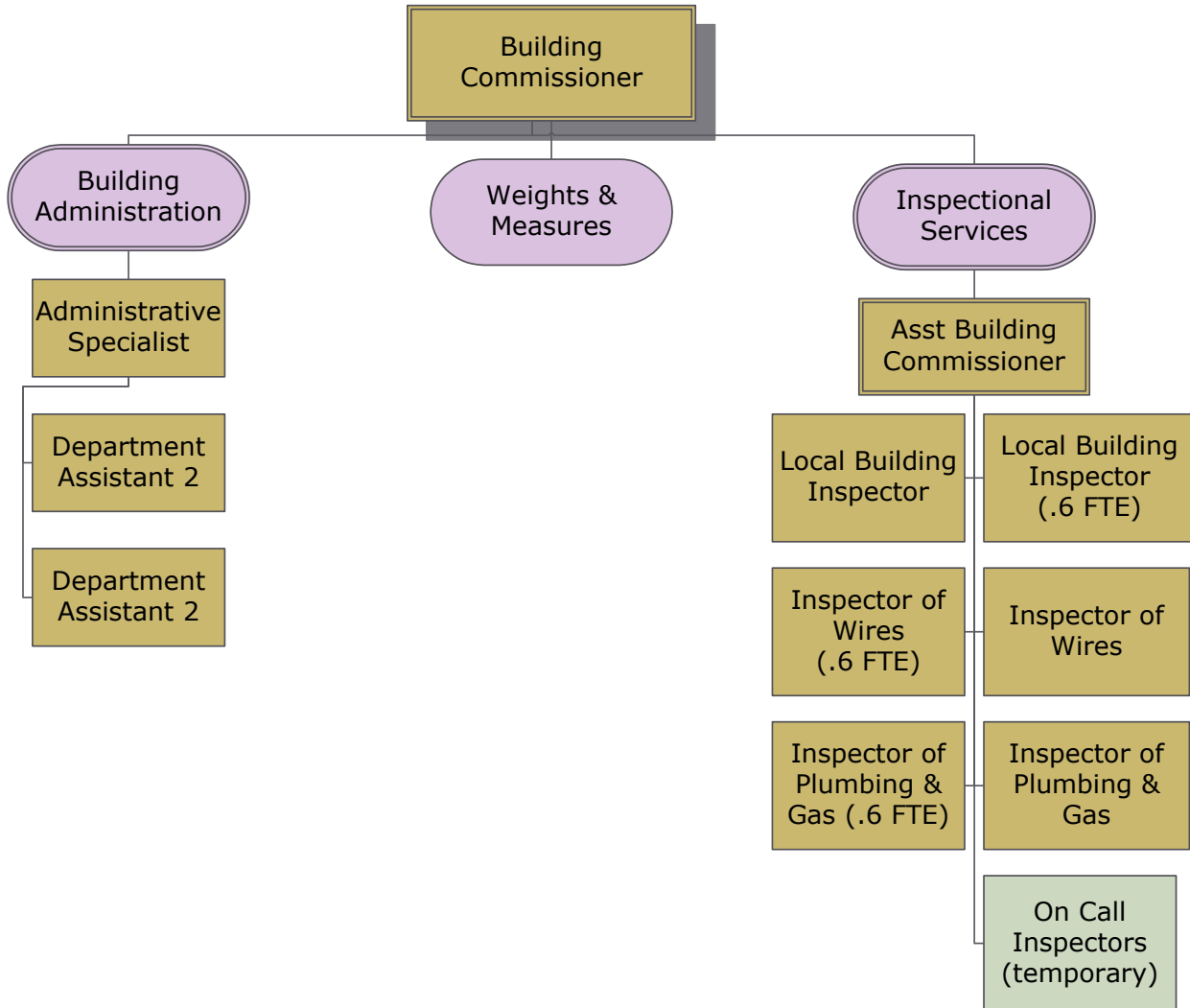
Fire Department	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	6,974,774		6,974,774	229,997		6,744,777	6,417,117	5,660,102	5,585,664
Salary & Wage Temporary	10,565		10,565	(7,520)		18,085	27,316	6,892	5,172
Salary & Wage Overtime	1,191,147		1,191,147	125,211		1,065,936	1,024,339	1,263,160	1,146,263
Salary & Wage Other	788,849		788,849	33,163		755,686	902,182	785,270	699,037
Salary and Wage Total	8,965,335		8,965,335	380,851	4.4%	8,584,484	8,370,953	7,715,423	7,436,136
Energy									
Non Energy Utilities									
Repairs and Maintenance	60,992		60,992	18		60,974	43,833	50,911	37,622
Rental and Leases	846		846	440		406	894	421	246
Other Property Related									
Professional & Technical	92,394		92,394	4,089		88,305	65,781	55,832	53,139
Communications	15,655		15,655	2,005		13,650	15,564	30,994	11,944
Recreation									
Other Purchased Services	1,500		1,500	(630)		2,130	1,598	2,805	2,193
Energy Supplies									
Office Supplies	1,650		1,650	(450)		2,100	2,205	1,725	10,149
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	500		500	215		285		250	219
Vehicular Supplies	75,159		75,159	3,183		71,976	91,715	70,145	58,572
Food & Service Supplies				(700)		700	421	313	348
Medical Supplies	42,000	3,329	45,329	5,329		40,000	35,368	53,366	44,332
Educational Supplies							130		
Public Works Supplies									
Other Supplies & Equipment	78,042		78,042	(21,363)		99,405	96,036	85,931	104,278
Governmental Charges	8,465		8,465	730		7,735	6,865	5,705	6,825
Travel & Mileage	13,392		13,392	499		12,893	3,554	7,298	9,783
Dues & Subscriptions	6,555		6,555	(350)		6,905	5,355	5,423	4,743
Other	700		700	700			1,561		0
Expense	397,850	3,329	401,179	(6,285)	-1.5%	407,464	370,880	371,119	344,394
Capital Equipment	32,784		32,784	7,801		24,983		23,778	29,999
Budget Capital	32,784		32,784	7,801	31.2%	24,983		23,778	29,999
<b>TOTAL</b>	<b>9,395,969</b>	<b>3,329</b>	<b>9,399,298</b>	<b>382,367</b>	<b>4.2%</b>	<b>9,016,931</b>	<b>8,741,832</b>	<b>8,110,320</b>	<b>7,810,529</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Assistant	I14	1.0	57,389	2.5%	1.0	55,985	1.0	51,500
Emergency Management Administrator	GE22	1.0	88,199	-5.7%	1.0	93,556	1.0	90,402
Fire Chief	EC	1.0	213,130	4.0%	1.0	204,933	1.0	197,051
Deputy Fire Chief of Operations	F5	1.0	116,646	0.4%	1.0	116,158	1.0	116,087
Deputy Fire Chief	F4	4.0	424,484	1.4%	4.0	418,708	4.0	422,468
Fire Captain	F3	2.0	185,684	1.4%	2.0	183,095	2.0	184,775
Fire Lieutenant	F2	6.0	505,598	0.9%	6.0	501,335	6.0	504,828
Fire EMS Administrator	F1x	1.0	72,072	0.4%	1.0	71,764	1.0	71,720
Fire Inspector	F1x	2.0	144,144	0.4%	2.0	143,528	2.0	143,441
Firefighter	F1	55.0	3,729,607	0.7%	55.0	3,703,522	55.0	3,685,228
Fire Director of Administrative Services	IE22	1.0	101,244	3.0%	1.0	98,300	1.0	95,433
Public Safety Dispatcher Supervisor	GU19	1.0	78,021	-0.2%	1.0	78,151	1.0	75,830
Public Safety Dispatcher	GU15	4.0	250,494	0.4%	4.0	249,463	4.0	240,363
Longevity			110,549	-7.3%		119,305		128,857
Differential			491,112	11.8%		439,231		443,791
Education			431,780	5.4%		409,547		427,509
Extra Holiday			528,926	0.8%		524,919		528,091
Other Pay			14,200	-70.8%		48,653		47,437
Stipends			9,000			9,000		9,000
Budget Adjustment		(2.0)	(143,740)	-48.0%	(4.0)	(276,447)	(6.0)	(402,333)
Total		78.0	7,408,539	3.0%	76.0	7,192,706	74.0	7,061,478

## Department Organizational Chart

### Building Department



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	Building Department
Department Mission	
<p>The Building Department oversees several functions of public safety, and the enforcement of their applicable codes:</p> <p><b>Massachusetts State Building Code</b>  <b>National Electric Code</b>  <b>Commonwealth of Massachusetts FUEL GAS and Plumbing Code</b></p> <p>The purpose of these codes and enforcement are to establish minimum requirements to safeguard the public safety, health and general welfare of residents, businesses and public buildings in our jurisdiction.</p> <p>Department staff issues all the required permits and performs all the requested inspections of structures undergoing construction, certificates of occupancy are issued for all building permits when work is complete, and the work is in compliance with the approved plans and the applicable codes. In addition, the Department also performs inspections on places of assembly used for the gathering of persons such as civic, social or religious functions, recreation, food and drink consumption, education, adult/ children day care and camps.</p> <p>Additional Department activities include the interpretation and enforcement of the Zoning and General By-laws, which include dimensional and use requirements for all structures and parcels of land in the community. Enforcement of Storm water and signs also fall under the Department functions including violations of the Town By-laws.</p>	
On the Horizon	
<p>The Building Department met challenges caused by the COVID-19 pandemic including how to deal with the problem of conducting in-person inspections. The difficulty of conducting the inspections was the protection of the staff, and a problem getting protective masks, gloves and hand sanitizer. The department accepted pictures and videos for some basic inspections, while that satisfied some inspections, physical inspections for Gas testing and underground Electrical was required. The department had worked on new permitting software which had the ability to apply, review and issue permits on-line, although not totally ready they launched the program and worked through the technical problems with I.T. staff. Other issues involved the ability for the public to access historic records and inspectors on a walk-in basis. This produced more work for short staffed employees now having to scan and email information to customers. Other issues that need to be addressed are hardware up-grades such as laptops, audio and visual upgrades to PC's so virtual meetings can be done without using phones. Overall, the Building Department believes that they have lost a small percentage of service because of the State mandated staffing requirements, but in general construction has been vibrant and the department has kept up with the demand. Looking into the next year the Building Department is hoping that in office staffing can return to normal.</p>	
Budget Statement	
<p>The Building Department is funded by its fiscal operational budget.</p> <p>The FY19 Budget was               \$756,753  The FY20 Budget was               \$793,620  The FY21 Budget was               \$812,278  The FY22 Budget submittal is \$824,285</p> <p>The increase of \$12,007 is Union Contract &amp; Step Increases</p>	

Department Information DSR1	
Department	Building Department
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 FY18- \$2,259,771  Total Fees collected in FY19- \$2,311,966  Total Fees collected in FY20- \$2,426,241</p> <p><b>Building Activity – New Construction:</b></p> <p>FY18 Residential Single-Family Dwellings – 84  FY18 Residential Two-Family Dwellings – 8  FY18 Commercial Buildings – 2  FY19 Residential Single-Family Dwellings – 74  FY19 Residential Two-Family Dwellings – 9  FY19 Commercial Buildings – 3  FY20 Residential Single-Family Dwellings – 78  FY20 Residential Two-Family Dwellings – 13  FY20 Commercial Buildings – 2</p> <p><b>Demolition:</b></p> <p>FY18 Residential – 91  FY18 Commercial – 8  FY19 Residential – 78  FY19 Commercial – 3  FY20 Residential – 66  FY20 Commercial - 2</p> <p><b>Number of permits issued:</b></p> <p>FY18 – 4,692  FY19 – 4,596 This does not include 79 Certificates of Inspection, 64 Sign Permits and 14 Swimming Pool permits.  FY20 – 4,789 This does not include 61 Certificates of Inspection, 46 Sign Permits and 15 Swimming Pool permits.  </p>	



Department Information DSR1			
Department		Building Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$773,245		\$773,245
b) Expenses	\$51,040		\$51,040
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	\$824,285		\$824,285
			V2022

Department Expenditure Detail DSR2																	
Department				Building Department													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2019)			Current Year (FY2020)			Next Year (FY2021)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	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								
						<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
Union Positions:		BCTIA	<input type="checkbox"/>	Fire A	<input type="checkbox"/>	Fire C	<input checked="" type="checkbox"/>	ITWA	<input type="checkbox"/>	NIPEA	<input type="checkbox"/>	Police	<input type="checkbox"/>	Police Superior	<input type="checkbox"/>	NA	<input type="checkbox"/>
<b>1. Salary and Wage Permanent Positions.</b>																	
a.	PRD1 Salary and Wages Base											\$738,407					
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											\$2,842					
PRD1 Sub Total											\$741,849						
J	DSR3 Other Compensation																
Sub Total 1											\$741,849						
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
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						
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Staff overtime during absenteeism; off hours inspections for facility shut downs; off hours emergency call from Police and Fire Departments.											\$10,554					
d.																	
e.	DSR3 Total																
Sub Total 3											\$10,554						
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	DSR3 Other Compensation																
Sub Total 4											\$0						
<b>5. Total Salary and Wages (1+2+3+4)</b>											<b>\$773,245</b>						

Department Expenditure Detail				
DSR2				
Department		Building 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)	Registration fees for monthly continuing education seminars & meetings. (\$3231) Annual conferences (\$2000) Fire Protection Engineer Consultant (\$20,000)		\$25,231	
Communications (534x)	Cell phones (\$2,200) postage & constable service (\$685) Printing services for State permit applications, and business cards. (\$3,284)		\$6,169	
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Office Supplies (\$3,149)		\$3,149	
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Jackets, vests, shirts, safety glasses, flashlights, first aid supplies (\$1,500)		\$1,500	
Governmental Charges (569x)	Contract with Massachusetts Division of Weights and Standards (\$12,000)		\$12,000	
Travel & Mileage (571x - 572x)	Mileage, Lodging, meals, tolls, parking and transportation for conferences and educational seminars. (\$2,111)		\$2,111	
Dues & Subscriptions (573X)	Annual Memberships fees for SEMBOA, MBCIA, MWBOA, IAPMO, & IAIEI Updated Code books and Amendments. (\$880)		\$880	
Other Expenses (574 X - 579x)				
<b>6. Total Expenses</b>			<b>\$51,040</b>	
DSR2C				
Capital Equipment Replacement (587X)				
<b>7. Total Operating Budget Capital</b>				
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>				
Does the Department depend on any Federal or State grants to provide services?				
	YES		NO	x
Did the Department submit any requests for FY2021 for the				
	YES		NO	x

Department Expenditure Detail DSR2				
Department	Building Department			
replacement or upgrade of technology or software to the Information Technology Center?				
Did the Department submit any requests for FY2021 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2022

Fiscal Year 2022 Proposed Budget

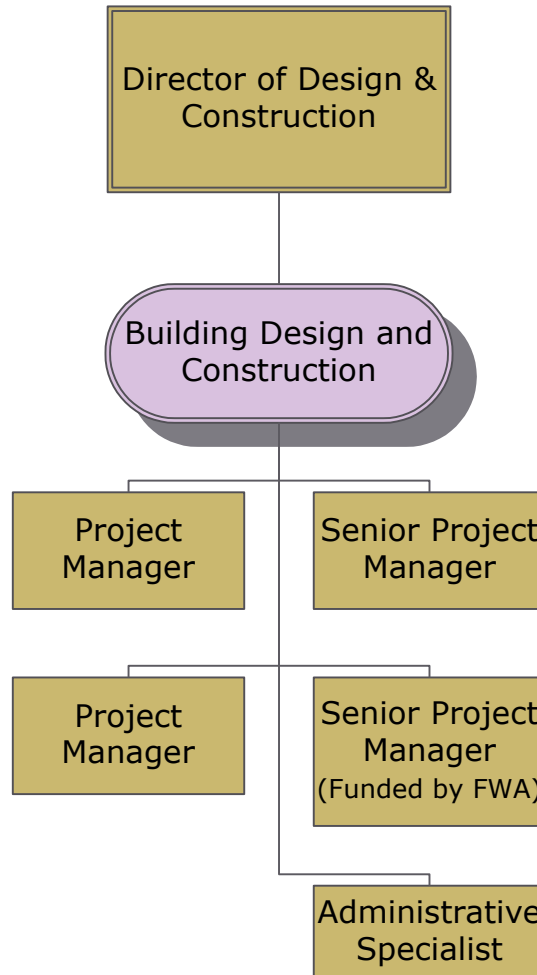
Building Department	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	741,849		741,849	12,007		729,842	634,339	572,681	600,136
Salary & Wage Temporary	20,842		20,842			20,842	6,370	9,796	8,489
Salary & Wage Overtime	10,554		10,554			10,554	10,466	20,017	16,671
Salary & Wage Other							178	9,024	7,940
Salary and Wage Total	773,245		773,245	12,007	1.6%	761,238	651,353	611,518	633,236
Energy									
Non Energy Utilities									
Repairs and Maintenance							3,399	500	
Rental and Leases									
Other Property Related									
Professional & Technical	25,231		25,231			25,231	11,757	11,055	11,708
Communications	6,169		6,169			6,169	7,038	5,232	5,838
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	3,149		3,149			3,149	2,600	611	1,438
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	1,500		1,500			1,500	2,040	5,369	3,344
Governmental Charges	12,000		12,000			12,000	12,000	12,000	12,000
Travel & Mileage	2,111		2,111			2,111	562	540	565
Dues & Subscriptions	880		880			880	1,400	320	740
Other									
Expense	51,040		51,040			51,040	40,795	35,627	35,634
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>824,285</b>		<b>824,285</b>	<b>12,007</b>	<b>1.5%</b>	<b>812,278</b>	<b>692,148</b>	<b>647,145</b>	<b>668,870</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Specialist	I15	1.0	59,982	3.0%	1.0	58,227	1.0	61,172
Assistant Building Commissioner	GE21	1.0	91,845	0.0%	1.0	91,849	1.0	86,990
Building Commissioner	K24	1.0	121,573		1.0	121,573	1.0	117,239
Department Assistant 2	I13	2.0	100,348	2.7%	2.0	97,695	2.0	94,770
Inspector of Plumbing & Gas	G19	1.6	120,023	2.1%	1.6	117,573	1.6	114,150
Inspector of Wires	G19	1.6	122,550	1.1%	1.6	121,273	1.6	116,514
Local Building Inspector	G20	1.6	122,086	3.1%	1.6	118,469	1.6	113,744
Longevity			600	50.0%		400		1,200
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			2,842	2.1%		2,783		5,405
Total		9.8	741,849	1.6%	9.8	729,842	9.8	711,184

### Department Organizational Chart

#### Building Design and Construction Department



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	Building Design and Construction Department
Department Mission	
<p>The Building Design and Construction Department mission is to provide comprehensive project management support and oversight services to the Permanent Public Building Committee, advise and support the Town Manager, on municipal facility renovation, construction, planning and operational needs on renovation/construction building projects having a total project cost of \$500,000 or more. The overall goal of the department is to provide a high level of project management services and completing renovation and construction projects on time and within budget. The Department strives to investigate and resolve issues that arise in the design, permitting, construction and commissioning of buildings as quickly and prudently as possible. The Construction Division works to provide comprehensive project management and oversight on all the municipal renovation/construction projects it is charged with.</p>	
On the Horizon	
<p>The Department continues to provide Owners Project Management services for completion of the Public Safety Complex project being constructed at 88 Chestnut Street and Fire Station 2 project at 707 Highland Avenue. Department personnel operate from on-site trailers and perform their duties remotely and from an office arrangement that allows separation and conformance to Town operating guidelines. Future projects include the renovation of the Emery Grover building and implementation of the School Master Plan, which is targeted to the renovation of Pollard Middle School and rebuild of the Mitchell Elementary School.</p> <p>In addition in response to the COVID 19 pandemic, since July the Department has been taking a key project management role in the formation and execution of the Ventilation Task Force tasked with opening up the Towns school facilities for the start of the 2020-2021 school year at the request of the Building Maintenance Division. Two of the Departments personnel have been assisting with the recommissioning of all schools to bring the air exchanges and ventilation issues in line with school opening guidelines.</p>	
Budget Statement	
<p>The Department budget is not changed from FY2021 to FY2022. Changes upon the anticipated retirement of the Director in FY2022 will be factored in at the appropriate time. Continuance of duties to satisfy the workload demands would be satisfied with the caveat that should the School Master Plan be advanced additional support will be necessary.</p> <p>In FY2020 <u>59%</u> of Salary &amp; Wages was allocated to capital projects.</p>	
Accomplishments and Activities	
<p>The recent completion of the Sunita L. Williams Elementary School, the Memorial Park Field House, the Jack Cogswell Storage Facility, the addition of Mitchell Elementary School Modular Classrooms and the Rosemary Recreation Complex illustrate the Departments accomplishments. In addition, completion of the Needham Fire Department Headquarters and the temporary facility at the Hillside School site to house the Needham Police Department and Fire Station 2 personnel while rebuilding these facilities and the establishment of a rebuilt public safety communication and dispatch system were successfully completed this year.</p> <p>The Department personnel working as the Town's OPM has realized <u>over</u> \$3M in savings to the Town over the last three years based on over \$110M in construction spending. The \$3M is based on the customary fee of 3.5 - 5% being paid to third party project management consultants acting for the Town as the obligatory OPM on construction projects over \$1.5M pursuant to state law, and the offsetting Department payroll contributions being spent on Department personnel.</p>	



Department Information DSR1			
Department		Building Design and Construction Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$538,171		\$538,171
b) Expenses	\$19,495		\$19,495
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	\$557,666		\$557,666
			V2022

Department Expenditure Detail DSR2									
Department				Building Design and Construction Department					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	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
Union Positions:									
	BCTIA		Fire A		Fire C		ITWA	<input checked="" type="checkbox"/>	NIPEA
							Police		Police Superior
									NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							\$635,277	
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							\$15,600	
i.	PRD1 Budget Adjustments							-\$113,306	
							PRD1 Sub Total		\$538,171
J	DSR3 Other Compensation								
							Sub Total 1		
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.									
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)								
b.	Training and Development								
c.									
d.									
e.	DSR3 Total								
							Sub Total 3		
4. Other Salary and Wage Expenses - (Itemized Below)									
a.	Incentive Programs								
b.	Pay In Lieu of Accrued Leave								
c.	Program Stipend								
d.	Tuition Reimbursement								
f.	DSR3 Other Compensation								
							Sub Total 4		
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)									538,171

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 (\$5,100)			\$5,500
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)				
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 (\$1,000)			\$3,000
Dues & Subscriptions (573X)	Dues & Subscriptions (\$1,895)			\$1,895
Other Expenses (574 X - 579x)				
<b>6. Total Expenses</b>				<b>\$19,495</b>
DSR2C				
Capital Equipment Replacement (587X)				
<b>7. Total Operating Budget Capital</b>				
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>				<b>\$557,666</b>
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>

V2022

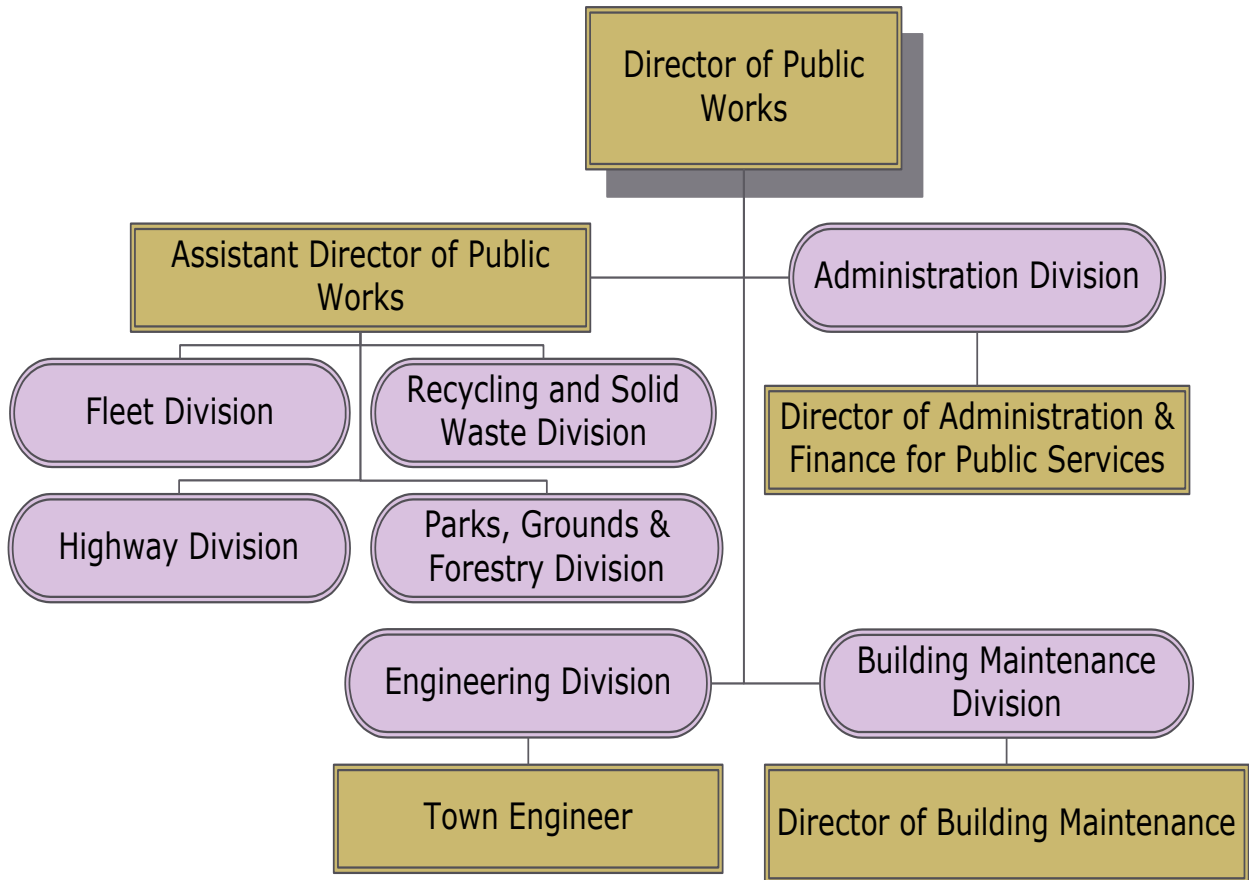
Fiscal Year 2022 Proposed Budget

Building Design & Construction Department	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	525,571	0	525,571	50		525,521	273,120	254,236	3,002,534
Salary & Wage Temporary									12,294
Salary & Wage Overtime	0	0	0	0		0	624	492	622,196
Salary & Wage Other	12,600	0	12,600	0		12,600	29,710	17,504	65,385
Salary and Wage Total	538,171	0	538,171	50	0.0%	538,121	303,454	272,232	3,702,409
Energy	0	0	0	0		0	0	0	86,001
Non Energy Utilities									
Repairs and Maintenance	0	0	0	0		0	0	0	764,202
Rental and Leases	0	0	0	0		0	0	0	50,899
Other Property Related	0	0	0	0		0	0	0	696,780
Professional & Technical	6,200	0	6,200	0		6,200	1,191	4,520	129,711
Communications	5,500	0	5,500	0		5,500	7,152	7,443	157,512
Recreation									
Other Purchased Services	1,600	0	1,600	0		1,600	233	0	7,885
Energy Supplies									
Office Supplies	1,000	0	1,000	0		1,000	449	651	1,950
Building & Equipment Rprs/Sp	0	0	0	0		0	0	0	465,481
Custodial Supplies									212,217
Grounds Keeping Supplies									1,950
Vehicular Supplies									26,591
Food & Service Supplies									1,106
Medical Supplies									
Educational Supplies									
Public Works Supplies									935
Other Supplies & Equipment	300	0	300	0		300	672	18	5,647
Governmental Charges	0	0	0	0		0	628	1,113	6,162
Travel & Mileage	3,000	0	3,000	0		3,000	44	3,084	6,744
Dues & Subscriptions	1,895	0	1,895	0		1,895	0	0	275
Other	0	0	0	0		0	0	500	1,409
Expense	19,495	0	19,495	0	0.0%	19,495	10,368	17,330	2,623,458
Capital Equipment									
Budget Capital	0	0	0	0		0	0	0	0
<b>TOTAL</b>	<b>557,666</b>	<b>0</b>	<b>557,666</b>	<b>50</b>	<b>0.0%</b>	<b>557,616</b>	<b>313,822</b>	<b>289,562</b>	<b>6,325,867</b>

Fiscal Year 2022 Proposed Budget

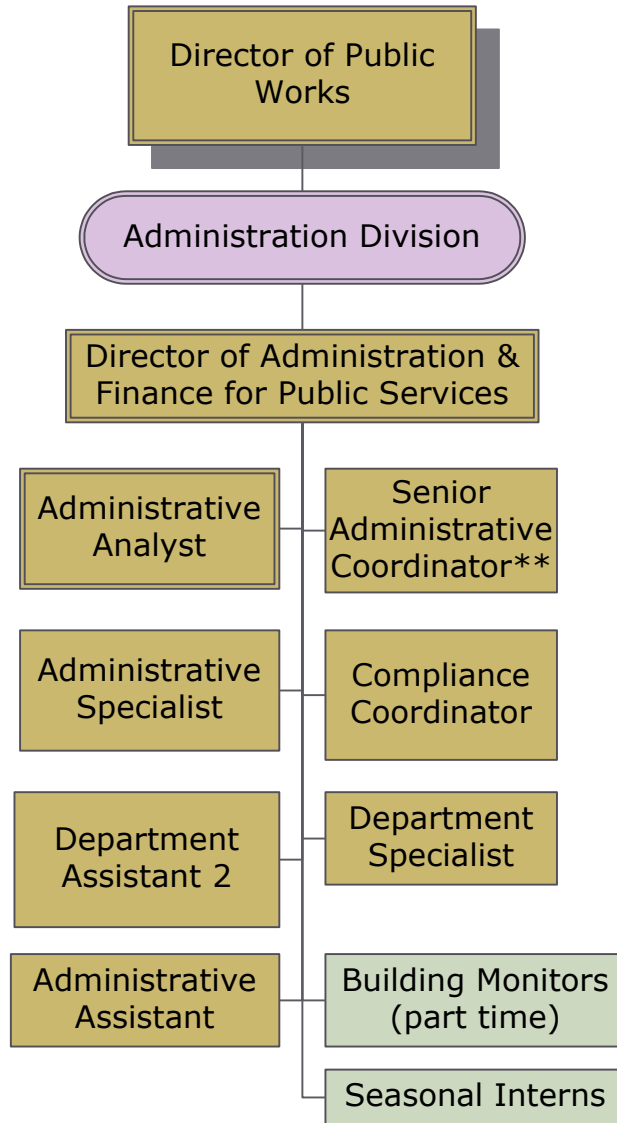
Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Specialist	I15	1.0	63,005		1.0	63,005	1.0	61,172
Director of Design & Construction	K26	1.0	143,425		1.0	143,425	1.0	138,234
Project Manager	K22	2.0	192,990		2.0	192,990	2.0	186,251
Senior Project Manager	K24	2.0	235,857	1.6%	2.0	232,164	2.0	223,914
Longevity			600			600		600
Differential								
Education								
Extra Holiday								
Other Pay			15,600			15,600		12,000
Stipends								
Budget Adjustment		(1.0)	(113,306)	3.3%	(1.0)	(109,663)	(1.0)	(104,127)
Total		5.0	538,171	0.0%	5.0	538,121	5.0	518,044

**Department Organizational Chart**  
**Public Works Department**

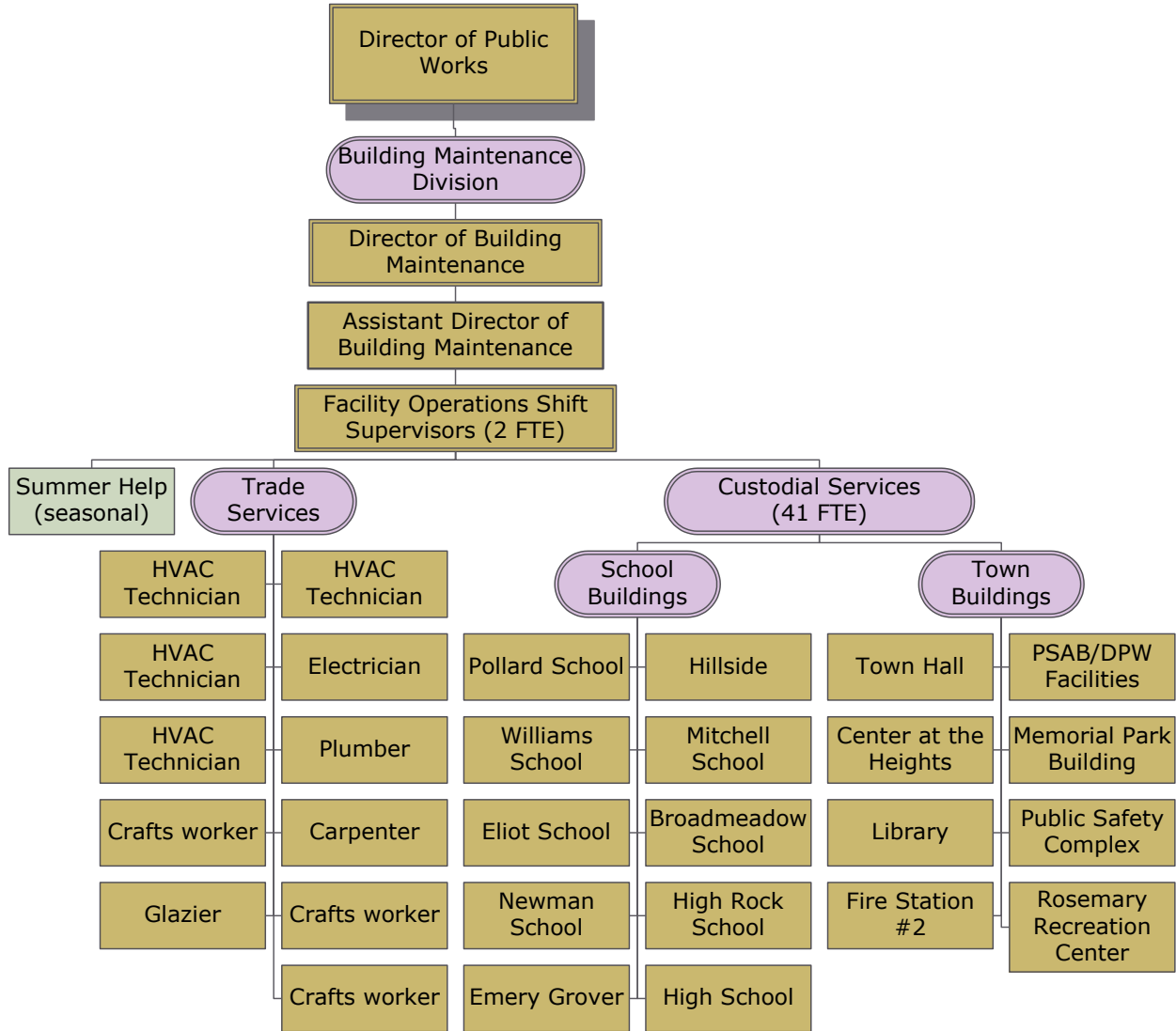


Color Code
Brown – Permanent Positions
Tan – Proposed Position
Green – Part Time, Seasonal, Temporary Positions
Silver – Elected Position/Citizen Committee
Purple – Division Program Section
Blue – Other Positions not part of the Department

**Administration Division**

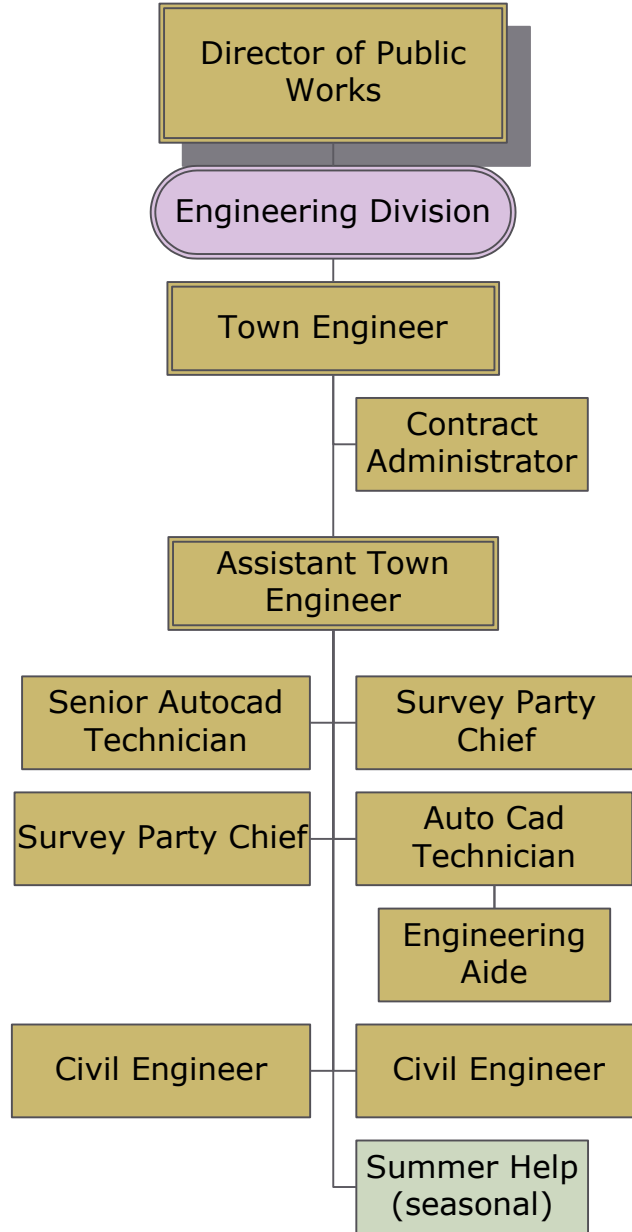


### Building Maintenance Division

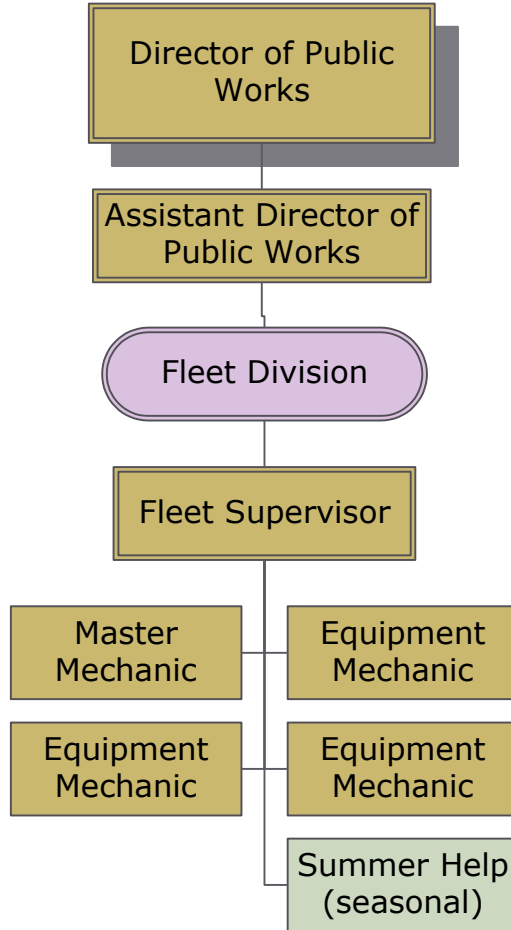




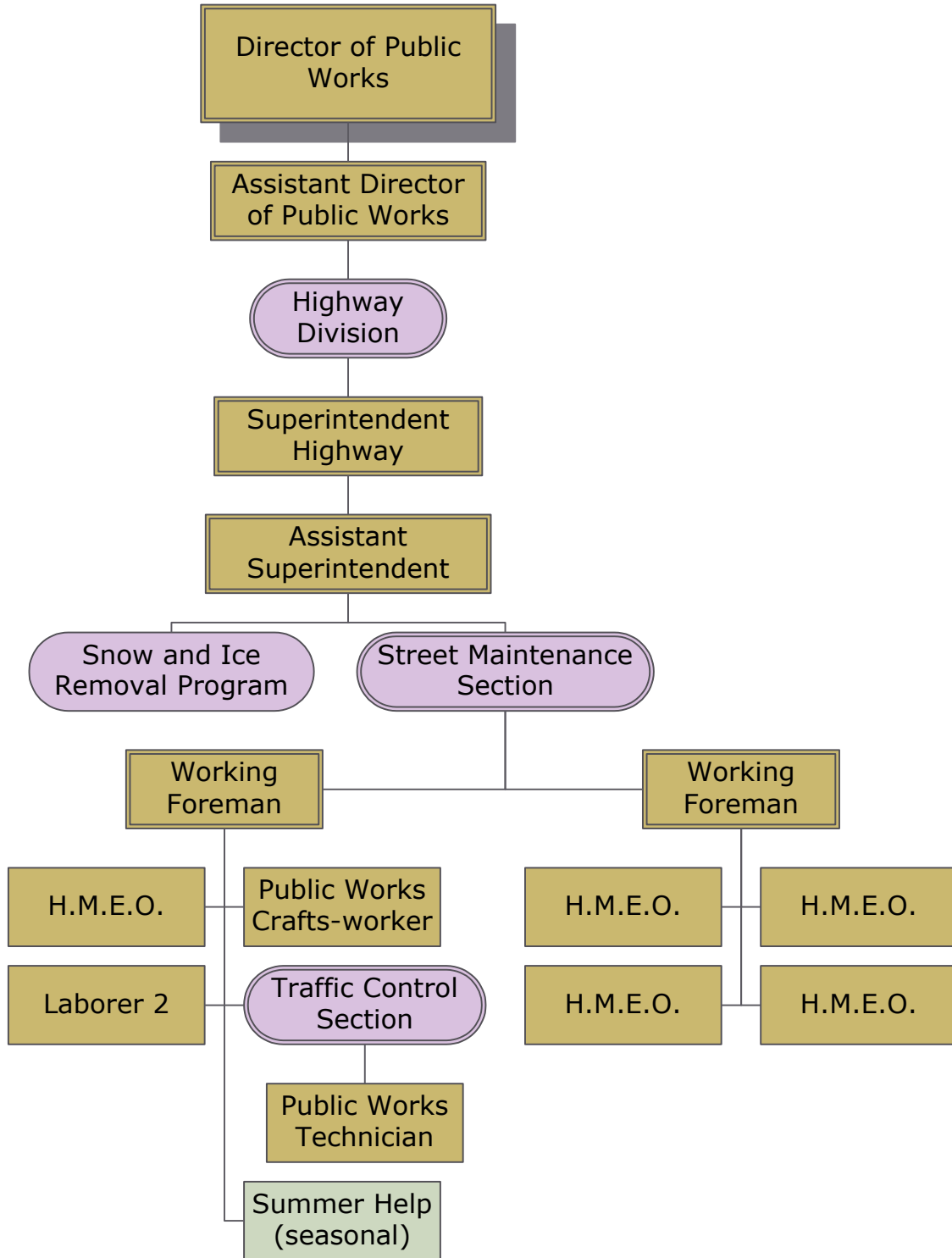
### Engineering Division



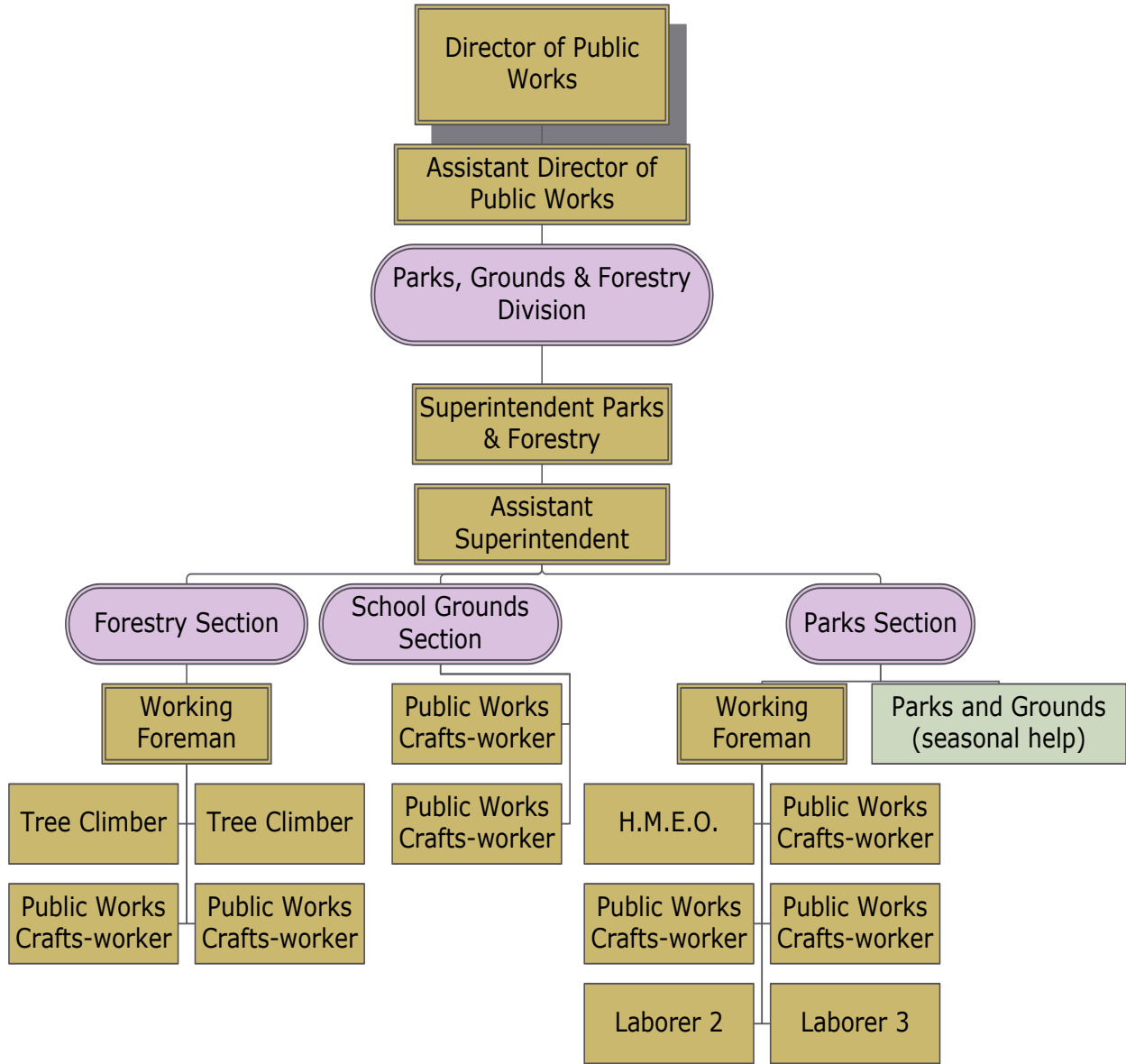
**Fleet Division**



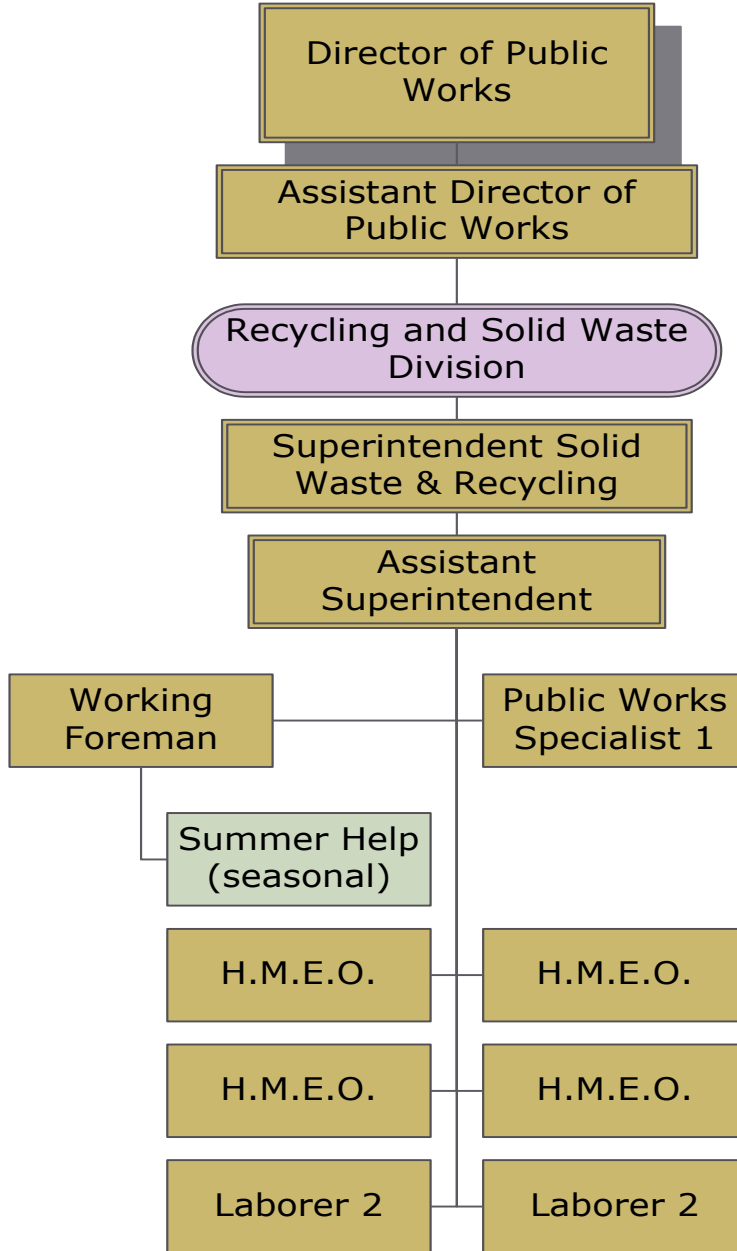
### Highway Division



### Parks and Forestry Division



**Recycling and Solid Waste Division**



**Department Information**  
**DSR1**

Department	Department of Public Works General Fund
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**Department Mission**

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.

The Department of Public Works consist 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 division (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 division (Building Maintenance, Parks & Forestry, Highway, and Recycling & Solid Waste).

**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.

**Administration**

The Administration Division will be working on applying for additional grants through Green Communities and overseeing projects from the previous grants. The Division will continue to monitor the Complete Streets grant and the project status. The Division will continue to work on improving project management by providing assistance in tracking the status of ongoing projects throughout all divisions. Administration will work on identifying and applying for additional funding through the form of grants to provide additional financial assistance to the Department. The Administration Division will be transitioning with new personnel, including a new Director.

Due to the COVID-19 pandemic, the Administration Division had to rethink how they provide services to other DPW divisions as well as the public. While working mostly remotely, the division was able to remain in contact with the public, conduct bids remotely, update the services provided throughout the pandemic, and continue to do their daily tasks. The Division will continue to work on new ways to continue to provide services remotely.

**Building Maintenance**

The Building Maintenance Division will continue to look to incorporate a more comprehensive preventative maintenance plan, including utilizing an updated work order system, outsourcing quarterly filter changes (part of the HVAC preventative maintenance), outsourcing plumbing preventative maintenance, and reviewing and updating the current preventative maintenance plan. The Division will also look to outsource the Building Management System (BMS) control monitoring, providing additional, more in depth review of the controls throughout Town. The Division will also be working to adjust to the changes as a result of COVID-19, including continuous adjustments and analysis of the HVAC systems to maintain appropriate airflow as well as re-evaluation of the cleaning and disinfecting protocols.

Due to the COVID-19 pandemic, the Building Maintenance Division saw a lot of change in their workload. The Division had to readjust and increase their cleaning and disinfecting procedures, which included additional overtime from their staff as well as increased services from outside

**Department Information**  
**DSR1**

<b>Department</b>	<b>Department of Public Works General Fund</b>
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cleaning contractors in order to provide a higher level of disinfecting for the students to return to school. Additionally, the Division had to recommission every school building to ensure increased airflow in order to combat the spread of the virus and bring students and staff back into the buildings. This included repairing existing HVAC systems, readjusting the controls of the systems, providing detailed data analysis of the functionality of the systems, and increased oversight. This resulted in a strain in their ability to undertake other projects as well as a significant financial impact. The Division will need to continue to re-evaluate their operations with regards to COVID-19 and the changes that were implemented in order to combat the pandemic. The Division is submitting a DSR4 to highlight the additional financial requests if the operational changes due to the pandemic continue into FY22.

**Engineering**

The Engineering Division is working on many projects in FY22, including completing the construction phase of the Town-Wide Pedestrian Safety Audit, working on Phase 2 of the Downtown Project, and improvements to the Needham Heights Streetscape and flooding abatement. The Engineering Division will continue to partner with the Recycling and Solid Waste Division to work on property improvements at the transfer station. They will work with the Water and Sewer Division to make improvements to the water distribution system, work on the sewer pump station replacement, and finish up work on the Route 128 sewer interceptor feasibility project. The Division will also continue to implement the National Pollutant Discharge Elimination System (NPDES) permit and will partner with all other divisions.

Due to COVID-19, the Engineering Division has had to reshuffle staff to restrict no more than 25% occupancy in the Engineering office. A remote working environment has been implemented to continue to provide services. The Division also had to reprioritize work items.

**Fleet**

The Fleet Division will utilize the increased fleet software data to creative additional proactive maintenance measures towards the reduction of more costly reactive repairs. The Division will continue their efforts to standardize fleet replacement types. This seeks to increase efficiency and reliability while eliminating unnecessary features and options. The Division will investigate and incorporate options to support the Town’s Green Communities efforts, including installing vehicle idle management systems and providing additional vehicle charging station. New GPS data will be analyzed for route specific vehicles and snow and ice equipment. Additionally, the Fleet Division will develop a Fleet Policy for all DPW divisions which would encompass purchase through disposal aspects of managing the fleet.

Due to COVID-19, the Fleet Division has struggled to keep up with their regular maintenance on vehicles because of the increase use of vehicles in order to accommodate one person per vehicle. Much of their time has also been spent cleaning and disinfecting vehicles prior to service.

**Highway**

The Highway Division will work with others in Needham to submit documents for Complete Street grants for intersection and pedestrian crossing improvements for Dedham Avenue at Harris Avenue and Warren Street in conjunction with the goal to fully incorporate Complete Street and traffic calming elements into design, construction, and maintenance plans and programs. The Division will work with the Administration Division to pursue future Transportation Improvement Program (TIP) funding for allocation of Federal and State funds for major roadway and intersection reconstruction projects. The Highway Division will prioritize the construction of new pedestrian

**Department Information**  
**DSR1**

<b>Department</b>	<b>Department of Public Works General Fund</b>
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crossings in accordance with the Town Wide Pedestrian Safety Audit and will incorporate new roadway design concepts and construction to better serve multimodal activities for all users of all ages and abilities. The division will create new and update existing A-La-Carte construction and maintenance contract specifications to comply with changes in industry standards. The existing standard operating procedures (SOPs) for street sweeping will be updated to increase Town staff sweeping to reduce environmental impacts and improve multimodal travel. The existing SOPs for snow and ice will be updated in incorporate anti-icing techniques and expand business are services. The Division will also complete training to maintain and update Needham’s new Pavement, Traffic Sign, and Sidewalk Management Programs.

Due to COVID-19, the Highway Division has to revise the five year asset management and construction improvement plans. Many of the planned reconstruction projects were deferred and instead, the Division performed extensive asset preservation strategies. In order to keep staff socially distanced, it was challenging to complete the same level of work. The Division had to restructure their operations in order to keep the staff safe and continue their workload.

**Parks & Forestry**

The Parks and Forestry Division will formalize specifications and bids to capture all the outdoor work from Building Maintenance into their contract management. The Division will continue to work on design improvements at the Town Common as well as continue to collaborate with the School Department on starting an Annual Earth Day celebration with students. The Division will partner with the Park and Recreation Department to move forward with a shared vision.

Due to the COVID-19 pandemic, the Division had to reevaluate how they provided services to the Town. This included doing a socially distanced Arbor Day celebration. Additionally, the Division found a higher than average usage of the parks and fields throughout Town as a result of social distancing. This has also led to a large increase in the amount of trash for the Division to deal with. The Parks and Forestry Division will continue to make COVID-19 related improvements or enhancements to existing lands and Town properties.

**Recycling & Solid Waste**

The Recycling and Solid Waste Division will continue to work with the Engineering Division on transfer station building renovations and the Stormwater Management’s sedimentation basin project. The Division will undertake maintenance projects throughout the facility, including pavement crack sealing, line painting, replacing and updating signage, repairing granite curbing, repairing damage to the anti-litter fencing, and painting the exteriors of all buildings at the facility. Additionally the Recycling and Solid Waste Division looks to pave the road behind the Salt Shed and construct a covered storage over the concrete pads housing the trash trailers to minimize exposure to extreme cold weather. The Division is looking to use Department of Environmental Protection grant funds to replace the existing hazardous waste storage shed.

Due to the COVID-19 pandemic, the Recycling and Transfer Station (RTS) saw many operational changes in order to provide a safe environment for both staff and residents, as this was an essential facility throughout the shutdown. The Division navigated the challenges due to COVID-19 by instituting changes to the traffic patterns entering the facility, setting up barriers to ensure social distancing at the drop-off walls, halting the newly implemented organics recycling program at the schools, and closing the Goodwill and Swap Shop Re-use operations. The RTS restricted high traffic days to residents only for a while and limited the number of vehicles present at any given time for safety reasons. Throughout, the RTS was able to continue to provide services to the residents of



**Department Information**  
**DSR1**

Department	Department of Public Works General Fund
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Needham.

**Budget Statement**

Salaries & Wages increasing \$141,787, 1.53%.  
 Expenses & Services increasing \$308,630, 4.39%.  
 Operating Capital increasing \$27,982, 18.65%.  
 Total Budget Submission increasing \$478,399, 2.9%.  
 \*not including snow & ice

There is only a signed contract for one represented group, BCTIA, within DPW so they are the only group with an increase. All non-represented and management employees are level funded. There has been transition within all levels of the organization that has had several staff members being paid at the high end of their pay scale leave, and newer employees coming in at the lower end of the pay scale. The total increase for regular salaries is \$116,038, 1.4%.

The Other Salary & Wages, including temporary help, has remained the same as last year.

The overtime programs from the prior year remain in place. The Overtime Budget is increasing by \$25,749, 3.25%

**Expenses & Services**

Energy

Fuel Type	5 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	31,505	\$3.15	\$99,240	-\$31,171

\*Used 5 year average due to milder years of FY17, FY18, & FY19

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Admin	Gasoline	594	\$2.45	\$1,455	-\$184
BMD	Gasoline	7,341	\$2.45	\$17,985	-\$4,849
Engineering	Gasoline	1,279	\$2.45	\$3,134	-\$860
Fleet	Diesel	1,440	\$2.88	\$4,147	-\$356
Fleet	Gasoline	5,245	\$2.45	\$12,850	-\$991
Highway	Diesel	14,133	\$2.88	\$40,703	-\$15,333
Highway	Gasoline	1,795	\$2.45	\$4,398	\$589
Parks & Forestry	Diesel	7,273	\$2.88	\$20,946	-\$4,603
Parks & Forestry	Gasoline	7,509	\$2.45	\$18,397	-\$3,446
RSW	Diesel	18,694	\$2.88	\$53,839	-\$7,032
RSW	Gasoline	758	\$2.45	\$1,857	-\$366

Department Information DSR1	
Department	Department of Public Works General Fund
<p><u>Administration</u> The main change to the Administration budget is the DPW will be switching to one consolidated work order system for all divisions. This will be funded out of the Administration budget (34,650).  Net Increase \$35,656</p>	
<p><u>BMD</u> There are two major changes to the BMD budget. One is increased monitoring of the Building Management System for HVAC (47,674). The second is switching to outsourcing the quarterly filter changes throughout the Town (178,536).  Net Increase \$246,087</p>	
<p><u>Engineering</u> The only change to the Engineering budget is due to Gasoline (-860).  Net Decrease -\$860</p>	
<p><u>Fleet</u> There are only incremental changes to the Fleet budget. There are increases for software licensing (3,125). There are also decreases due to Gasoline and Diesel Fuel.  Net Increase \$2,507</p>	
<p><u>Highway</u> There are incremental changes to the Highway budget. The biggest change is in Roadway Markings (52,103), where the increase is due to contractual changes. At the time of contract bidding, there was only one qualified vendor, which drove up the cost of the contract. Other contractual increases are seen in Crack Seal (2,875) and Roadway Paving (12,049). There was also an increase in Police Details (1,480) based on increased need.  Net Increase \$68,881</p>	
<p><u>Parks &amp; Forestry</u> There are incremental changes to the Parks and Forestry budget. The major increases are due to contractual changes, including Contracted Mowing/Mulching (8,483). The increase for Fence Repairs (6,000) is due to taking over the fence repairs at the rail trail. There was also an increase in Police Details (3,000) based on increased need.  Net Increase \$16,057</p>	
<p><u>Recycling &amp; Solid Waste</u> The major changes to the Recycling &amp; Solid Waste division are due to decreased cost in disposal and hauling of municipal solid waste. The decrease in MSW is driven by a decreasing average tonnage, driving the disposal costs down (641,479) and the hauling costs down (147,375).</p>	

**Department Information  
DSR1**

Department: Department of Public Works General Fund

MSW Disposal

3 Year Average Tons	FY22 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,030*	\$71.04**	\$641,479	-\$30,218

\*Due to a low number of tons in 2019, the 3 year average is based off of 2017, 2018, and 2020 for budgetary purposes.

\*\*Increase from prior year tipping fee \$70.10

MSW Hauling

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$375*	393**	\$147,375	-\$7,600

\*Increase from prior year's budgetary cost of \$372 per load.

\*\*Estimated figure of 23 tons per load.

Recycling

Material	3 Year Average Tons	Estimated Cost per Ton	Estimated Value	Difference from Prior Year Submission
Corrugated Cardboard	399	-\$20.00	-\$7,980	-\$6,819
Mixed Paper	1,181	\$29.23	\$34,521	-\$16,239
Commingle Containers	760	\$63.86	\$48,534	-\$6,406
Single Stream Recycling	275	\$64.65	\$17,779	-\$1,196
Rigid Plastics	0	\$85.00	\$0	\$0

\*Increase in revenue from prior year's revenue value of \$3 per ton.

\*\*Decrease in cost from prior year's budgetary value of \$40 per ton.

\*\*\*Decrease in cost from prior year's budgetary value of \$67 per ton.

\*\*\*\*Decrease in cost from prior year's budgetary value of \$69 per ton.

Cost per Load	Estimated Number of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
\$400.86	249	\$99,814	-\$3,926

\*Increase in prior year's budgetary value of \$390.

Net Decrease -\$59,698

Department Information					
DSR1					
Department			Department of Public Works General Fund		
Line Item	Division	Description	Change from FY 21	Comments	Net Change
Energy	BMD	Oil	(\$31,171)	Based on 5 year average	(\$31,171)
Repairs & Maint. Services	BMD	Alarm & Sprinkler Servicing	\$31,625	40% contractual increase	\$287,833
	BMD	Building Repairs	\$3,493	4% contractual increase	
	BMD	Door Access Systems	\$1,306	4% contractual increase	
	BMD	Door Repairs	\$47	0.1% contractual increase	
	BMD	Electrical Repair	\$1,928	3.5% contractual increase	
	BMD	Elevator Maintenance	\$4,145	4.1% contractual increase	
	BMD	Generator Repair	\$4,404	17.2% contractual increase	
	BMD	Hardware Maint. Agree.	\$1,858	3.5% contractual increase	
	BMD	HVAC Maintenance	\$178,536	3.5% contractual increase and outsourced quarterly filter changes	
	BMD	Masonry Repair	\$2,373	3.5% contractual increase	
	BMD	Plumbing Repairs	\$1,348	3.5% contractual increase	
	BMD	Roof Repairs	(\$4,763)	5.7% contractual decrease	
	Highway	Repairs & Maintenance to Traffic Signals	\$630	3.5% contractual increase	
	Highway	Roadway Markings	\$52,103	Based on prior year's contractual increase	
	P&F	Fence Repairs	\$6,000	Increased need from rail trail	
RTS	Other Vehicle Repair	\$2,000	Based on increased need		
RTS	Scale Calibration	\$800	Based on increased need of maintenance		
Rentals & Leases	RTS	Misc. Equipment Rentals	(\$4,000)	Based on decreased need	(\$3,650)
	RTS	Oxygen & Acetylene Tank Rental	\$350	Based on increased need	

Department Information					
DSR1					
Department			Department of Public Works General Fund		
Line Item	Division	Description	Change from FY 21	Comments	Net Change
Other Property Related Services	BMD	Contract Cleaning	\$20,500	2.8% contractual increase	\$2,057
	BMD	Pest Control Services	\$4,899	25.8% contractual increase	
	Highway	Crack Seal	\$2,875	4.2% contractual increase	
	Highway	Disposal of Street Sweepings	\$1,385	4.8% contractual increase	
	Highway	Road Surface Treatments	\$3,667	3.5% contractual increase	
	Highway	Roadway Paving	\$12,049	4.3% contractual increase	
	Highway	Sidewalk Curb, and HP Improvements	\$2,720	3.6% contractual increase	
	Highway	Street Sweeping	\$1,361	4.7% contractual increase	
	P&F	Contracted Mowing/Mulching	\$8,483	3.5% contractual increase	
	P&F	Fertilizer & Grub Control	\$3,747	2.7% contractual increase	
	P&F	Field Work	\$2,576	5% contractual increase	
	RTS	Landfill Mowing	\$4,200	Increased to twice per year	
	RTS	MSW Disposal	(\$30,218)	Based on 3 year average	
	RTS	MSW Hauling	(\$7,601)	Based on 3 year average	
	RTS	Organics Recycling Program	\$4,000	Based on contract pricing	
	RTS	Paper Shredding	\$2,000	Called out	
	RTS	Recycling & Hauling	(\$227,254)	Broken out between recycling disposal and hauling	
	RTS	Recycling Disposal	\$92,853	Based on contract pricing	
	RTS	Recycling Hauling	\$99,815	Based on contract pricing	
Professional & Technical Services	Admin	Annual Maintenance for SeeClickFix	(\$4,900)	Switching from SeeClickFix to new work order system	\$70,499
	Admin	Consolidated Work Order System for DPW	\$32,000	Annual fee for new work order system	

**Department Information  
DSR1**

Department: Department of Public Works General Fund

Line Item	Division	Description	Change from FY 21	Comments	
<i>(Professional &amp; Technical Services cont.)</i>	Admin	Implementation of Work Order System	\$21,000	Based on quote	
	Admin	PeopleGIS - PeopleForm Licenses	(\$225)	Moving to consolidated work order system	
	Admin	PeopleGIS - PeopleForms Development Support	(\$5,225)	Moving to consolidated work order system	
	Admin	Seminars and Training	(\$8,000)		
	BMD	HVAC Programming	\$47,674	Increased HVAC monitoring - 6 hours per week	
	BMD	Software Licenses	(\$15,000)	SchoolDude fees moved to Admin	
	Fleet	Annual Licensing for Electronic Diagnostic Tool	\$5,000	Based on contract pricing	
	Fleet	Fuel Management Software	\$9,850	Based on contract pricing	
	Fleet	GPS Monitoring Services	(\$12,000)	Based on prior spending	
	Fleet	Vehicle Maintenance Software	\$275	Based on prior spending	
	RTS	PC Scale Annual Contract	\$50	Based on prior spending	
	Communications	Admin	Legal Ads	(\$150)	Based on prior spending
Admin		Printing	\$150	Based on prior spending	
Admin		Wireless Communications	\$500	Based on prior spending	
BMD		Wireless Communications	\$1,550	Based on prior spending	
Fleet		Cell Phones	\$730	Based on prior spending	
RTS		Cell Phones	\$300	Based on prior spending	

**Department Information**  
**DSR1**

Department: Department of Public Works General Fund

Line Item	Division	Description	Change from FY 21	Comments	Net Change
Other Purchased Services	Highway	Police Details	\$1,480	Based on increased need	\$18,880
	P&F	Police Details	\$3,000	Based on increased need	
	RTS	E-Waste	\$3,500	Based on current utilization	
	RTS	Granite Curbing Maintenance	\$4,000	Based on increased need	
	RTS	HH Hazardous Waste	\$5,000	Based on FY21 HHW Cost	
	RTS	Line Painting	\$1,500	Based on increased need related to accessibility	
	RTS	Paint Disposal (Oil)	\$500	Based on current utilization	
	RTS	Police Details	\$300	Based on increased need	
	RTS	Refrigerant Disposal	\$2,000	Based on current utilization	
	RTS	Tire Disposal	\$200	Based on current utilization	
	RTS	Universal Waste Disposal	(\$3,000)	Based on current utilization	
	RTS	Waste Oil Burner Maintenance	\$400	Based on updated quote	
Office Supplies	Admin	Office Supplies	(\$5,000)	One time increase for new position	(\$5,000)
Building & Equipment Supplies	RTS	Gates & Signs	(\$2,000)	Based on decreased need	(\$2,000)
Groundskeeping Supplies	P&F	Quick Dry Clay	\$300	Based on prior spending	\$300
Vehicular Supplies	Highway	Cutting Edges & Related Accessories	\$373	3.5% contractual increase	\$1,173
	RTS	Cutting & Rubber Edges	\$800	Based on additional need	
	P&F	Gasoline	(\$3,446)	Based on 3 year average	
	RTS	Diesel	(\$7,032)	Based on 5 year average	
	RTS	Gasoline	(\$376)	Based on 3 year average	

**Department Information  
DSR1**

Department: Department of Public Works General Fund

Line Item	Division	Description	Change from FY 21	Comments	Net Change
Gasoline & Diesel Fuel	Admin	Gasoline	(\$184)	Based on 3 year average	(\$37,442)
	BMD	Gasoline	(\$4,849)	Based on 3 year average	
	Eng.	Gasoline	(\$860)	Based on 3 year average	
	Fleet	Diesel	(\$357)	Based on 3 year average	
	Fleet	Gasoline	(\$991)	Based on 3 year average	
	Highway	Diesel	(\$15,333)	Based on 5 year average	
	Highway	Gasoline	\$589	Based on 5 year average	
	P&F	Diesel	(\$4,603)	Based on 5 year average	
	P&F	Gasoline	(\$3,446)	Based on 3 year average	
	RTS	Diesel	(\$7,032)	Based on 5 year average	
	RTS	Gasoline	(\$376)	Based on 3 year average	
Public Works Supplies	Highway	Asphalt	\$4,548	3.5% contractual increase	\$3,503
	Highway	Granite Curbing	\$205	3.6% contractual increase	
	RTS	Paint	(\$250)	Based on prior spending	
	RTS	Public Space Recycling Containers	(\$1,000)	Based on prior spending	
Other Supplies & Equipment	Admin	Other Supplies & Equipment	\$1,100	Based on prior spending	\$1,100
Dues & Subscriptions	RTS	Recycling Industry Publications	(\$1,545)	Moved to current contract	(\$1,545)

**Operating Capital**

Highway – Stand On Plow

This request is for a stand on sidewalk plow for snow and ice operations to do detail work. It is a four wheel drive sidewalk plow unit with zero turn capabilities. This would assist in additional snow removal services for the business zones.

Parks – Batting Cages

This request is to repair/replace existing batting cages throughout Town on a rotating schedule.

Parks – Synthetic Turf Blower

This funding request will support the in-house maintenance efforts needed to compliment the new synthetic turf at DeFazio and Memorial Fields. This piece of equipment ensures the fields are cleaned extensively prior to the brush and groom.

Parks – Zero Turn Mower

This request is for a zero turn mower. It is a primary piece of equipment that provides cuts to all the small parks in Town and other sidewalk areas. It also provides at trim around other major parks where the larger pieces of equipment cannot reach.



Department Information DSR1	
Department	Department of Public Works General Fund
<p><u>RSW – Open Top Trailer</u> The Division is looking to replace an existing open top trailer, on a seven year replacement schedule. These trailers are used to haul trash around the Recycling and Transfer Station and to the recycling plant or incinerator for processing. The new trailer may have an automatic tarping feature that should allow the tarps to last longer.</p> <p><u>RSW – Roll Off Containers</u> The Division will be purchasing two 40 yard roll-off containers as part of the long term effort to replace and maintain its inventory of trash and recycling containers.</p> <p><b>DSR4s</b> <u>Admin – Project Manager</u> This request is for a Project Manager to oversee projects throughout DPW.</p> <p><u>BMD – Plumber</u> This request is for an additional plumber as the Division is responsible for more square footage throughout Town.</p> <p><u>BMD – COVID Costs</u> This request is for additional funding for increased operational costs due to COVID.</p> <p><u>Fleet – Fleet Service and Parts Manager</u> This request is for a Fleet Service and Parts Manager to provide additional oversight as the number of vehicles maintained by Fleet increases.</p> <p><u>Parks &amp; Forestry – Additional Temporary Help</u> This request is for an additional temporary help position to provide assistance for 24 weeks out of the year.</p> <p><u>Co-Op</u> This request is for three co-op positions, one for Building Maintenance, one for Fleet, and one for Parks to provide additional assistance to these divisions while creating a relationship with Minuteman.</p>	
<b>Accomplishments and Activities</b>	
<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>At the beginning of FY21, the DPW saw the retirement of its Director, Rick Merson, after 48 years of service with the Town.</p> <p><b><u>Administration</u></b> The Administration Division submitted the application for the Green Communities program and was awarded the designation, committing the Town to make energy reduction improvements over the next five years. The Division worked on setting up Kronos, a time clock system, for the DPW staff to use throughout Town. This project is still ongoing and implementation is expected in FY21. With the COVID-19 pandemic, the Division evaluated how to best provide services to the Town</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Department of Public Works General Fund</b>
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and incorporated recorded pre-bids and bid openings in order to continue bidding processes. The Division provided additional support in providing updates regarding operations to the Town and Schools.

**Building Maintenance**

The Building Maintenance Division took over the maintenance of the Jack Cogswell Building as well as the new Public Safety Building. The Division replaced the automatic transfer switch at the High School and replaced multiplexed variable frequency drives and motors in HVAC units throughout the Town. Additionally, they started a preventative maintenance program for the roofs, using an outside contractor. During the shutdown due to COVID-19, the Division ensured that the buildings were maintained and safe, conducting well building checks throughout and providing continuous disinfecting services. The Division worked closely with the School Department throughout the latter half of FY20 to keep schools clean and safe throughout.

**Engineering**

The Engineering Division completed multiple projects including wastewater system rehabilitation, rosemary sediment removal, and the installation of rapid rectangular flashing beacons. The Division also worked on a sewer extension at Walker Lane, a survey plan for Central Avenue and Hunnewell Street, and a traffic signal study at Central Avenue and Great Plain Avenue. The Engineering Division submitted the 60 Wildwood Drive Pond Experimental Application, a traffic signal plan for Dedham Avenue and South Street, and provided an on-street parking plan for the post office. Due to COVID-19, the Division worked on providing an outdoor dining plan and social distancing plans.

**Fleet**

The Fleet Division refurbished eighteen vehicles, significantly improving their reliability and safety. The Division has increased the reporting of the data in their fleet management system. The Fleet Division has utilized Municibid to sell approximately \$140,000 in equipment. Despite the difficulties experienced with COVID-19, the Fleet Division was still able to increase the percentage of vehicles in service.

**Highway**

The Highway Division performed extensive roadway repair with DPW staff to appropriately surface treat 72,000 square yards of roadway. The Division repaired 2.1 miles of grass berm and shoulder improvements and completed hundreds of work order requests for road, sidewalk, and traffic system repairs and improvements. Complete Street traffic marking techniques were implemented on four resurfaced streets – Hunting Road, Greendale Avenue from Brookline Street to Hunting Road, Great Plain Avenue from Pickering Street to Harris Avenue, and West Street from Central Avenue to near Hillside Avenue. These traffic markings (re-striping) reduced vehicle lane widths (a method of traffic calming) and incorporated striped shoulder/bicycle lanes. The Highway Division adopted the City of San Diego’s high visibility “continental” crosswalk design with minor changes and restriped dozens of crosswalks. A pilot program was implemented with a new business sidewalk plowing plan including a new stand-on plow unit. The Division refurbished eight snow plow vehicles. Due to COVID-19, the Highway Division provided concrete traffic control barriers for businesses to incorporate outdoor dining.

**Parks and Forestry**

The Parks and Forestry Division was chosen as the host location for the Tree City USA awards. Additionally, they presented the key note talk at the New England Regional Turfgrass Symposium

**Department Information  
DSR1**

Department	Department of Public Works General Fund
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due to the successful completion of the Town Synthetic Turf renovation project at Memorial and DeFazio Fields. The Superintendent was chosen as one of this years' APWA Professional Manager of the Year Facilities and Grounds due to the successes of the whole division. The Division completed over 200 SeeClickFix work orders. The Parks and Forestry Division was able to use gift funding from Park and Recreation to complete sand injection drainage work at the High Rock soccer fields and Memorial Park baseball field. Despite COVID-19, the Parks and Forestry Division still celebrated Arbor Day by taping a virtual celebration and tree planting demonstration in addition to partnering with the Park and Recreation Department to facilitate a drive by tree sapling pick up, all while social distancing. The Division was also able to respond to four major wind events and remain on top of their weekly workload while dealing with social distancing operational changes.

**Recycling and Solid Waste**

The Recycling and Solid Waste Division completed improvements to the REX building, providing staff with a heated space for equipment maintenance and general repair. The Materials Processing Area's storage bin project was completed and now provides the DPW with storage space for a variety of aggregates used inter-divisionally. The berm around the perimeter of the compost area was almost completed. Approximately 900 cubic yards of compost tailings were hauled offsite. The Division relocated the Swap Shop to a new bay within the 3-Bay Building, providing more space for both the Swap Shop operation and RTS needs. The Division also completed line painting for parking spaces throughout the entire facility and installed new signage to improve safety. The Division hired new staff.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
• Salary and Wages	9,427,275	316,390	9,743,665
• Expenses	7,346,440	833,345	8,179,785
• Capital	178,000	0	178,000
• Snow	428,850	0	428,850
•			
•			
• Total DSR2 & DSR4 Request (a through f)	17,380,565	1,149,735	18,530,300

V2022

Department Expenditure Detail DSR2																
Department					Department of Public Works General Fund											
Object					Description			Amount								
DSR2A																
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)									
	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)							
	116		116	119		119	119		119							
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count							
							X									
Union Positions:		BCTIA	X	Fire A		Fire C		ITWA	X	NIPEA	X	Police		Police Superior		NA
1. Salary and Wage Permanent Positions.																
a.	PRD1 Salary and Wages Base											8,161,234				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)															
c.	PRD1 Education															
d.	PRD1 Extra Holiday															
e.	PRD1 Longevity											83,387				
f.	PRD1 Snow Program											132,039				
g.	PRD1 Uniform															
h.	PRD1 Other Compensation															
i.	PRD1 Budget Adjustments											32,220				
											PRD1 Sub Total	8,408,880				
J	DSR3 Other Compensation															
											Sub Total 1	8,408,880				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																
a.																
b.																
c.																
d.																
e.	DSR3 Total															
											Sub Total 2	163,766				
3. Salary and Wage Overtime (Itemized Below)																
a.	Scheduled Overtime (contractually obligated)											76,811				
b.	Training and Development															
c.																
d.																
e.	DSR3 Total											740,018				
											Sub Total 3	816,829				
4. Other Salary and Wage Expenses - (Itemized Below)																
a.	Incentive Programs											37,800				
b.	Pay In Lieu of Accrued Leave															
c.	Program Stipend															
d.	Tuition Reimbursement															
e.	DSR3 Other Compensation															
											Sub Total 4	37,800				
5. Total Salary and Wages (1+2+3+4)											9,427,275					

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
DSR2B		
Object	Description	Amount
Energy (521x)	BMD <ul style="list-style-type: none"> <li>Oil (99,240)</li> </ul>	99,240
Repairs & Maintenance Services (524x - 525x)	Admin <ul style="list-style-type: none"> <li>Copier, Printer, &amp; Typewriter Repair (6,000)</li> </ul> BMD <ul style="list-style-type: none"> <li>Alarm &amp; Sprinkler Servicing (110,770)</li> <li>Building Repairs (103,293)</li> <li>Door Access Repairs (38,605)</li> <li>Door Repairs (54,289)</li> <li>Electrical Repair (57,028)</li> <li>Elevator Maintenance (104,730)</li> <li>Equipment Repair (16,200)</li> <li>Extinguisher Service (14,210)</li> <li>Fence Repairs (12,400)</li> <li>General Repair (14,500)</li> <li>Generator Repair (30,750)</li> <li>Hardware Maint. Agree. (54,959)</li> <li>HVAC Maintenance (285,536)</li> <li>Masonry Repair (70,174)</li> <li>Mech. Electric. Plumb. (31,393)</li> <li>Plumbing Repairs (39,848)</li> <li>Roof Repairs (79,163)</li> <li>Welding Repairs (13,782)</li> </ul> Engineering <ul style="list-style-type: none"> <li>Large Document Copiers &amp; Survey Equip. Repair (930)</li> </ul> Fleet <ul style="list-style-type: none"> <li>Equipment Repair (10,000)</li> <li>Fuel Tank (2,000)</li> <li>Lift Refurbishment (20,000)</li> <li>Vehicle &amp; Equipment Inspections (10,000)</li> <li>Vehicle Repair (45,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>Fence/Guardrail (20,000)</li> <li>Repairs &amp; Maint to Traffic Signals (18,629)</li> <li>Roadway Markings (142,000)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>Electrical Repair (4,000)</li> <li>Equipment Repair (14,800)</li> <li>Fence Repair (12,000)</li> <li>Irrigation Repair (20,000)</li> </ul> RSW <ul style="list-style-type: none"> <li>Loader Repair (8,000)</li> </ul>	1,524,589

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Other Equipment Repair (3,000)</li> <li>• Other Vehicle Repair (7,000)</li> <li>• Packer Repair (2,000)</li> <li>• Power Washer Repair (1,000)</li> <li>• Scale Calibration (2,400)</li> <li>• Scale Repair (700)</li> <li>• Tire Repair &amp; Install (27,000)</li> <li>• Trailer Inspections (1,500)</li> <li>• Trailer Tarp Repair (5,000)</li> <li>• Trommel Repair (10,000)</li> </ul>	
Rental & Leases (527X)	BMD <ul style="list-style-type: none"> <li>• Rentals of Specialty Equipment (5,100)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Shop Supplies, Gas, &amp; Welding Supplies (1,500)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Misc. Equipment Rentals (6,000)</li> <li>• Oxygen &amp; Acetylene Tank Rental (600)</li> <li>• Water Cooler Rental (500)</li> </ul>	13,700
Other Property Related Services (529x)	BMD <ul style="list-style-type: none"> <li>• Contract Cleaning (762,500)</li> <li>• Energy Upgrade (32,000)</li> <li>• General Services (25,200)</li> <li>• Hazardous Waste Disposal (5,500)</li> <li>• Irrigation Systems (18,210)</li> <li>• Other Prop Related Service (29,259)</li> <li>• Parking Lot Maintenance (30,000)</li> <li>• Pest Control Services (23,905)</li> <li>• Playground Repairs (6,000)</li> <li>• Window Washing (10,200)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Crack Seal (71,317)</li> <li>• Disposal of Street Sweepings (30,244)</li> <li>• Road Surface Treatments (108,434)</li> <li>• Roadway Paving (292,266)</li> <li>• Sidewalk Curb and HP Improvements (78,278)</li> <li>• Street Sweeping (30,323)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Contracted Mowing/Mulching (250,857)</li> <li>• Crane Work – Trees (20,000)</li> <li>• Diamond Maintenance (10,000)</li> </ul>	3,139,307

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Fertilizer &amp; Grub Control (142,520)</li> <li>• Field Work (54,101)</li> <li>• Invasive Weed Control – Carol Brewster (4,900)</li> <li>• Rail Trail (12,000)</li> <li>• Sod Installation (4,000)</li> <li>• Soil Sampling (1,773)</li> <li>• Top Dressing (23,608)</li> <li>• Tree Spade (6,000)</li> <li>• Wetting Agent (12,190)</li> <li>• Winter Moth Spray (1,200)</li> <li>• Xeriscape Plantings (4,000)</li> </ul> <p>RSW</p> <ul style="list-style-type: none"> <li>• Landfill Mowing (8,000)</li> <li>• MSW Disposal (641,479)</li> <li>• MSW Hauling (147,375)</li> <li>• Organics Recycling Program (47,000)</li> <li>• Paper Shredding (2,000)</li> <li>• Recycling Disposal (92,853)</li> <li>• Recycling Hauling (99,815)</li> </ul>	
Professional & Technical Services (530x – 531x)	<p>Admin</p> <ul style="list-style-type: none"> <li>• Consolidated Work Order System for DPW (32,000)</li> <li>• Implementation of Work Order System (21,000)</li> <li>• PeopleGIS – PeopleForm Licenses (5,000)</li> </ul> <p>BMD</p> <ul style="list-style-type: none"> <li>• Engineering Consulting (31,000)</li> <li>• HVAC Programming (111,863)</li> <li>• Licensed Professional Services (45,000)</li> <li>• Professional &amp; Technical (34,534)</li> <li>• Seminars &amp; Training (9,000)</li> <li>• Software Licenses (9,000)</li> </ul> <p>Engineering</p> <ul style="list-style-type: none"> <li>• Inspectional Services – Street Permits (45,000)</li> <li>• Right-of-Way &amp; Property Surveys (30,000)</li> <li>• Seminars &amp; Training (1,000)</li> </ul> <p>Fleet</p> <ul style="list-style-type: none"> <li>• Annual Licensing for Electronic Diagnostic Tool (6,500)</li> <li>• Fuel Management Software (10,850)</li> <li>• GPS Monitoring Services (13,000)</li> </ul>	468,622

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Seminars &amp; Training (3,000)</li> <li>• Vehicle Maintenance Software (10,275)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Seminars &amp; Training (2,500)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Consulting (4,000)</li> <li>• Seminars &amp; Training (2,000)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Landfill Groundwater Monitoring &amp; Testing (37,000)</li> <li>• PC Scale Annual Contract (900)</li> <li>• Seminars &amp; Training (3,200)</li> <li>• Soil &amp; Compost Testing (1,000)</li> </ul>	
Communications (534x)	Admin <ul style="list-style-type: none"> <li>• Legal Ads (100)</li> <li>• Postage (500)</li> <li>• Printing (350)</li> <li>• Wireless Communications (3,200)</li> </ul> BMD <ul style="list-style-type: none"> <li>• Cable (5,500)</li> <li>• Cable/Internet (3,500)</li> <li>• Legal Notices (1,500)</li> <li>• Landline (135,400)</li> <li>• Postage (1,600)</li> <li>• Printing &amp; Mailing (400)</li> <li>• Wireless Communications (16,190)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Cell Phones (4,000)</li> <li>• Legal Ads (400)</li> <li>• Postage (300)</li> <li>• Printing (200)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Cell Phones (2,900)</li> <li>• Legal Ads (50)</li> <li>• Postage (50)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Cell Phones (4,500)</li> <li>• Legal Ads (850)</li> <li>• Postage (500)</li> <li>• Printing - Payroll (250)</li> <li>• Telephones (600)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Cell Phones (3,000)</li> <li>• Legal Ads (700)</li> <li>• Postage (150)</li> <li>• Telephones (505)</li> </ul> RSW	195,280



Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Business Cards (100)</li> <li>• Cell Phones (2,800)</li> <li>• Disposal Stickers (1,000)</li> <li>• Fax Line (2,500)</li> <li>• Legal Notes (535)</li> <li>• Other Printed (1,000)</li> <li>• Postage (150)</li> </ul>	
Recreational & Cultural Services (535x)	•	0
Other Purchased Services (538x)	BMD <ul style="list-style-type: none"> <li>• Other Purchase of Service (8,000)</li> <li>• Water Filtration (4,600)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Towing Services (6,100)</li> <li>• Vehicle Washing (30,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Police Details (22,000)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Goose Management Program (20,000)</li> <li>• Police Details (6,000)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Crack Sealing Pavement (1,000)</li> <li>• E-Waste (15,000)</li> <li>• Granite Curbing Maintenance (6,000)</li> <li>• HH Hazardous Waste (17,000)</li> <li>• Line Painting (4,000)</li> <li>• Log &amp; Brush Grinding (30,200)</li> <li>• Mattress Recycling Program (14,500)</li> <li>• Medical Waste Disposal (2,100)</li> <li>• Paint Disposal (Oil) (5,500)</li> <li>• Police Detail (1,300)</li> <li>• Refrigerant Disposal (7,000)</li> <li>• Rock Crushing/Material Processing (25,000)</li> <li>• Septic Tank Pumping (9,000)</li> <li>• Tailings Disposal (20,000)</li> <li>• Tire Disposal (3,000)</li> <li>• Universal Waste Disposal (2,000)</li> <li>• Waste Oil Burner Maintenance (1,400)</li> </ul>	260,700
Office Supplies (542x)	Admin <ul style="list-style-type: none"> <li>• Office Supplies (27,600)</li> </ul>	27,600
Building & Equipment Supplies (543x)	BMD <ul style="list-style-type: none"> <li>• Carpentry Supplies (87,000)</li> <li>• Electrical Supplies (94,500)</li> <li>• Flooring &amp; Carpet Supplies (10,000)</li> </ul>	499,993

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Glass &amp; Glazier Supplies (10,700)</li> <li>• HVAC Supplies (137,500)</li> <li>• Misc. Supplies (83,093)</li> <li>• Plumbing Supplies (64,000)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Light Bulbs, Paint, &amp; Hardware (700)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Gates &amp; Signs (7,500)</li> <li>• Misc. Supplies (5,000)</li> </ul>	
Custodial Supplies (545x)	BMD <ul style="list-style-type: none"> <li>• Custodial Supplies (275,137)</li> </ul>	275,137
Grounds Keeping Supplies (546x)	BMD <ul style="list-style-type: none"> <li>• Grounds Keeping Supplies (9,100)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Seed &amp; Fertilizer (1,000)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Infield Mix (5,000)</li> <li>• Irrigation Supplies (5,000)</li> <li>• Loam, Sod, &amp; Soil Additives (5,000)</li> <li>• Marking Lime (400)</li> <li>• Mulch (2,900)</li> <li>• Quick Dry Clay (1,500)</li> <li>• Rubber Crumb Top Dressing (4,500)</li> <li>• Sand (350)</li> <li>• Seed (49,757)</li> <li>• Trees &amp; Shrubs (10,000)</li> </ul>	94,507
Vehicular Supplies (548x)	Fleet <ul style="list-style-type: none"> <li>• Fuel Additives &amp; DEF Fluids (10,000)</li> <li>• Vehicle Repair Parts &amp; Batteries (90,000)</li> <li>• Vehicle Tires (25,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Cutting Edges &amp; Related Accessories (11,036)</li> <li>• Sweeper Brooms &amp; Wear Parts (6,670)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Parts &amp; Supplies, Fuel Additives (2,100)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Additives &amp; Fluids (6,000)</li> <li>• Cutting &amp; Rubber (6,000)</li> <li>• Trommel Parts (4,000)</li> <li>• Waste Handling Dozer Parts</li> </ul>	165,806

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	(5,000)	
Gasoline and Diesel Fuel (5481)	Admin <ul style="list-style-type: none"> <li>• Gasoline (1,455)</li> </ul> BMD <ul style="list-style-type: none"> <li>• Gasoline (17,985)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Gasoline (3,134)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Diesel (4,147)</li> <li>• Gasoline (12,850)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Diesel (40,703)</li> <li>• Gasoline (4,398)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Diesel (20,946)</li> <li>• Gasoline (18,397)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Diesel (53,839)</li> <li>• Gasoline (1,857)</li> </ul>	179,711
Food and Service Supplies (549x)	Admin <ul style="list-style-type: none"> <li>• Food &amp; Service Supplies (500)</li> </ul> BMD <ul style="list-style-type: none"> <li>• Food &amp; Service Supplies (500)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Water (500)</li> </ul>	1,500
Medical Supplies (550x)	Fleet <ul style="list-style-type: none"> <li>• Vehicle First Aid Kits (2,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Over the Counter Medical Supplies (100)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• First Aid Supplies (750)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Medical Supplies (500)</li> </ul>	3,350
Public Works Supplies (553x)	Engineering <ul style="list-style-type: none"> <li>• Drafting, Engineering, &amp; Surveying Supplies (1,100)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Hardware Supplies (1,000)</li> <li>• Shop Supplies (6,425)</li> <li>• Welding Supplies (1,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Asphalt (134,481)</li> <li>• Concrete &amp; Masonry Supplies (2,100)</li> <li>• Dead Animal Supplies (106)</li> <li>• Granite Curbing (5,901)</li> <li>• Lumber &amp; Hardware (950)</li> <li>• Personal Safety Equipment (700)</li> </ul>	318,467

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Tools (2,250)</li> <li>• Traffic Control (5,000)</li> <li>• Traffic Marking Paint (3,617)</li> <li>• Traffic Signal Equipment &amp; Supplies (5,744)</li> <li>• Traffic Signs (22,843)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Lumber, Paint, Tools, Parts, &amp; Accessories, Misc. Hardware, Field Marking Supplies (16,800)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Calcium Chloride, Speedy Dry, Etc. (1,000)</li> <li>• Carpentry Supplies (2,000)</li> <li>• Gaylord Boxes for Paint (1,000)</li> <li>• Landfill Flare Parts (1,000)</li> <li>• Paint (250)</li> <li>• Pay-Per-Throw Supplies (84,000)</li> <li>• Public Space Recycling Containers (1,000)</li> <li>• Replacement Dumpsters &amp; Lids (5,000)</li> <li>• Replacement Flares (8,200)</li> <li>• Tarps &amp; Bungee Cords (5,000)</li> </ul>	
Other Supplies & Equipment (558x)	Admin <ul style="list-style-type: none"> <li>• Other Supplies &amp; Equipment (2,300)</li> </ul> BMD <ul style="list-style-type: none"> <li>• Flags (780)</li> <li>• Playground Supplies (5,000)</li> <li>• Uniforms (7,600)</li> <li>• Wood Fiber Surfacing (8,000)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Plan Size Copy Paper, Large Toner Bar, Books, &amp; Manuals (1,000)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• 2-Way Radio Supplies (1,000)</li> <li>• Clothing Supplies (1,030)</li> <li>• Shop Equipment (3,000)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Clothing Supplies (2,345)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Clothing, Work &amp; Safety Gear, Supplies, &amp; Equipment (9,270)</li> <li>• Dog Park &amp; Other Recreation Area Supplies (5,000)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Employee PPE Gear &amp; Clothing</li> </ul>	49,675

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	(3,350)	
Governmental Charges (569x)	BMD <ul style="list-style-type: none"> <li>• Boiler Inspection (2,500)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Registry of Deeds Fees (1,000)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (250)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (505)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (1,800)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Hoisting &amp; CDL Licensing (600)</li> </ul>	6,655
Travel & Mileage (571x - 572x)	Admin <ul style="list-style-type: none"> <li>• In State/Mileage (1,500)</li> <li>• Out of State (5,000)</li> </ul> BMD <ul style="list-style-type: none"> <li>• Conf. In State (500)</li> <li>• Conf. Out State (1,500)</li> <li>• Mileage Reimbursement (1,250)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Travel &amp; Mileage (500)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Travel &amp; Mileage (50)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Travel &amp; Mileage (250)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Conf. Out of State (2,500)</li> </ul>	13,050
Dues & Subscriptions (573X)	Admin <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,200)</li> </ul> BMD <ul style="list-style-type: none"> <li>• APWA (800)</li> <li>• MFAA (1,450)</li> </ul> Engineering <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,200)</li> </ul> Fleet <ul style="list-style-type: none"> <li>• Professional Association Memberships (900)</li> </ul> Highway <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,000)</li> </ul> Parks & Forestry <ul style="list-style-type: none"> <li>• Professional Association Memberships (2,000)</li> </ul> RSW <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,001)</li> </ul>	9,551

Department Expenditure Detail DSR2				
Department	Department of Public Works General Fund			
Other Expenses (574 X - 579x)	•			
6. Total Expenses				7,346,440
DSR2C				
Capital Equipment Replacement (587X)	Highway			178,000
	<ul style="list-style-type: none"> <li>• Stand On Plow (30,000)</li> </ul>			
	Parks			
	<ul style="list-style-type: none"> <li>• Batting Cages (30,000)</li> <li>• Synthetic Turf Blower (7,500)</li> <li>• Zero Turn Mower (19,000)</li> </ul>			
	RSW			
	<ul style="list-style-type: none"> <li>• Open Top Trailer (75,000)</li> <li>• Roll Off Containers 2 (16,500)</li> </ul>			
7. Total Operating Budget Capital				178,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				16,951,715
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?	YES		NO	X
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES		NO	X
V2022				

Department Personnel Supplement DSR3							
Department			Department of Public Works General Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Admin - Vacation Fill-In (1 person for 8 weeks)	3,755		X			
2	BMD - Summer Help (4 people for 8 weeks)	18,330		X			
3	Engineering - Summer & Winter Help (2 people for 12 weeks)	13,747		X			
4	Fleet - Summer Help (1 person for 12 weeks)	6,874		X			
5	Highway - Summer Help (2 people for 12 weeks)	13,747		X			
6	Parks & Forestry - Summer Help (6 people for 12 weeks)	41,242		X			
7	RSW - Summer Help (1 person for 12 weeks)	6,874		X			
8	BMD - Town Hall Building Monitors	10,933		X			
9	BMD - PSAB Building Monitors	5,307		X			
10	BMD - CATH Building Monitors	5,467		X			
11	BMD - Rosemary Building Monitors	5,308		X			
12	BMD - Memorial Park Building Monitors	20,182		X			
13		12,000		X			
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I		Total	903,784	<b>X</b>			
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	163,766					
	Amount Reported Under DSR2A Section 3	740,018					
II		Total	903,784				

V2022

Department Personnel Supplement DSR3						
Department		Department of Public Works General Fund				
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Admin – Complete Overflow Work	9,257			X	
2	BMD – Sunday Coverage at Library	13,991			X	
3	BMD – Snow Program	75,034			X	
4	BMD – Man Out Coverage	65,976			X	
5	BMD – Additional Trades Work	35,126			X	
6	BMD – Non-Billable Permit Coverage	39,586			X	
7	BMD – Boiler Watch	27,811			X	
8	BMD – Saturday Program	131,938			X	
9	BMD – CATH Coverage	12,915			X	
10	BMD – Memorial Park Coverage	10,556			X	
11	BMD – Remove Pool Equipment	3,959			X	
12	Engineering – Contractor Oversight	4,544			X	
13	Engineering – Complete Overflow Work	1,767			X	
14	Fleet – Seasonal Equipment Services	9,432			X	
15	Fleet – RMV Pre-Inspection	3,144			X	
16	Fleet – PM Service	6,288			X	
17	Highway – Emergency OT	9,279			X	
18	Highway – Animal Pick Up	4,640			X	
19	Highway – Street Sweeping Business Area Sweep	10,171			X	
20	Highway – Street Sweeping Town Wide Sweep	6,245			X	
21	Highway – Special Event	7,138			X	
22	Highway – Construction Inspections Capital & Ch. 90 Projects	12,045			X	
23	Highway – Maintenance of Public Ways	6,245			X	
24	Highway – Construction Inspection	6,245			X	
25	Highway – DPW Markings Oversight of Markings Contract	5,353			X	
I	Total	903,784	<b>X</b>			
Sections						
	Amount Reported Under DSR2A Section 1					
	Amount Reported Under DSR2A Section 2	163,766				
	Amount Reported Under DSR2A Section 3	740,018				
	Amount Reported Under DSR2A Section 4					
II	Total	903,784				

V2022



Department Personnel Supplement DSR3						
Department			Department of Public Works General Fund			
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Highway - DPW Markings Paint Green Crosswalks	4,818			X	
2	Highway - DPW Markings	9,814			X	
3	Highway - Street Sign Program	3,569			X	
4	Highway - Traffic Signal Repair	3,212			X	
5	Highway - Overtime Downtown Sweeping	9,279			X	
6	Parks & Forestry - Carol Brewster Maintenance	8,349			X	
7	Parks & Forestry - Dog Park	5,566			X	
8	Parks & Forestry - July 4 Celebration	4,638			X	
9	Parks & Forestry - Leaf Clean Up at Jack Cogswell	2,783			X	
10	Parks & Forestry - Mowing, Leaves, Watering, and Diamond Work	23,656			X	
11	Parks & Forestry - Problems Relating to Irrigation Systems or Buildings	696			X	
12	Parks & Forestry - Pruning, Removals, Planting, & Watering	6,262			X	
13	Parks & Forestry - Special Events	1,392			X	
14	Parks & Forestry - Storm Damage Clean Up	8,349			X	
15	RSW - Unscheduled Overtime	2,739			X	
16	RSW - Additional Saturday Staff	35,742			X	
17	RSW - Paint Collection	7,190			X	
18	RSW - Household Hazardous Day	770			X	
19	RSW - Saturday Backfill	15,064			X	
20	RSW - Leaf Collection	8,217			X	
21	RSW - Monday Equipment Maintenance	35,741			X	
22	RSW - Monday Custodial Staff	8,936			X	
23	RSW - Landfill Flare Inspections	2,054			X	
24	RSW - Weekly Sweeping	6,676			X	
25	RSW - Sunday Supplemental Trash	5,478			X	
I		Total	903,784			
	Sections					
	Amount Reported Under DSR2A Section 1					<b>X</b>
	Amount Reported Under DSR2A Section 2		163,766			
	Amount Reported Under DSR2A Section 3		740,018			
	Amount Reported Under DSR2A Section 4					
II		Total	903,784			

V2022

Department Personnel Supplement DSR3							
Department			Department of Public Works General Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	RSW - Town Fairs Container Assistance	342			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	903,784	<b>X</b>			
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2	163,766					
	Amount Reported Under DSR2A Section 3	740,018					
	Amount Reported Under DSR2A Section 4						
II		Total	903,784				

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Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Building Maintenance Division				
Title	COVID Costs	Priority	0		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense			849,745	849,745	
3. Operating Capital					
4. Department Total (1+2+3)			849,745	849,745	
5. Other Costs					
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?				X	
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>In order to get the Schools and Town buildings suitable for occupation by staff and students, the Building Maintenance Division incurred a large financial burden. This included recommissioning the HVAC systems throughout Town and providing additional contracted cleaning services. This request is put forward in case the increased services are still needed in FY22 due to COVID-19. If the pandemic is no longer increasing the need for these additional services, then the additional funding will not be required.</p> <p>This request includes additional funding for the following: providing additional contracted cleaning in the school buildings during the day (480,000); contracting with a commissioning consultant year round to monitor, adjust, and recommend improvements for airflow (60,000); providing additional cleaning supplies and personal protective equipment for all buildings (165,000); increased HVAC repairs due to the demand on the system and the urgency of repair work (110,745). These additional costs are all a result of a need for increased airflow and increased disinfection in order to combat COVID-19.</p> <p>If the climate is similar in FY22 due to the COVID-19 pandemic, there is increased exposure for the Town if the request is not approved.</p> <p>This request addresses the documented health and safety issues surrounding COVID-19.</p>					

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Performance Improvement Funding Request DSR4					
Department	Department of Public Works - General Fund				
Title	Co-Ops	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency			Total Amount (A + B)
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	3	30,933		30,933	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)	3	30,933		30,933	
5. Other Costs	3	3,723		3,723	
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>This request is to establish a co-op position for Building Maintenance, Parks &amp; Forestry, and Fleet. This position would work to establish a program with Minuteman High School and possibly other regional schools. The intent is to preference Needham residents. In the Building Maintenance division, the co-op position would be a trades student (electrical, plumbing, HVAC, or carpentry) to provide additional assistance to the Town trade staff in that concentration while learning the skills necessary to advance them in their career. In the Parks &amp; Forestry division, the co-op position would be a horticulture student to provide additional assistance to the Town parks staff while learning the skills necessary to advance them in their career. This would target a student who is looking for a career in public service with the knowledge and skillset based in horticulture. In the Fleet division, the co-op position would be a mechanic student to provide additional assistance to the Town mechanics while learning the skills necessary to advance them in their career.</p> <p>In 2019, the Department of Public Works started recruiting at the Minuteman fair for summer help. As that relationship grew, DPW found there is an interest beyond just the summer program. The DPW is finding it increasingly challenging to recruit and retain talented staff with appropriate licensure for the Town setting. Additionally, highly skilled employees are set to retire shortly, making the need for talented staff crucial. A possible result of the co-op</p>					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works - General Fund		
Title	Co-Ops	Priority	1
<p>program is to create a pipeline to full time employment. Historically, this has been done with the summer help program, but recently summer help staff have been looking only for summer employment, not future career development. This would also provide an asset to the community and build civic duty by having students in the community working for the Town.</p>			
			V2022

Performance Improvement Funding Request Supplement											
DSR4S											
Position Title	Co-Ops						Priority	1			
Classification		FT		PT	X		Seasonal				
Part Time /Seasonal	Hours Per Week			40			Number of Weeks Per Year			18	
Compensation Detail											
Base Rate	Laborer/Trades Assistance Year 4 - Building Maintenance						10,311				
Other	Laborer/Trades Assistance Year 4 - Parks & Forestry						10,311				
Other	Laborer/Trades Assistance Year 4 - Fleet						10,311				
Other											
Other											
Other											
Other											
Other											
Salary and Wage Total							30,933				
If Funded the Position Will Require the Following Additional Items											
Description	No	Yes	Explain			Start Up Cost \$		Annual Recurring Cost \$			
Workstation	X										
Vehicle	X										
Computer	X										
Software	X										
Mobile Communication Device	X										
Uniform	X										
Tools		X	Tools for Fleet			50					
Equipment	X										
Other											
Other											
Other											
Totals						50					
Estimated Annual Benefit Cost						3,723					
Description and Explanation											
This co-op position would require the salary expenses and additional tools for the Fleet co-op.											

V2022

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - General Fund				
Title	Project 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	103,552		103,552	
2. Expense		2,150	5,000	7,150	
3. Operating Capital					
4. Department Total (1+2+3)	1	105,702	5,000	110,702	
5. Other Costs		33,440		33,440	
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>This request is for a Project Manager for the Department of Public Works. Throughout the year, DPW oversees millions of dollars in construction projects across all divisions. This Project Manager would provide assistance in managing the project load as deemed necessary within DPW. This position would oversee projects from the planning phase, through design, bidding, construction, and close out, providing a consistent and focused Town presence. The position would serve as a liaison on any assigned projects between DPW, the School Department, other Town Departments, the designers, and the contractors, providing regular updates, resolving any concerns or delays, ensuring compliance with the contract and specifications, coordinating any change orders, and processing payment.</p> <p>During the summer months, there is an increase in major construction projects. The Project Manager would provide vital assistance in the oversight of these projects, in collaboration with the Division heads, to ensure their completion during the short time frame. During the rest of the year, there are many projects that involve coordination between multiple Divisions and other Departments that this position would oversee. This would allow for the Department to better plan and coordinate all major construction projects throughout the entire year as well as provide better oversight and coordination on the day to day larger contracts. The Project Manager would work with all of the Divisions of DPW to coordinate and schedule projects</p>					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works - General Fund		
Title	Project Manager	Priority	2
<p>throughout the year for better efficiencies.</p> <p>There has been a significant and consistent increase in the number of outsourced contracts the Department has taken on with no increase in management staff. This has put a strain on Division heads to provide effective oversight on every project in addition to the day to day Division operations. The Project Manager would provide assistance in overseeing the increase in contracted services to ensure better service is provided to the Town and to allow the Division heads to focus on the operations and future of their Divisions.</p> <p>Yes, this request was previously requested the last two years.  </p>			
			V2022



Performance Improvement Funding Request Supplement									
DSR4S									
Position Title	Project Manager						Priority	2	
Classification	<input checked="" type="checkbox"/>	FT	<input type="checkbox"/>	PT	<input type="checkbox"/>	Seasonal			
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year					
Compensation Detail									
Base Rate	K22 Top End						103,552		
Other	Vehicle Stipend						3,000		
Other									
Other									
Other									
Other									
Other									
Other									
Other									
Salary and Wage Total							106,552		
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain	Start Up Cost \$		Annual Recurring Cost \$			
Workstation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Workstation Needed	2,500					
Vehicle	<input checked="" type="checkbox"/>	<input type="checkbox"/>							
Computer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Computer Needed	2,500					
Software	<input type="checkbox"/>	<input checked="" type="checkbox"/>	License for Microsoft Project			1,500			
Mobile Communication Device	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cell Phone			650			
Uniform	<input checked="" type="checkbox"/>	<input type="checkbox"/>							
Tools	<input checked="" type="checkbox"/>	<input type="checkbox"/>							
Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>							
Other	<input type="checkbox"/>	<input type="checkbox"/>							
Other	<input type="checkbox"/>	<input type="checkbox"/>							
Other	<input type="checkbox"/>	<input type="checkbox"/>							
Totals				5,000		2,150			
Estimated Annual Benefit Cost							33,440		
Description and Explanation									
<p>This position will require a workstation and a computer, as there is not already an existing space. This position will also require access to Microsoft Project and a cell phone. To offset all of the driving from site to site, this position will require a vehicle stipend. This request is for a Project Manager position to oversee projects throughout DPW.</p>									
V2022									

Performance Improvement Funding Request DSR4						
Department	Department of Public Works - General Fund					
Title	Plumber	Priority	3			
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	1	87,138			87,138	
2. Expense		800	2,500		3,300	
3. Operating Capital						
4. Department Total (1+2+3)	1	87,938	2,500		90,438	
5. Other Costs		34,001			34,001	
<b>Budgetary Considerations</b>					Yes	No
Does this request address a goal of the Select Board or other Board or Committee?						X
If yes, which Board or Committee?						
Has this request been submitted in the last three fiscal years and not funded?					X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?						X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
Does the request support activities which produce revenue for the Town?						X
If the request is not approved, will current Town revenues be negatively impacted?						X
Is there an increased exposure for the Town if the request is not approved?						X
Is specialized training or licensing required (beyond the initial purchase)?						X
Does this request address a documented health or safety issue?						X
<i>All "YES" responses above must be explained in the narrative below</i>						
<b>Description and Explanation</b>						
<p>This request is for an additional Plumber for the Building Maintenance Division. Currently, the Division has one plumber. As the square footage and number of buildings increases in Town, there becomes a need for additional trades staff. An additional plumber would allow for the Division to focus on emergency calls, preventative maintenance, and provide additional support. This level of support is required in order to have the plumbing systems in all buildings running efficiently. This request includes the salary (\$86,738), one time set up costs (\$2,500), and recurring cell phone and uniform costs (\$800). If this position is funded, a future vehicle request will follow to allow for an additional plumber, as each trade has their own vehicle to transport themselves and the tools and equipment needed from site to site.</p> <p>This request was submitted in FY21 as an additional HVAC Technician, but was not funded.</p>						
V2022						

Performance Improvement Funding Request Supplement										
DSR4S										
Position Title	Plumber						Priority	3		
Classification	<input checked="" type="checkbox"/>	FT	<input type="checkbox"/>	PT	<input type="checkbox"/>	Seasonal				
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year						
Compensation Detail										
Base Rate	BT4 Step 8						85,738			
Other	Snow Incentive						1,000			
Other	Sick Incentive						400			
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total							87,138			
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$					
Workstation	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Vehicle	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Future CIP Request							
Computer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Laptop/tablet	2,500						
Software	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Mobile Communication Device	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cell Phone		650					
Uniform	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Shirt & Jackets		150					
Tools	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Totals				2,500	800					
Estimated Annual Benefit Cost					34,001					
Description and Explanation										
The Department will be putting in a future request for an additional vehicle if this position is funded. This position would require a cell phone, a table or laptop, and a uniform. As the Town increases the total square footage of buildings, there is a need for additional plumbers.										
V2022										

Performance Improvement Funding Request DSR4						
Department		Department of Public Works – General Fund				
Title		Additional Temporary Help		Priority	[ 4 ]	
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	[ 1 ]	13,747			13,747	
2. Expense						
3. Operating Capital						
4. Department Total (1+2+3)	[ 1 ]	[ 13,747 ]			[ 13,747 ]	
5. Other Costs		1,655			1,655	
<b>Budgetary Considerations</b>					Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
If yes, which Board or Committee?					<input type="checkbox"/>	<input type="checkbox"/>
Has this request been submitted in the last three fiscal years and not funded?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
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?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Does the request support activities which produce revenue for the Town?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
If the request is not approved, will current Town revenues be negatively impacted?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there an increased exposure for the Town if the request is not approved?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is specialized training or licensing required (beyond the initial purchase)?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
Does this request address a documented health or safety issue?					<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>All "YES" responses above must be explained in the narrative below</i>						
<b>Description and Explanation</b>						
This request is for an additional seasonal, temporary staff for the Parks and Forestry division. This staff person would be available for a full 24 weeks, instead of just the summer season of 12 weeks. This would allow for additional assistance with the spring and fall seasons and the extra work necessary in the Parks and Forestry division, such as spring and fall clean up.						
V2022						

Performance Improvement Funding Request Supplement										
DSR4S										
Position Title	Additional Temporary Help					Priority	4			
Classification		FT		PT	<input checked="" type="checkbox"/>	Seasonal				
Part Time /Seasonal	Hours Per Week			40		Number of Weeks Per Year			24	
Compensation Detail										
Base Rate	Laborer/Trades Assistant Year 4					13,747				
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total						13,747				
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$			
Workstation	<input checked="" type="checkbox"/>									
Vehicle	<input checked="" type="checkbox"/>									
Computer	<input checked="" type="checkbox"/>									
Software	<input checked="" type="checkbox"/>									
Mobile Communication Device	<input checked="" type="checkbox"/>									
Uniform	<input checked="" type="checkbox"/>									
Tools	<input checked="" type="checkbox"/>									
Equipment	<input checked="" type="checkbox"/>									
Other										
Other										
Other										
Totals										
Estimated Annual Benefit Cost					1,655					
Description and Explanation										
This temporary position would only require the salary expenses.										

V2022

Performance Improvement Funding Request DSR4					
Department	Department of Public Works - General Fund				
Title	Fleet Services and Parts Manager	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	78,020		78,020	
2. Expense		650	5,000	5,650	
3. Operating Capital					
4. Department Total (1+2+3)	1	78,670		83,670	
5. Other Costs	1	33,502		33,502	
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					X
If yes, which Board or Committee?					
Has this request been submitted in the last three fiscal years and not funded?				X	
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?					X
If the request is not approved, will current Town revenues be negatively impacted?					X
Is there an increased exposure for the Town if the request is not approved?					X
Is specialized training or licensing required (beyond the initial purchase)?					X
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<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 (\$78,020), 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	Department of Public Works – General Fund		
Title	Fleet Services and Parts Manager	Priority	5
<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><b>General Summary</b>                      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 &amp; Ice events. Perform other related duties as required.</p> <p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Coordinates the day to day shop schedule, priorities, and required resources to provide for the efficient operation of the garage.</li> <li>• Maintain vehicle, maintenance, repairs, parts, and fuel records utilizing the appropriate software to ensure accurate and required documentation.</li> <li>• Facilitates the purchasing and maintenance of repair parts and shop supply inventories to meet scheduling demands.</li> <li>• Utilize the Town’s purchase order software to procure necessary material and services while working within approved budget funding.</li> <li>• Prompt processing of vendor parts and services invoices.</li> <li>• Responsible for keeping a clean and organized office and parts areas.</li> <li>• Ensure that all vehicles and equipment are maintained according to prescribed standards, OEM recommendations, and all applicable laws.</li> <li>• Manage the Town’s fuel depot inventory levels and inspects fuel deliveries to verify accuracy and DEP protocols.</li> <li>• Assists in managing the Department of Public Works pool vehicles.</li> <li>• Maintain the Division’s Safety Data Sheet (SDS) files.</li> <li>• General responsibility for 1 Master Mechanic and 3 Fleet Mechanics on determining daily vehicle and equipment repair priorities and methods of repair.</li> <li>• Assists in performing employee evaluations and related functions for subordinates.</li> </ul> <p>Yes, this request was submitted last year but was not funded.</p>			
			V2022

Performance Improvement Funding Request Supplement										
DSR4S										
Position Title	Fleet Service and Parts Manager					Priority	5			
Classification	<input checked="" type="checkbox"/>	FT	<input type="checkbox"/>	PT	<input type="checkbox"/>	Seasonal				
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year						
Compensation Detail										
Base Rate	GE19 Step 11					78,020				
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total						78,020				
If Funded the Position Will Require the Following Additional Items										
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$					
Workstation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Workstation needed	2,500						
Vehicle	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Computer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Computer needed	2,500						
Software	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Mobile Communication Device	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cell Phone		650					
Uniform	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Tools	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Totals				5,000	650					
Estimated Annual Benefit Cost					33,502					
Description and Explanation										
This request would require a workstation, a computer, and a cell phone. This request is for a Fleet Service and Parts Manager to help oversee the purchasing and day to day operations of the Fleet Division.										
V2022										





Special Financial Warrant Article Request DSR5			
Title	Facilities Maintenance Warrant Article		
Fiscal Year	2022	Department	Department of Public Works – General Fund
Funding Amount	1,000,000	Funding Source	General Fund
Article Information			
<p>Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$1,000,000 for the purpose of funding the Facilities Maintenance Program, said sum to be spent under the direction of the Town Manager, and to meet this appropriation that \$1,000,000 be transferred from Free Cash; or take any other action relative thereto."</p> <p>The Facilities Maintenance Program includes annual maintenance of public buildings throughout the Town and School Department, including, but not limited to, asbestos abatement, duct cleaning, painting, and other repairs and necessary upgrades. In 2020, the School Facilities Master Plan was released, indicating a number of major repairs in the school buildings. Therefore, DPW is requesting an increase in the Facilities Maintenance Warrant Article to \$1,000,000. This increase will give the Building Maintenance Division the ability to complete some of the repairs necessary to keep the school buildings in good shape as the School Department determines the future plan. Specifically, a focus on providing upgrades to the Pollard and Mitchell schools. Some of this work includes outside structural repairs to the buildings, upgrade electrical service, upgrade heating system, repair domestic hot water piping, install ADA compliant handrails, and replace ceiling tiles. The increase in funding is so we can address the needs identified in the Master Plan while also moving forward with the projects originally scheduled for this article, including duct cleaning at the Eliot, Library, and Hillside, wood floor refinishing at various buildings, and PA system upgrades at the Mitchell. Any remaining amount in the article is reserved for any additional repairs that come up and are above the usual operating budget.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
<p>1. Yes, this request was submitting last year.</p> <p>2. Yes, this is a recurring special financial warrant article to perform annual maintenance on public buildings throughout the Town.</p> <p>8. Yes, this program will continue to be in place for more than one year as maintenance on public buildings will be necessary every year. However, the specific maintenance items</p>			

Special Financial Warrant Article Request DSR5	
Title	Facilities Maintenance Warrant Article
completed under this request will occur in cycles, and as a result, will vary year to year. 12. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.	
V2022	

Special Financial Warrant Article Request DSR5			
Title	Transportation Network Company – Transportation Improvements		
Fiscal Year	2022	Department	Department of Public Works – General Fund
Funding Amount	17,059.20	Funding Source	Commonwealth Transportation Infrastructure Enhancement Trust Fund - MassDOT

Article Information

Text of Proposed Article: "To see if the Town will vote to appropriate funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund in the sum of \$17,059.20 for the purpose of infrastructure improvements, said sum to be spent under the direction of the Town Manager, and take any other action relative thereto."

The Transportation Network Companies ("TNCs") in Massachusetts for the 2017 calendar year and the requirement of a \$0.20 per-ride assessment. St. 2016, c. 187, § 8. The Transportation Network Company Division ("Division") of the Department of Public Utilities ("Department"), as the oversight authority for TNCs, has recently collected assessments from all TNCs and will be proportionately distributing the funds to municipalities.

Chapter 187 of the Acts of 2016 established a Commonwealth Transportation Infrastructure Fund ("Fund"). St. 2016, c. 187, § 8(a). As required, each TNC has submitted to the Division the number of rides from the previous calendar year that originated within each city or town and a per-ride assessment of \$0.20, which has been credited to the Fund. St. 2016, c. 187, § 8(a). One-half (1/2) of the amount received from the Fund will be distributed proportionately to each city and town based on the number of rides that originated in that city or town. St. 2016, c. 187, § 8(c)(i).

The distributed funds are special revenue. The funds must be used "to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the city or town including, but not limited to, the complete streets program established in [G.L. c. 90I, § 1] and other programs that support alternative modes of transportation." St. 2016, c. 187, § 8(c)(i).

The exact amount will be determined as the time gets closer and is dependent on the Commonwealth.

Disclosures	YES	NO
1. Was this request submitted last year?	X	
2. Is this a recurring special financial warrant article?	X	
3. Is this a matching grant funding request?		X
4. Is this a CPA funding request?		X
5. Is this a revolving fund request?		X
6. Is this a pilot program request?		X
7. Is this a study?		X
8. Is this a program that is planned to be in place for more than one year?	X	
9. Is this required by a court or other jurisdictional order?		X
10. Is this a personnel related request?		X
11. Is this a local option acceptance request?		X

Special Financial Warrant Article Request DSR5		
Title	Transportation Network Company – Transportation Improvements	
12. Is this in support of a goal of a Board or Committee?		X
<i>All "YES" responses must be explained Below</i>		
Disclosure Explanation		
1. This request was submitted last year. 2. This is a recurring special financial warrant article, as additional funds from the Commonwealth Transportation Infrastructure Enhancement Trust Fund may be available for the Town to spend in future years. 8. Yes, this program is planned to be in place for more than one year.		
		V2022

Fiscal Year 2022 Proposed Budget

DPW General Fund	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	8,408,880	268,310	8,677,190	384,348		8,292,842	7,249,706	3,263,608	3,173,555
Salary & Wage Temporary	163,766	44,680	208,446	44,680		163,766	90,440	74,285	57,270
Salary & Wage Overtime	816,829		816,829	25,749		791,080	929,313	272,747	246,809
Salary & Wage Other	37,800	3,400	41,200	3,400		37,800	126,289	67,303	54,498
Salary and Wage Total	9,427,275	316,390	9,743,665	458,177	4.9%	9,285,488	8,395,747	3,677,944	3,532,132
Energy	99,240		99,240	(31,171)		130,411	91,096		
Non Energy Utilities									
Repairs and Maintenance	1,524,589	110,745	1,635,334	399,765		1,235,569	1,073,282	139,395	133,531
Rental and Leases	13,700		13,700	(3,650)		17,350	39,809	3,993	5,554
Other Property Related	3,139,307	480,000	3,619,307	482,057		3,137,250	2,646,052	786,081	860,543
Professional & Technical	468,622	63,000	531,622	133,499		398,123	247,538	37,979	65,703
Communications	195,280	1,950	197,230	4,780		192,450	148,617	18,667	18,649
Recreation									
Other Purchased Services	260,700		260,700	18,880		241,820	176,695	24,503	22,187
Energy Supplies									
Office Supplies	27,600	12,500	40,100	12,090		28,010	13,940	9,718	9,105
Building & Equipment Rprs/s	499,993		499,993	(2,000)		501,993	307,371		9,751
Custodial Supplies	275,137	165,000	440,137	165,000		275,137	144,940		
Grounds Keeping Supplies	94,507		94,507	300		94,207	91,289	78,414	69,652
Vehicular Supplies	345,517		345,517	(36,033)		381,550	254,075	260,078	198,528
Food & Service Supplies	1,500		1,500			1,500	20,428	1,517	2,010
Medical Supplies	3,350		3,350			3,350	500	400	
Educational Supplies									
Public Works Supplies	318,467		318,467	3,503		314,964	274,250	177,497	200,408
Other Supplies & Equipment	49,675	150	49,825	(3,500)		53,325	40,481	15,289	12,723
Governmental Charges	6,655		6,655			6,655	3,065	3,596	3,020
Travel & Mileage	13,050		13,050			13,050	8,689	8,441	2,840
Dues & Subscriptions	9,551		9,551	(1,545)		11,096	6,131	5,233	4,356
Other							3,590	4,098	7,040
Expense	7,346,440	833,345	8,179,785	1,141,975	16.2%	7,037,810	5,591,838	1,574,900	1,625,599
Capital Equipment	178,000		178,000	27,982		150,018	115,649	41,516	38,026
Budget Capital	178,000		178,000	27,982	18.7%	150,018	115,649	41,516	38,026
	428,850		428,850	4,246		424,604	405,172	1,296,983	1,004,369
<b>TOTAL</b>	<b>17,380,565</b>	<b>1,149,735</b>	<b>18,530,300</b>	<b>1,632,380</b>	<b>9.7%</b>	<b>16,897,920</b>	<b>14,508,406</b>	<b>6,591,342</b>	<b>6,200,126</b>

Fiscal Year 2022 Proposed Budget

DPW - Building Maintenance	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	3,669,530	190,290	3,859,820	291,264		3,568,556	2,949,265		
Salary & Wage Temporary	77,527	10,311	87,838	10,311		77,527	12,106		
Salary & Wage Overtime	416,893		416,893	13,250		403,643	544,074		
Salary & Wage Other	23,400	3,400	26,800	3,400		23,400	49,917		
Salary and Wage Total	4,187,350	204,001	4,391,351	318,225	7.8%	4,073,126	3,555,362		
Energy	99,240		99,240	(31,171)		130,411	91,096		
Non Energy Utilities									
Repairs and Maintenance	1,131,630	110,745	1,242,375	338,229		904,146	901,548		
Rental and Leases	5,100		5,100			5,100	946		
Other Property Related	942,774	480,000	1,422,774	505,399		917,375	773,216		
Professional & Technical	240,397	63,000	303,397	95,674		207,723	94,097		
Communications	164,090	1,300	165,390	2,600		162,790	121,450		
Recreation									
Other Purchased Services	12,600		12,600			12,600	4,876		
Energy Supplies									
Office Supplies							2,396		
Building & Equipment Rprs/£	486,793		486,793			486,793	306,834		
Custodial Supplies	275,137	165,000	440,137	165,000		275,137	144,940		
Grounds Keeping Supplies	9,100		9,100			9,100	4,000		
Vehicular Supplies	17,985		17,985	(4,849)		22,834	14,558		
Food & Service Supplies	500		500			500	8,500		
Medical Supplies									
Educational Supplies									
Public Works Supplies							36		
Other Supplies & Equipment	21,380	150	21,530	(4,600)		26,130	10,575		
Governmental Charges	2,500		2,500			2,500	100		
Travel & Mileage	3,250		3,250			3,250	75		
Dues & Subscriptions	2,250		2,250			2,250	768		
Other							1,000		
Expense	3,414,726	820,195	4,234,921	1,066,282	33.7%	3,168,639	2,481,010		
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>7,602,076</b>	<b>1,024,196</b>	<b>8,626,272</b>	<b>1,384,507</b>	<b>19.1%</b>	<b>7,241,765</b>	<b>6,036,373</b>		

Fiscal Year 2022 Proposed Budget

DPW - Parks	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	1,102,543		1,102,543	8,955		1,093,588	1,015,020	878,270	926,265
Salary & Wage Temporary	41,242	24,058	65,300	24,058		41,242	31,469	36,940	25,994
Salary & Wage Overtime	61,691		61,691	3,109		58,582	63,648	121,933	99,694
Salary & Wage Other	5,600		5,600			5,600	15,500	31,093	13,500
Salary and Wage Total	1,211,076	24,058	1,235,134	36,122	3.0%	1,199,012	1,125,637	1,068,237	1,065,453
Energy									
Non Energy Utilities									
Repairs and Maintenance	50,800		50,800	6,000		44,800	17,134	27,080	24,379
Rental and Leases									
Other Property Related	547,149		547,149	14,806		532,343	382,739	219,467	206,872
Professional & Technical	6,000		6,000			6,000	6,297	7,633	8,002
Communications	4,355		4,355			4,355	4,181	3,644	3,619
Recreation									
Other Purchased Services	26,000		26,000	3,000		23,000	20,518	4,295	7,890
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/£	700		700			700			2,110
Custodial Supplies									
Grounds Keeping Supplies	84,407		84,407	300		84,107	85,789	78,414	69,652
Vehicular Supplies	41,443		41,443	(8,049)		49,492	27,361	32,765	26,101
Food & Service Supplies									
Medical Supplies	750		750			750			
Educational Supplies									
Public Works Supplies	16,800		16,800			16,800	15,767	11,855	11,303
Other Supplies & Equipment	14,270		14,270			14,270	2,279	2,302	5,802
Governmental Charges	1,800		1,800			1,800	2,025	1,265	980
Travel & Mileage	250		250			250		813	242
Dues & Subscriptions	2,000		2,000			2,000	2,095	2,317	2,013
Other							950		150
Expense	796,724		796,724	16,057	2.1%	780,667	567,135	391,851	369,115
Capital Equipment	56,500		56,500	34,000		22,500		30,540	29,835
Budget Capital	56,500		56,500	34,000	151.1%	22,500		30,540	29,835
<b>TOTAL</b>	<b>2,064,300</b>	<b>24,058</b>	<b>2,088,358</b>	<b>86,179</b>	<b>4.3%</b>	<b>2,002,179</b>	<b>1,692,773</b>	<b>1,490,628</b>	<b>1,464,404</b>



Fiscal Year 2022 Proposed Budget

DPW - Administration	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	846,418		846,418	(31,601)		878,019	812,992	517,727	450,250
Salary & Wage Temporary	3,755		3,755			3,755	5,003	6,779	519
Salary & Wage Overtime	9,257		9,257	(150)		9,407	564	49	
Salary & Wage Other							10,545	9,210	9,443
Salary and Wage Total	859,430		859,430	(31,751)	-3.6%	891,181	829,104	533,764	460,212
Energy									
Non Energy Utilities									
Repairs and Maintenance	6,000		6,000			6,000	2,544	5,519	10,636
Rental and Leases							308	319	522
Other Property Related									150
Professional & Technical	58,000		58,000	34,650		23,350	45,790	14,109	7,447
Communications	4,150		4,150	500		3,650	3,005	2,730	3,060
Recreation									
Other Purchased Services									126
Energy Supplies									
Office Supplies	27,600	12,500	40,100	12,090		28,010	11,543	9,718	9,105
Building & Equipment Rprs/5									2,110
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	1,455		1,455	(184)		1,639	1,106	454	648
Food & Service Supplies	500		500			500	588	334	1,250
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	2,300		2,300	1,100		1,200	3,987	519	3,267
Governmental Charges							150	120	
Travel & Mileage	6,500		6,500			6,500	5,482	6,745	2,219
Dues & Subscriptions	1,200		1,200			1,200	973	790	438
Other							500		500
Expense	107,705	12,500	120,205	48,156	66.8%	72,049	75,975	41,357	41,477
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>967,135</b>	<b>12,500</b>	<b>979,635</b>	<b>16,405</b>	<b>1.7%</b>	<b>963,230</b>	<b>905,079</b>	<b>575,121</b>	<b>501,689</b>

Fiscal Year 2022 Proposed Budget

DPW - Engineering	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	851,205		851,205	2,668		848,537	777,353	768,139	742,835
Salary & Wage Temporary	13,747		13,747			13,747	30,286	12,631	13,369
Salary & Wage Overtime	6,311		6,311	213		6,098	5,019	6,710	16,752
Salary & Wage Other							11,802	3,000	8,055
Salary and Wage Total	871,263		871,263	2,881	0.3%	868,382	824,460	790,479	781,011
Energy									
Non Energy Utilities									
Repairs and Maintenance	930		930			930	770		4,900
Rental and Leases									
Other Property Related									
Professional & Technical	76,000		76,000			76,000	38,101	7,150	35,711
Communications	4,900		4,900			4,900	4,414	4,786	5,273
Recreation									
Other Purchased Services							492	293	408
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/5									2,110
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	3,134		3,134	(860)		3,994	2,455	2,554	2,466
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	1,100		1,100			1,100	4,623	300	10,926
Other Supplies & Equipment	1,000		1,000			1,000			643
Governmental Charges	1,000		1,000			1,000		1,906	1,500
Travel & Mileage	500		500			500	1,391	100	117
Dues & Subscriptions	1,200		1,200			1,200	1,314	1,316	1,154
Other							250	4,098	6,040
Expense	89,764		89,764	(860)	-0.9%	90,624	53,809	22,503	152,080
Capital Equipment									8,191
Budget Capital									8,191
<b>TOTAL</b>	<b>961,027</b>		<b>961,027</b>	<b>2,021</b>	<b>0.2%</b>	<b>959,006</b>	<b>878,269</b>	<b>812,983</b>	<b>941,282</b>

Fiscal Year 2022 Proposed Budget

DPW - Fleet	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	386,290	78,020	464,310	77,924		386,386	366,597	341,825	329,886
Salary & Wage Temporary	6,874	10,311	17,185	10,311		6,874		7,408	1,591
Salary & Wage Overtime	18,864		18,864			18,864	6,976	14,215	10,739
Salary & Wage Other	1,600		1,600			1,600	6,000	6,000	6,000
Salary and Wage Total	413,628	88,331	501,959	88,235	21.3%	413,724	379,573	369,448	348,217
Energy									
Non Energy Utilities									
Repairs and Maintenance	87,000		87,000			87,000	52,649	59,588	53,322
Rental and Leases	1,500		1,500			1,500	1,000	1,100	1,036
Other Property Related							5,760	500	4,794
Professional & Technical	43,625		43,625	3,125		40,500	24,966	6,918	9,513
Communications	3,000	650	3,650	1,380		2,270	2,840	1,494	1,173
Recreation									
Other Purchased Services	36,100		36,100			36,100	6,400	5,000	3,200
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/5							538		1,311
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	141,997		141,997	(1,348)		143,345	118,613	177,604	130,854
Food & Service Supplies							9,940	500	300
Medical Supplies	2,000		2,000			2,000		400	
Educational Supplies									
Public Works Supplies	8,425		8,425			8,425	12,136	14,390	8,086
Other Supplies & Equipment	5,030		5,030			5,030	18,652	11,146	545
Governmental Charges	250		250			250	25	120	
Travel & Mileage	50		50			50		400	
Dues & Subscriptions	900		900			900	213	213	194
Other							340		150
Expense	329,877	650	330,527	3,157	1.0%	327,370	254,071	279,374	214,477
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>743,505</b>	<b>88,981</b>	<b>832,486</b>	<b>91,392</b>	<b>12.3%</b>	<b>741,094</b>	<b>633,644</b>	<b>648,821</b>	<b>562,694</b>

Fiscal Year 2022 Proposed Budget

DPW - Highway	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	866,047		866,047	7,889		858,158	724,786	757,648	724,319
Salary & Wage Temporary	13,747		13,747			13,747	7,040	10,527	15,797
Salary & Wage Overtime	121,250		121,250	816		120,434	116,055	129,841	119,624
Salary & Wage Other	4,000		4,000			4,000	16,643	18,000	17,500
Salary and Wage Total	1,005,044		1,005,044	8,705	0.9%	996,339	864,524	916,016	877,239
Energy									
Non Energy Utilities									
Repairs and Maintenance	180,629		180,629	52,736		127,893	38,061	47,208	40,295
Rental and Leases							3,554	2,575	3,996
Other Property Related	610,862		610,862	24,057		586,805	503,284	566,114	567,894
Professional & Technical	2,500		2,500			2,500	2,294	2,169	5,031
Communications	6,700		6,700			6,700	7,023	6,013	5,523
Recreation									
Other Purchased Services	22,000		22,000	1,480		20,520	23,101	14,915	10,563
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/5									2,110
Custodial Supplies									
Grounds Keeping Supplies	1,000		1,000			1,000			
Vehicular Supplies	62,807		62,807	(14,145)		76,952	26,809	46,701	38,459
Food & Service Supplies									
Medical Supplies	100		100			100		684	460
Educational Supplies									
Public Works Supplies	183,692		183,692	4,753		178,939	135,935	150,952	170,094
Other Supplies & Equipment	2,345		2,345			2,345	2,611	1,322	2,466
Governmental Charges	505		505			505	345	185	540
Travel & Mileage								382	262
Dues & Subscriptions	1,000		1,000			1,000	720	597	558
Other									
							250		200
Expense	1,074,140		1,074,140	68,881	6.9%	1,005,259	743,987	839,815	848,450
Capital Equipment	30,000		30,000	(6,018)		36,018	33,650	10,976	
Budget Capital	30,000		30,000	(6,018)	-16.7%	36,018	33,650	10,976	
<b>TOTAL</b>	<b>2,109,184</b>		<b>2,109,184</b>	<b>71,568</b>	<b>3.5%</b>	<b>2,037,616</b>	<b>1,642,161</b>	<b>1,766,807</b>	<b>1,725,689</b>

Fiscal Year 2022 Proposed Budget

DPW - Solid Waste & Recycling	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	686,847		686,847	27,249		659,598	603,692		
Salary & Wage Temporary	6,874		6,874			6,874	4,537		
Salary & Wage Overtime	182,563		182,563	8,511		174,052	192,977		
Salary & Wage Other	3,200		3,200			3,200	15,881		
Salary and Wage Total	879,484		879,484	35,760	4.2%	843,724	817,087		
Energy									
Non Energy Utilities									
Repairs and Maintenance	67,600		67,600	2,800		64,800	60,576		
Rental and Leases	7,100		7,100	(3,650)		10,750	34,001		
Other Property Related	1,038,522		1,038,522	(62,205)		1,100,727	981,053		
Professional & Technical	42,100		42,100	50		42,050	35,993		
Communications	8,085		8,085	300		7,785	5,704		
Recreation									
Other Purchased Services	164,000		164,000	14,400		149,600	121,308		
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/£	12,500		12,500	(2,000)		14,500			
Custodial Supplies									
Grounds Keeping Supplies							1,500		
Vehicular Supplies	76,696		76,696	(6,598)		83,294	63,173		
Food & Service Supplies	500		500			500	1,400		
Medical Supplies	500		500			500	500		
Educational Supplies									
Public Works Supplies	108,450		108,450	(1,250)		109,700	105,752		
Other Supplies & Equipment	3,350		3,350			3,350	2,378		
Governmental Charges	600		600			600	420		
Travel & Mileage	2,500		2,500			2,500	1,741		
Dues & Subscriptions	1,001		1,001	(1,545)		2,546	50		
Other							300		
Expense	1,533,504		1,533,504	(59,698)	-3.7%	1,593,202	1,415,850		
Capital Equipment	91,500		91,500			91,500	81,999		
Budget Capital	91,500		91,500			91,500	81,999		
<b>TOTAL</b>	<b>2,504,488</b>		<b>2,504,488</b>	<b>(23,938)</b>	<b>-0.9%</b>	<b>2,528,426</b>	<b>2,314,936</b>		

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Analyst	GE18	1.0	67,626	3.0%	1.0	65,678	1.0	60,080
Administrative Specialist	I15	1.0	63,005		1.0	63,005	1.0	61,172
Assistant Director of Public Works	K26	1.0	143,425		1.0	143,425	1.0	140,792
Assistant Superintendent	GUE20	3.0	252,909	0.5%	3.0	251,547	3.0	242,175
Assistant Town Engineer	GUE22	1.0	98,300	0.0%	1.0	98,308	1.0	95,433
Asst Director of Building Maintenance	GUE21	1.0	91,845	-10.8%	1.0	103,000		
Auto Cad Technician	GU16	1.0	66,914	2.6%	1.0	65,236	1.0	61,797
Carpenter	BTS4	1.0	81,744	4.9%	1.0	77,938	1.0	73,653
Civil Engineer	GUE19	2.0	156,130	0.0%	2.0	156,062	2.0	151,478
Compliance Coordinator	GE20	1.0	83,519	5.5%	1.0	79,135	1.0	72,774
Contract Administrator	GUE21	1.0	91,845	0.0%	1.0	91,860	1.0	89,174
Crafts Worker Building Maintenance	BT2	3.0	189,946	4.4%	3.0	181,937	3.0	185,224
Custodian	BCS1	24.0	1,287,291	2.6%	24.0	1,255,211	23.0	1,113,405
Department Assistant 2	I13	1.0	52,826		1.0	52,826	1.0	51,285
Department Specialist	I14	2.0	104,540	-4.3%	2.0	109,240	2.0	98,553
Director of Administration & Finance Public Services	K24	1.0	99,580	-16.9%	1.0	119,892	1.0	118,957
Director of Building Maintenance	K26	1.0	135,120		1.0	135,120	1.0	126,721
Director of Public Works	K28	1.0	154,780	-7.8%	1.0	167,790	1.0	167,790
Division Super Highway	K24	1.0	119,002		1.0	119,002	1.0	114,101
Division Super Parks & Forestry	K24	1.0	117,272	0.0%	1.0	117,272	1.0	112,092
Division Super Solid Waste & Recycling	K24	1.0	103,923		1.0	103,923	1.0	103,537
Electrician	BTS4	1.0	79,851	4.9%	1.0	76,107	1.0	73,653
Engineering Aide	GU15	1.0	63,003	0.0%	1.0	63,026	1.0	61,173
Equipment Mechanic	W5	3.0	195,873		3.0	195,873	3.0	190,134

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Facility Operations Shift Supervisor	GUE20	2.0	171,210	1.2%	2.0	169,121	2.0	163,800
Fleet Supervisor	K22	1.0	100,586	0.0%	1.0	100,586	1.0	96,451
Glazier	AC1	1.0	69,077	5.6%	1.0	65,437	1.0	65,437
Heavy Motor Equipment Operator	W4	11.0	647,465	10.0%	10.0	588,870	10.0	584,835
HVAC Technician	BT4	4.0	332,822	39.1%	3.0	239,242	3.0	226,554
Laborer 2	W2	3.0	161,178	-17.8%	4.0	196,080	4.0	197,413
Laborer 3	W3	1.0	52,645	3.0%	1.0	51,126	1.0	48,194
Master Mechanic	W7	1.0	76,565		1.0	76,565	1.0	74,339
Plumber	BTS4	1.0	83,762	-46.0%	2.0	155,231	2.0	149,095
Public Works Craftsworker	W4	8.0	477,591	0.9%	8.0	473,306	8.0	459,161
Public Works Specialist 1	W4	1.0	59,883	2.1%	1.0	58,677	1.0	59,301
Public Works Technician	W5	1.0	65,291		1.0	65,291	1.0	63,378
Senior Administrative Coordinator	I17	1.0	68,874		1.0	68,874	1.0	66,866
Senior Autocad Technician	GU19	1.0	78,021	0.0%	1.0	78,017	1.0	75,733
Senior Custodian 1	BC2	14.0	862,952	2.6%	14.0	840,838	14.0	808,954
Senior Custodian 2	BC3	3.0	194,250	2.5%	3.0	189,510	3.0	184,017
Survey Party Chief	GU18	2.0	142,106	0.0%	2.0	142,158	2.0	137,988
Town Engineer	K26	1.0	143,425		1.0	143,425	1.0	141,952
Tree Climber	W4	2.0	122,180		2.0	122,180	2.0	118,602
Working Foreman	W6	5.0	351,082	0.4%	5.0	349,668	5.0	336,774
Longevity			83,387	12.7%		73,985		78,898
Differential								72,800
Education								15,553
Extra Holiday			13,139	25.8%		10,446		
Other Pay			118,000	5.4%		112,000		113,000
Stipends			900			900		900
Budget Adjustment			32,220	-0.8%		32,493		60,279
Total		119.0	8,408,880	1.4%	119.0	8,296,439	117.0	7,965,427

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 Municipal Parking Program will look into reconfiguring concepts to balance parking with other business needs. Due to COVID-19, the Municipal Parking Program had to put on hold some of their projects.			
Budget Statement			
Salaries and Wages Increased by \$135 (0.59%).			
There were a few changes in the FY21 budget for Municipal Parking. There is a 2.5% increase in parking lot leases resulting in an increase of \$1,349. The Town now maintains two dumpster enclosures at Chapel St and Dedham Ave and due to the high maintenance nature it requires additional funds of \$5,000 to maintain. The paint markings agreement is increasing in cost in the next year which results in a budget increase of \$586. \$3,000 has been transferred to the Electric Light & Gas Budget for the maintenance of light fixtures. This is an increase of 3.12%.			
Line Item	Description	Change from FY21	Comments
Repairs & Maint Services	Fence & Guardrail Repair	\$5,000	Increased to maintain dumpster enclosures
Rental & Leases	Lease for Dedham Ave.	\$459	2.5% Inflation in the Town's agreement
	Lease for Library Lot	\$308	2.5% Inflation in the Town's agreement
	Lease for MBTA for Heights	\$582	2.5% Inflation in the Town's agreement
Other Property Related Services	Paint Markings	\$586	6.3% increase in contract in FY 22
	Lighting Repair	(\$3,000)	Moved to ELG budget
Accomplishments and Activities			
The Municipal Parking Program installed a dumpster at Dedham Avenue parking lot to help mitigate pests in the area. The Program also repurposed spaces to allow restaurants to provide outside dining, due to COVID.			



Department Information DSR1			
Department		Municipal Parking Program	
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	134,592		134,592
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	134,592		134,592
			V2022

Department Expenditure Detail DSR2										
Department				Municipal Parking Program						
Object				Description				Amount		
DSR2A										
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)			
	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	
Union Positions:		BCTIA	Fire A	Fire C	ITWA	NIPEA	X	Police	Police Superior	NA
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)									
c.	PRD1 Education									
d.	PRD1 Extra Holiday									
e.	PRD1 Longevity									
f.	PRD1 Snow Program									
g.	PRD1 Uniform									
h.	PRD1 Other Compensation									
i.	PRD1 Budget Adjustments									
								PRD1 Sub Total		
J	DSR3 Other Compensation									
								Sub Total 1	0	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.										
b.										
c.										
d.										
e.	DSR3 Total									
								Sub Total 2	0	
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.	Service All Lots - Parks & Forestry								16,698	
d.	Service All Lots - Highway								6,424	
e.	DSR3 Total									
								Sub Total 3	23,122	
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement									
e.	Working Out of Grade									
f.	DSR3 Other Compensation									
								Sub Total 4		

Department Expenditure Detail DSR2				
Department		Municipal Parking Program		
5. Total Salary and Wages (1+2+3+4)				23,122
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)	Fence & Guardrail Repair	10,000		
Rental & Leases (527X)	Lease for Dedham Ave. (18,819) Lease for Library Lot (12,608) Lease for MBTA for Heights (23,857)	55,284		
Other Property Related Services (529x)	Paint Markings (9,886) Pavement, Curbing and Sidewalk Repair (9,000) Lighting Repair (0) Plantings (5,000) Mulching and Weeding (12,000) Misc. (5,000)	40,886		
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		
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Parking Meter Supplies (1,000) Signs (1,800)	2,800		
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				111,470
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				134,592
Does the Department depend on any Federal or State grants to provide services?		YES	NO	X
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?		YES	NO	X

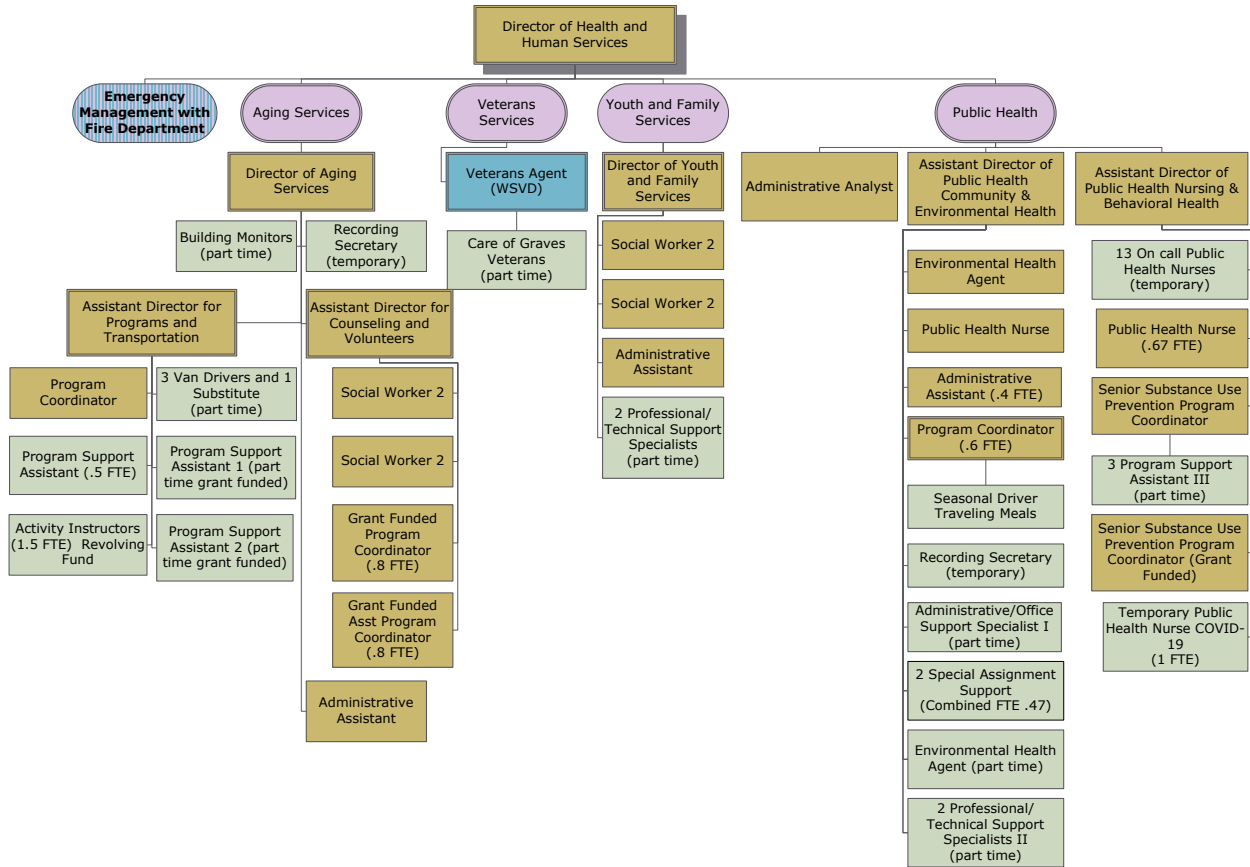
Department Expenditure Detail DSR2				
Department	Municipal Parking Program			
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES		NO	X
				V2022

Fiscal Year 2022 Proposed Budget

Municipal Parking Program	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime	23,122		23,122	135		22,987	15,293	20,709	16,687
Salary & Wage Other									
Energy									
Non Energy Utilities									
Repairs and Maintenance	10,000		10,000	5,000		5,000	126	18,551	284
Rental and Leases	55,284		55,284	1,349		53,935	47,973	44,569	41,397
Other Property Related									
Professional & Technical									
Communications									
Recreation									
Other Purchased Services	40,886		40,886	(2,414)		43,300	30,632	18,987	30,874
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies	2,500		2,500			2,500	1,000	2,500	2,500
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	2,800		2,800			2,800	4,244	1,000	596
Other Supplies & Equipment							536		
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Capital Equipment									
<b>TOTAL</b>	<b>134,592</b>		<b>134,592</b>	<b>4,070</b>	<b>3.1%</b>	<b>130,522</b>	<b>99,804</b>	<b>106,316</b>	<b>92,338</b>

## Department Organizational Chart

### Health and Human Services Department



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**

<b>Department</b>	Health & Human Services
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**Department Mission**

The **Needham Department of Health & Human Services (HHS)** provides programs and services that support and enhance the quality of life in Needham. HHS includes the following divisions: Aging Services, Public Health, Veterans’ Services, and Youth & Family Services. Its mission is to protect, preserve, and promote the health, wellness, and social and emotional well-being of all Needham residents.

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**Aging Services Division**

Mission:

The mission of Aging Services is to respond to the needs of Needham’s older residents by providing a welcoming, inclusive, and safe environment with programs, services, and resources that enhance their quality of life and provide opportunities for growth. The Center at the Heights serves as a focal point for supporting aging in the community.

On the Horizon:

The COVID-19 pandemic has disproportionately impacted individuals 60 and older, as the risk of serious illness is significant and social distancing has increased social isolation. Beginning with the sudden lock down in March, Aging Services has provided critical services to older adults using technology (virtual meetings) and old-fashioned outreach (phone calls, meal delivery). Given the anticipated long-term pandemic response, Aging Services will continue to provide such services for the foreseeable future. Virtual counseling and group meetings are possible thanks to a partnership with the Needham Community Council which has provided electronic tablets to older adults without computers. Technical support for people who have received tablets, and for those who have needed help with apps such as Zoom, is provided by Aging Services staff and volunteers. Meal delivery is coordinated with Springwell Elder Services, Trader Joe’s, Freshness Delivered, and the Aging Services Transportation and Volunteer units.

To support older adults’ continued involvement in activities, instructors have created engaging virtual programs. Social Service staff connects with clients through phone calls and Zoom and are particularly focused on seniors who may be at higher risk due to isolation, limited family support, or a history of mental illness. The social workers will continue to provide case management and counseling services in areas including public benefits, mental health concerns, housing issues, and long-term care planning. SHINE will also continue virtually.

Anticipating challenges with the long-term emotional and mental impact of the pandemic, Aging Services will continue to work on immediate needs to include assisting residents in maintaining access to food, stable housing, mental health and medical care, transportation, and social interaction.

The number of clients is expected to grow with the continuing pandemic and its aftermath. A long-term factor in the projected increase in clients is demographic, with the growing number of adults over 60. Aging Services will continue to seek opportunities for grant funding to expand programming, promote healthy aging, fight social isolation, and continue to support Needham’s older adult community.

**Department Information**  
**DSR1**

<b>Department</b>	Health & Human Services
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**Budget Statement:**

This year's base budget submission for the Aging Services Division reflects modest reductions in five spending categories to more closely align with a combination of historical spending levels and projected expenses. The budget submission also includes two increases—an additional \$100 in medical supplies for the First Aid Kits at CATH, and a sizable increase of \$1,750 to support the annual costs of three additional mobile devices for one Aging Services Divisions van and two social workers who are providing a majority of their mental health counseling and case management services remotely.

**Aging Services Division**

Line	Division	Description	Change from FY2021	Comments
Professional & Technical	Aging Services	Consultants for Programs & Events	(\$250)	Fewer consultants or contracted staff needed to run programs as more part-time instructors are hired
Postage	Aging Services	Postage	(\$150)	Revised downward based on previous years' spending patterns
Wireless Communications	Aging Services	Mobile Phones for Staff	\$1,750	Updated to better reflect the costs of the mobile phone service for staff members who are providing counseling remotely
Vehicle Supplies	Aging Services	Vehicular Supplies throughout Year	(\$250)	Vehicle supplies and maintenance have come in lower than expected in previous budget cycles
Gasoline/Diesel	Aging Services	Gasoline for the Aging Services Vans	(\$250)	Spending on gas revised down based on FY 2019 actual usage and FY 21 projected usage
Medical Supplies	Aging Services	Medical Supplies for Building	\$100	Small increase in the medical supplies kept at CATH to replenish first aid kits
Mileage	Aging Services	Mileage for Staff that Attend Conferences & Trainings	(\$100)	Small reduction in planned mileage costs for FY 2022 based on previous usage levels

There are no DSR4 budget requests for the Aging Services Division.

**Accomplishments and Activities:**

Accomplishments of the last year, must be seen in the context of before- and after- the coronavirus. During the pre-COVID months, activity was visible every day throughout the Center at the Heights with vibrant programing, counseling, social workers increasing access to basic and



**Department Information**  
**DSR1**

<b>Department</b>	<b>Health &amp; Human Services</b>
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supplemental services, the dining room packed during breakfast and lunch hours, a very busy transportation service, and 124 active volunteers.

Since the arrival of the coronavirus, Aging Services has reshaped its service model to fit the new reality. The Center closed and the staff immediately transitioned to virtual formats and collaborated with community partners to deliver necessities:

1. The Transportation Program worked with Springwell Elder Services to deliver meals five days a week (14,000 since March).
2. Full grocery bags are being delivered weekly, thanks to a partnership with Trader Joe's (1,500 since March). Scholarships are available for people who cannot afford to pay.
3. A partnership with Freshness Delivered also provides weekly produce delivery.
4. The social workers initiated remote counseling for residents coping with stress and anxiety related to COVID, in addition to the counseling and support they have traditionally provided.
5. Tablets and Tutors is a program in which the Needham Community Council provided electronic tablets for 30 residents without computer access. Aging Services facilitated the delivery and coordinates technology support.
6. Volunteers provided telephone check-ins with isolated elders, delivered food, assembled activity bags, and provided technical assistance to older adults who needed computer help.
7. Phone Pal is a service that pairs high school students with seniors for regular telephone chats. There are 45 established pairs.
8. SHINE became a remote counseling program beginning in mid-March.
9. What was once a weekly email of highlights is now sent out daily to over 2,000 subscribers.
10. For Wonderful Wednesdays, an activity bag is sent to older adults. Approximately 50 bags are delivered each week with supplies for art projects, puzzles, home spa, and other activities.

**On the Horizon**

**Public Health Division**

Mission:

The Needham Public Health Division is empowered through the Needham Board of Health by the Massachusetts General Laws to enforce state and local public health and environmental regulations.

The mission of the Division is to prevent disease, promote health, and protect the public health and the social well-being of Needham residents, especially those who are most vulnerable. Public Health staff work toward fulfilling this mission through collaboration with state and local agencies and community partners. The work largely consists of promoting health practices based on research and evidence, enforcing local and state regulations, and advocating for policy and regulatory changes that promote health and well-being.

On the Horizon:

In typical times, the Public Health Division and the Board of Health adapt programs and services as emerging issues or new research indicate needs. Recent examples of emerging issues have included concerns about concussions, the potential dangers of vaping, pest management,

**Department Information**  
**DSR1**

<b>Department</b>	Health & Human Services
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worrisome infectious diseases.

However, the only emerging issue between here and the horizon is COVID-19, the pandemic that has reshaped everything.

As the public health community learns more about containing the virus, and as public health staff adjust and readjust to pandemic demands, other issues to be addressed are: funding to replace a significant grant that has funded youth-focused substance use prevention; reviewing and updating policies, procedures, and regulations; and continuing the transition to electronic permit application and management.

**Budget Statement:**

This year's base budget submission for the Public Health Division reflects modest reductions in five spending categories to more closely align with a combination of historical spending levels and projected expenses. The budget submission also includes two increases—an additional \$250 in medical supplies to reflect the increased per unit costs for certain flu clinic supplies (largely driven by inconsistent supply chain function and continued allocation limits from medical suppliers), and a sizable increase of \$6,000 for the *Food Code Pro* software program. Please note that \$5,670 is included within the FY2021 ITC budget for this program. The transfer in funds to the Public Health Division's budget would encompass that amount plus a projected 5% increase in the program's annual license fee.

**Public Health Division**

Line	Division	Description	Change from FY2021	Comments
Software License & User Fees	Public Health	Costs for <i>Food Code Pro</i> program.	\$6,000	Costs already in FY 2021 budget, transferred from ITC for FY 2022. Increased 5% to account for anticipated cost increase for FY 2022.
Printing & Mailing	Public Health	Printing & Mailing Services	(\$250)	Public Health Division has reduced printing and mailing needs
Legal Notices	Public Health	Legal Notices in the Needham Times	(\$250)	Over the last year with COVID, the Board of Health has revised fewer regulations and promulgated a more limited number of regulations, as a result there have

Department Information DSR1				
Department		Health & Human Services		
				been fewer Legal Notices in the community newspapers
Medical Supplies	Public Health	Medical Supplies to Provide Flu Clinics in Town	\$250	Slight increase in budget for medical supplies to reflect the increased prices for some supplies seen during COVID
Conference In-State	Public Health	Conferences & Trainings in MA	(\$75)	Budget revised a bit lower to reflect anticipated In-State Conference spending levels
Mileage	Public Health	Staff Mileage costs	(\$25)	Budget revised just slightly lower to reflect anticipated staff mileage costs (projection from FY 2020)
Conference Out-of-State	Public Health	Conferences & Trainings outside of MA	(\$50)	Budget revised slightly lower to reflect anticipated spending on Out-of-State Conferences

There are no DSR4 budget requests for the Public Health Division, although there are DSR5 submissions.

Accomplishments and Activities:

Discussion of FY20 and FY21 work must be divided between pre- and post-coronavirus activities.

During the first half of FY20, Public Health continued active involvement in the Community Crisis Intervention Team, the Domestic Violence Action Committee, and the Local Emergency Planning Committee. Public Health leads the effort on substance use prevention with the Substance Prevention Alliance of Needham (During fall 2019, the division received a Vaping Prevention grant to fund work in the high school and middle school). The Public Health Division was a partner in Beth Israel Deaconess Needham’s community health needs assessment which was released in summer 2019. The Environmental Health Unit continued its central role of training, enforcement, and inspections, and adopted electronic systems for permit application and management. Traveling Meals has, in partnership with Beth Israel Deaconess Hospital, continued to deliver meals to older Needham residents. And, the Public Health Nursing Program, busy during the summer and fall with its usual focus on communicable diseases, illness and injury prevention, blood pressure clinics, and public education, was transformed when the coronavirus arrived.

Since the onset of the coronavirus pandemic, the entire Public Health Division has been involved

**Department Information**  
**DSR1**

<b>Department</b>	<b>Health &amp; Human Services</b>
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in the response. The Director of Health and Human Services and the Town Manager, along with the Public Health Nurse, the Public Information Officer, and the Emergency Manager, established a command center through which all response efforts were organized.

- The Public Health Nursing team was augmented by school nurses during spring and summer and conducted contact tracing for all Needham residents who tested positive for the virus.
- Environmental Health staff worked closely with local businesses, restaurants, and other Town departments, to help them open and operate safely under the COVID-19 guidelines.
- The Traveling Meals program adopted safe contact-free delivery protocols even as enrollment in the program increased.
- The Substance Use Prevention team, continued working to prevent youth substance use, seamlessly adjusting to virtual meetings and training.
- Public Health coordinated with Be Kind Needham, a wonderful Facebook group of generous Needhamites, to make and distribute face coverings to seniors (through Aging Services), to all Town employees, and to the schools in preparation for the return of students and staff.
- Nursing and Environmental Health both played essential roles in educating the public about social distancing and other protective behavior.
- The dedicated Public Health volunteers never faltered as their responsibilities were transformed to meet new standards or they were asked to take on additional roles.
- The Public Health Division coordinated efforts within the Department of Health and Human Services to submit proposals for funds to augment the Town’s pandemic response.

**Budget Statement**

**Veterans Services Division**

Mission:

The mission of the Veterans Services Division is to provide services determined by Massachusetts law including: the administration of benefits for veterans and their families who meet eligibility criteria; the care of veterans’ graves, ensuring the burial of indigent veterans and their eligible family members; the ceremonial observance of national and state holidays dedicated to veterans and patriotic purposes; to take such actions as may be necessary to ensure the well-being of Needham’s veterans; and to actively pursue available federal benefits for veterans and their families.

Needham is a member of the West Suburban Veterans District, which was established in fiscal year 2010. The District also includes Wellesley, Weston, and Wayland, and has recently expanded to include the Town of Westwood.

On the Horizon:

Long-term challenges including providing support and services to the population of post-9/11 veterans in Needham and meeting the needs of a larger population of pre-9/11 veterans as they continue to age in our community. On the latter front, existing and new collaborations with the Aging Services Division on programs like a Veterans Writing Group have been a valuable arena for engaging veterans.

**Department Information**  
**DSR1**

<b>Department</b>	Health & Human Services
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**Budget Statement:**

As a member of the West Suburban Veterans District (WSVD), Needham receives dedicated support for the administration of benefits and services to veterans and their families. The vast majority of the Veterans Services budget is consumed with those two cost categories (veterans' benefits and district administration costs), and there is a modest amount of additional funding available in the budget to support other programs and expenses.

Some of the funds spent on veterans' benefits and other services are eligible for up to 75% reimbursement from the Commonwealth. The WSVD has not notified officially Needham of its FY 2022 Assessment. This base budget is preliminary, as the WSVD Board will begin its FY2022 budget discussions towards the end of the calendar year.

This budget was developed based on previous year's spending increases and the surplus that was available in FY2020 from the two primary funding lines (Governmental Charges and Veterans' Benefits) and the projected spending levels in FY2022. It reflects a modest reduction (less than 1% and less than 7% respectively) in the two primary budget lines.

**Veterans Services Division**

Line	Division	Description	Change from FY2021	Comments
Governmental Charges	Veteran	Governmental Charges for Veterans	(\$500)	Slight decrease projected in total charges for Veteran District
Veterans Benefits	Veteran	Benefits for Veterans	(\$3,000)	Benefits costs have been lower than anticipated over previous cycles, so the estimated cost has been lowered

There are no DSR4 budget requests for the Veterans Services Division.

**Accomplishments and Activities:**

During the last year there were over 2,400 American flags on the graves of Veterans in St. Mary's and Needham cemeteries. Veterans Services coordinated and operated the Memorial Day and the Veterans Day observations. Veterans and widows of veterans have been assisted in identifying and applying for benefits and services to which they are entitled.

**Accomplishments and Activities**

**Youth & Family Services Division**

**Mission:**

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

**Department Information  
DSR1**

<b>Department</b>	Health & Human Services
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clinical services; educating and communicating with the public regarding youth and family issues; Identifying and addressing youth and family needs; and partnering with agencies that serve youth and families.

On the Horizon:

Due to a significant increase in mental health needs and the amount of trauma experienced during the COVID-19 pandemic, Youth & Family Services has adjusted priorities. The Division is modifying services and programs to focus on keeping the community connected (even if it is virtually) and to address acute mental health needs.

Evidence from the World Health Organization, the National Institute for Mental Health, and other sources, about the mental health effects of COVID-19 are concerning. The pandemic and the concurrent focus on racial injustice have profound implications for mental health and wellness. In Needham, Youth & Family Services is providing counseling in response to a significant increase in the number and acuity in mental health needs. According to Riverside Trauma Center, there has been an increase in suicide rates in Massachusetts, and, with no end to the pandemic in sight, expectations are for continued high acuity mental health needs. In addition to stress caused by economic and health vulnerabilities, youth are experiencing extended isolation from their peers, especially for those who are participating in all remote learning. Under normal conditions, school staff often identify students who are experiencing mental health challenges. In the current environment, young people in need of service are less likely to be identified by school personnel.

Budget Statement:

This year's base budget submission for the Youth & Family Services Division reflects increases in two spending categories. Similar to the Aging Services Division, the Youth & Family Services Division faces increased monthly services charges with the additional of one mobile phone for its mental health counselors to conduct client sessions remotely, and so an increase of \$525 is included in this base budget request. Additionally, there is a sizable increase of \$4,000 in the Youth & Family Services budget which is for the annual costs of *Theranest* (counseling case notes) and *MyRec* (registration) software applications. Please note that \$4,000 is included within the FY2021 ITC budget for this program, so this increase is more like a transfer from the ITC budget.

**Youth & Family Services Division**

<b>Line</b>	<b>Division</b>	<b>Description</b>	<b>Change from FY2021</b>	<b>Comments</b>
Software License & User Fees	Youth & Family	Costs for <i>Theranest</i> and <i>MyRec</i> programs.	\$4,000	Costs already in FY 2021 budget, transferred from ITC for FY 2022.
Wireless Communications	Youth & Family	Mobile Phones for Staff Members	\$525	Updated to better reflect the costs of the mobile phone service for staff members

There are no DSR4 budget requests for the Youth & Family Services Division.

Department Information DSR1			
Department	Health & Human Services		
<p><u>Accomplishments and Activities:</u>                      Youth &amp; Family Services (YFS) has been able to pivot its services to be responsive to current needs. Following are some examples of program adjustments over the past months.</p> <ol style="list-style-type: none"> <li>1. YFS has increased capacity for individual, family, and group therapy, which are now offered virtually.</li> <li>2. YFS has re-convened the Suicide Coalition.</li> <li>3. YFS is organizing support for families with acute needs through its Youth Resource Network and the Community Crisis Intervention Team</li> <li>4. YFS has launched various social media campaigns to promote self-care, build resilience and offer support and guidance about staying connected while socially isolating.</li> <li>5. YFS has three programs that continue to support youth virtually: the peer mentor program; Volunteers Around Needham; and the peer tutor program, which is especially important as students adjust to remote learning.</li> <li>6. YFS has worked on many initiatives to build awareness about mental health and reduce the stigma of seeking help. They include teaching Youth Mental Health First Aid and participating in community groups convened to promote awareness of mental health issues.</li> </ol>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$1,930,899	\$0	\$1,930,899
b) Expenses	\$462,515	\$0	\$462,515
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	\$2,393,414		\$2,393,414
V2022			

Department Expenditure Detail DSR2																	
Department				Health & Human Services													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	15	4	17.54	15	4	18.42	16	3	18.67								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
						X		1	5								
Union Positions:		BCTIA		Fire A		Fire C		ITWA	X	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							\$1,705,695									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							\$4,607									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							\$8,500									
i.	PRD1 Budget Adjustments							(\$150,804)									
PRD1 Sub Total																	
J	DSR3 Other Compensation																
Sub Total 1							\$1,567,998										
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Aging Services - Recording Secretary at \$2,960 plus DSR3 costs listed below							\$2,960									
b.	Public Health - Temp office coverage at \$3,500, Recording Secretary at \$2,960, Prof/Tech Support Specialist at \$36,525 (includes the data gathering) plus DSR3 costs listed below							\$42,985									
c.	Youth & Family Services - Recording Secretary at \$2,960							\$2,960									
d.																	
e.	DSR3 Total							\$296,196									
Sub Total 2							\$345,101										
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							\$3,000									
b.	Training and Development																
c.																	
d.	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							\$11,800									
c.	Program Stipend							\$3,000									
d.	DSR3 Other Compensation																
Sub Total 4							\$14,800										
5. Total Salary and Wages (1+2+3+4)							\$1,930,899										



Department Expenditure Detail DSR2		
Department	Health & Human Services	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	5245 - Maintenance @ \$500 Maintenance and Calibrations on Monitoring Equipment for Environmental Health Inspections needed every other year. This is an on-year for equipment calibration. (PH)	\$500
Rental & Leases (527X)		
Other Property Related Services (529x)	5290 - Pest Control @ \$15,500 (PH)  Veterans' Event \$1,400 (Vet)	\$16,900
Professional & Technical Services (530x - 531x)	5300 - Professional & Technical @ \$28,000 for data surveys, technical consultant (PH)  5300 - Professional & Technical @ \$8,500 for group activities (Youth)  5300 - Professional & Technical @ \$7,750 for group activities (Aging)  5303 - Seminars & Trainings @ \$4,000 (PH)  5303 - Seminars & Trainings @ \$2,000 (Aging)  5303 - Seminars & Training @ \$1,800 (Youth)  5305 - Software License Fee @ \$6,000 (PH)  5305 - Software License Fees @ \$4,000 (Youth)  5309-Licensed Professional Services @ \$95,500 (Riverside, Fuss & O'Neil, etc.) (PH);  5311 - Advertising of flu clinics, public health forums, healthy notes @ \$4,500 (PH)	\$162,050
Communications (534x)	5340 - Graphic Design @ \$6,000 to support the design of community education materials and public health awareness campaigns (PH)	\$37,025

**Department Expenditure Detail  
DSR2**

Department	Health & Human Services	
	<p>5341 – Postage @ \$1,500 for mailing permits and licenses and renewal applications (PH)</p> <p>Postage @ \$2,850 (Aging)</p> <p>Postage @ \$100 (Vet)</p> <p>Postage @ \$1,000 (Youth)</p> <p>5344 – Wireless Communications @ \$5,675 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)</p> <p>Wireless Communications @ \$6,000 covering costs of smart phones and data plan for Director, all social workers, and three of four vans (Aging)</p> <p>Wireless Communications @ \$2,500 covering costs of smart phone and data plan for Director and all social workers (Youth)</p> <p>5345 – Mailing, Printing, and Photocopying @ \$5,000 for both internal (photocopier) and external printing (includes copying of inspection forms, business cards, and posters) (PH)</p> <p>Mailing, Printing, and Photocopying @ \$2,250 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>Mailing, Printing, and 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>	

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	5347 - Legal Notices @\$3,750 for mandated posting of Board of Health regulations...everytime the BOH adopts a new regulation or revises an existing regulation there is a two-week public notice period pre-hearing and at least a one week posting period post hearing, which costs at least \$657 to post in the Needham Times and Hometown Weekly (PH)	
Recreational & Cultural Services (535x)	Memorial Day Luncheon \$500 (Vet)  Program instructors or vendors @ \$52,000 (Aging)	\$52,500
Other Purchased Services (538x)	5380 - Nuisance Abatement @ \$1,000 (PH)	\$1,000
Office Supplies (542x)	5420 - Office Supplies and equipment for 7 full time, 3 part-time regular, and 10 part-time/per diem employees, as well as for three committees - Domestic Violence Action Committee, Coalition for Suicide Prevention, and Substance Prevention Alliance of Needham @ \$5,000 (PH)  Supplies and equipment necessary for the program and service delivery such as but not limited to paper, pens, files, labels @ \$3,000 (Aging)  To purchase basic office supplies --- paper, pens, folders, mailers, etc @ \$800 (Youth)  Office Supplies @ \$100 (Vet)	\$8,900
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 @ \$2,500 (Aging)	\$2,500
Gasoline and Diesel Fuel (5481)	Gasoline for the Aging Vans @ \$9,250 (Aging)	\$9,250
Food and Service Supplies (549x)	Supplies related to program operation @ \$300 Aging and @ \$2,200 Youth	\$2,500
Medical Supplies (550x)	5500 - Medical Supplies and health materials, largely for public health nursing purposes @ \$2,000 (PH)	\$2,250

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Supplies related to medical purposes such as first aid kits @ \$250 (Aging	
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	<p>5580 – Other Supplies &amp; Equipment @ \$11,925</p> <p>Other Supplies &amp; Equipment @ \$2,425 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)</p> <p>Flags and Holders @ \$4,000 (Vet)</p> <p>For a variety of expenses including program materials, off-site printing, etc. To purchase books, manuals, and literature regarding youth/family issues and treatment @ \$3,250 (Youth)</p> <p>Special Event and Public Recognition Expenses @ \$2,250 (Aging)</p>	\$11,925
Governmental Charges (569x)	<p>5690 – Governmental Charges for the annual cost for Environmental Health Agent licensure for MA Division of Professional Licensure for Environmental Health Agent and for Public Health Specialist @ \$200 (PH)</p> <p>West Suburban Veterans’ District Assessment @ \$82,000 (Vet)</p> <p>Licensure for Social Workers @ \$800 (Youth)</p>	\$83,000
Travel & Mileage (571x – 572x)	<p>5710 – In-State Travel Expenses @ \$2,800 for in-state registration fees (PH)</p> <p>In-State Travel Expenses @ \$1,000 for in-state registration fees (Aging)</p> <p>In-State Travel Expenses @ \$1,500 for</p>	\$21,050

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	in-state registration fees (Youth)  5711 – Mileage @ \$3,850 7 full time, 3 part-time regular, and 10 part-time/per diem employees (PH)  Mileage @ \$1,300 (Youth)  Mileage @ \$1,000 (Aging)  Mileage @ \$100 (Vet)  5720 – Out-of-State Travel Expenses @ \$3,000 for the cost of attendance for one staff member at regional or national event such as training (Youth)  Out-of-State Travel Expenses @ \$6,500 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)	
Dues & Subscriptions (573X)	5730 – Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$3,105 (PH)  Professional Subscriptions such as National Association of Social Workers \$1,500 (Aging)  Veterans’ Association @ \$60 (Vet)  Professional Subscriptions and NASW Membership @ \$1,000 (Youth)	\$5,665
Other Expenses (574 X – 579x)	5740 – \$500 for Transponder charges for COA Vans (Aging)  5780 – Veterans’ Benefits @ \$45,000 (Vets)	\$45,500
<b>6. Total Expenses</b>		<b>\$462,515</b>

Department Expenditure Detail DSR2				
Department	Health & Human Services			
DSR2C				
Capital Equipment Replacement (587X)				\$0
7. Total Operating Budget Capital				\$0
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$2,393,414
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
V2022				

Department Personnel Supplement DSR3							
Department			Health & Human Services				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Aging Services – Kitchen Assistant/Building Monitor	\$19,140		X			
2	Aging Services – Program Support Assistant III (Evenings)	\$28,710		X			
3	Aging Services – Program Support Assistant II (Weekend)	\$11,670		X			
4	Aging Services – Van Drivers 66 hrs/week	\$68,718		X			
5	Public Health – Per Diem and Substitute Nurses	\$55,840		X			
6	Public Health – Traveling Meals Program Summer Drivers	\$10,368		X			
7	Public Health – Environmental Health Inspections – After Hours & Additional Hours	\$32,310					
8	Public Health – Substance Prevention Alliance of Needham PSA III at 100% in FY 2022, approved at 100% but funded at 75% in FY 2021	\$28,710					
9	Youth & Family Services – Part-time and After-Hours Social Workers	\$40,730					
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I		Total	\$296,196				
	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					



V2022

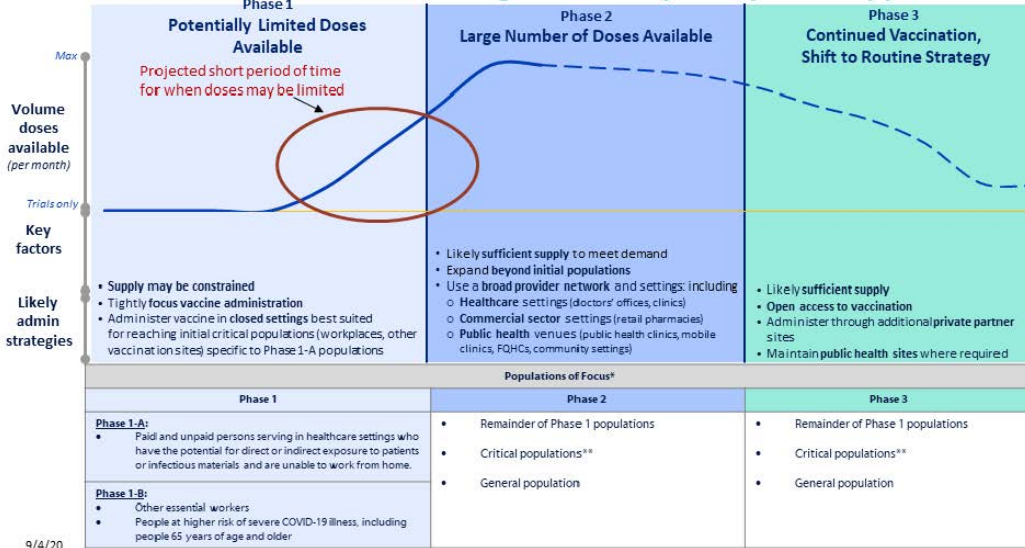
Special Financial Warrant Article Request DSR5			
Title	Public Health Led Mass Vaccination Campaign -- Pandemic Response		
Fiscal Year	FY 2022	Department	HHS/Public Health
Funding Amount	\$129,119	Funding Source	Operating Budget
Article Information			
<p>The Public Health Division requests support for a special warrant article which equals the estimated costs of an unprecedented vaccination campaign in Needham once a COVID-19 vaccine is made available. A special warrant article with sufficient funding would achieve a Board of Health priority and serve as necessary response to the COVID-19 pandemic which has taxed the resources of local governments in general, and public health departments in particular.</p> <p>Funding would support projected salary, temp staffing, and supply costs for the first six months of FY 2022, during which 40 large-scale vaccination clinics would be held in Needham. Those clinics would allow for approximately two-thirds of the Town to receive both the first and second dose of the COVID vaccine, one month apart.</p>			
Disclosures	YES	NO	
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?		X	
4. Is this a CPA funding request?		X	
5. Is this a revolving fund request?		X	
6. Is this a pilot program request?		X	
7. Is this a study?		X	
8. Is this a program that is planned to be in place for more than one year?	X		
9. Is this required by a court or other jurisdictional order?		X	
10. Is this a personnel related request?		X	
11. Is this a local option acceptance request?		X	
12. Is this in support of a goal of a Board or Committee?	X		
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
<p>The COVID-19 pandemic will not abate until a vaccine is available to inoculate a significant portion (approximately 70%) of the US population. While a viable COVID-19 vaccination may be available in the first quarter of 2021, it is unlikely that sufficient quantities of vaccine will be available to inoculate the wider populace until the second half of Phase 2 and Phase 3.</p> <p>This warrant article requests funds based upon a rough estimate of the likely costs needed for an aggressive six-month vaccination campaign. There are numerous assumptions built into that rough estimate; many of those assumptions are informed by a review of available DRAFT plans from the Centers for Disease Control &amp; Prevention (CDC) and the Massachusetts Department of Public Health (DPH). The CDC's <i>COVID-19 Vaccination Program Interim Playbook for Jurisdiction Operations</i> is available at: <a href="https://www.cdc.gov/vaccines/imz-managers/downloads/COVID-19-Vaccination-Program-Interim_Playbook.pdf">https://www.cdc.gov/vaccines/imz-managers/downloads/COVID-19-Vaccination-Program-Interim_Playbook.pdf</a>. And the MA Department of Public Health's <i>INTERIM DRAFT COVID-19 Vaccination Plan</i> is available at: <a href="https://www.mass.gov/doc/massachusetts-interim-draft-plan/download">https://www.mass.gov/doc/massachusetts-interim-draft-plan/download</a></p>			



**Special Financial Warrant Article Request  
DSR5**

**Title** Public Health Led Mass Vaccination Campaign -- Pandemic Response

**The COVID-19 Vaccination Program will require a phased approach**



\*Planning should consider that there may be initial age restrictions for vaccine products.

\*\*See Section 4: Critical Populations for information on Phase 1 subset and other critical population groups.

**Assumptions**

- Vaccine is provided to local public health and healthcare providers free of charge by the federal or state government;
- Vaccine is accompanied by needles or syringes, but all ancillary supplies are the responsibility of the vaccinating organization;
- Vaccine requires ultra-cold storage of between -80°F and -96°F;
- Vaccine will be administered in two doses which must be given four weeks apart; and
- State will provide electronic application/software program to facilitate scheduling and registration for clinics.

Based on the above chart, healthcare workers and critical public safety personnel will be vaccinated in Phase 1-A, and other essential workers, seniors, and those with high risk conditions will be vaccinated in Phase 1-B. Widespread vaccination will not begin until Phase 2. The Phase 2 and 3 populations will comprise approximately two-thirds of the population of Needham (~20,000 individuals), it is believed.

To address the challenge of vaccinating 20,000 individuals and doing it twice, the Public Health Division will conduct a series of five-hour flu clinics (five hours of client time plus one hour to setup/take down) for the general public. Each clinic will utilize eight Per Diem nurses along with two or more staff nurses for supervision and management. For Fall 2020, the Public Health Division adapted its flu vaccination plan to meet the needs of safe and efficient vaccination in a time of COVID; conducting those clinics gave the Division valuable insights into how to organize for COVID mass vaccination efforts. Each nurse can administer approximately 25 shots per hour, meaning that approximately 1,000 residents can be vaccinated during a fully-staff five-hour clinic. That will mean that the Public Health Division must conduct 40 clinics in order to vaccinate 20,000 Town residents twice.

Projected costs are as follows:



Special Financial Warrant Article Request DSR5			
Title	Public Health Division Accreditation		
Fiscal Year	FY 2022	Department	HHS/Public Health
Funding Amount	\$70,000	Funding Source	Operating Budget
Article Information			
<p>Formal recognition by the national Public Health Accreditation Board has become an important goal for local and state health departments across the country. Accreditation outcomes include improved performance and quality of services, and increased ability to be responsive to existing and emerging health needs in Needham. Accreditation is a mark of a highly functional, proactive, and professional public health department and its attainment will enhance the Public Health Division's competitiveness for future grant and foundation funding.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?		X	
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
All "YES" responses must be explained Below			
Disclosure Explanation			
<p>Achieving accreditation for the Public Health Division is a long-standing priority of the Needham Board of Health (BOH), and this request, or one like it, has been submitted five times in total. Public Health Division accreditation has been included in the BOH's goals for the last five fiscal years, and is the first long-term goal under the Administrative Section of the 2020 BOH goals. <i>"Pursue Public Health Division accreditation and support the establishment of a culture of continuous quality improvement."</i></p> <p>Accreditation has been a positive process for previous applicants, fostering and formalizing those public health departments' commitment to quality improvement, performance management, transparency, workforce development, and the capacity to deliver the CDC's <a href="#">Ten Essential Public Health Services</a>. An independent national assessment of the Needham Public Health Division will also serve to engender trust between the Division and the Town's residents who can be assured of the quality of the services they receive and the excellence of the staff providing those services.</p> <p>The process of achieving public health department accreditation is rigorous and requires significant staff time and resources to conduct community health assessments, develop specific plans, procedures, and policies, and complete a formal application. In 2018, the Public Health Division received a nine-month Accreditation Support Initiative grant of \$14,960 from the National Association of County and City Health Officials to help advance these efforts. Additional funding is requested to support these efforts moving forward; funding will cover approximately</p>			

Special Financial Warrant Article Request DSR5	
Title	<b>Public Health Division Accreditation</b>
<p>15 hours per week from a part-time staff member along with other accreditation-related expenses. Work is anticipated to take 20 to 30 months to complete.</p> <p>Once successful in achieving all the requirements and pre-requisites for accreditation, the Public Health Division will formally apply using the funding remaining in the Special Warrant Article to cover the initial accreditation review fee of \$14,000. If the accreditation application is successful, there will be an annual fee of approximately \$6,000 to maintain accreditation and to support the costs of re-accreditation, which must be completed every five years.</p>	
V2022	

Special Financial Warrant Article Request DSR5			
Title	Funding to Retain Scientific Experts and Consultants		
Fiscal Year	FY 2022	Department	HHS/Public Health
Funding Amount	\$50,000	Funding Source	Operating Budget
Article Information			
<p>The Public Health Division requests funding to support a Board of Health (BOH) goal, a Select Board priority, and a pressing community need. The request is to establish a source of funding that allows the BOH to retain outside scientific experts and consultants to evaluate novel and emerging health issues about which the Board and the Public Health Division lack the necessary expertise. For example, this fund would allow for the retention of an outside expert to evaluate a proposed utility project that has unknown or uncertain environmental and health impacts, such as the Eversource Underground Utility Line Redundancy project. When there is a permit application process, the BOH has the ability (via regulation) to require applicants to pay an 'outside consultant fee' so that the BOH may retain an independent expert to review the application and to advise the BOH. This funding request addresses the need to access expertise to evaluate community impact in instances when there is no public health division permit application, such as large-scale utility projects.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?			X
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?		X	
8. Is this a program that is planned to be in place for more than one year?			X
9. Is this required by a court or other jurisdictional order?			X
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
<p>There have been a number of large-scale utility projects which have emerged suddenly as a community concern due to possible environmental health impacts; examples include the Eversource underground utility project and Verizon 5G Cell Sites. There is a need to access expertise to understand potential impacts of such projects. There is limited ability to anticipate such projects, and no ability to require utilities to pay for outside experts.</p> <p>Having the resources necessary to understand and respond to new and emerging environmental health challenges in Needham is a high priority of the BOH and was included as the top goal in the Environmental Health Section of the 2020 BOH goals. <i>"Hire additional staff or provide additional resources to maintain EH unity capacity for inspections, environmental health monitoring, training, and vendor and general public education."</i></p> <p>Additionally, one of the Select Board's New Initiatives in its FY20-21 Goals is to: <i>"Investigate the potential impact of Small Cell and 5G Technology on the Town and formalize a policy for considering Grant of Location Requests."</i> Funding this request would help achieve such goals</p>			

<b>Special Financial Warrant Article Request DSR5</b>	
Title	<b>Funding to Retain Scientific Experts and Consultants</b>
and strengthen Needham's capacity to assess environmental health impacts from emerging technology or newly proposed utility projects.	
V2022	

Fiscal Year 2022 Proposed Budget

Health and Human Services	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	1,559,498		1,559,498	56,528		1,502,970	1,331,537	1,193,902	1,096,172
Salary & Wage Temporary	345,101		345,101	7,502		337,599	234,421	216,454	153,950
Salary & Wage Overtime	3,000		3,000			3,000	1,039	181	237
Salary & Wage Other	23,300		23,300	(300)		23,600	24,267	14,105	54,552
Salary and Wage Total	1,930,899		1,930,899	63,730	3.4%	1,867,169	1,591,264	1,424,643	1,304,912
Energy								500	
Non Energy Utilities									
Repairs and Maintenance	500		500			500	2,569	2,411	316
Rental and Leases								1,481	636
Other Property Related	16,900		16,900			16,900	200	1,684	1,500
Professional & Technical	162,050		162,050	9,750		152,300	145,682	138,920	117,872
Communications	37,025		37,025	1,625		35,400	18,654	18,590	11,158
Recreation	52,500		52,500			52,500	5,426	918	350
Other Purchased Services	1,000		1,000			1,000	475	654	326
Energy Supplies									
Office Supplies	8,900		8,900			8,900	10,342	9,886	4,577
Building & Equipment Rprs/Sp									
Custodial Supplies								23	
Grounds Keeping Supplies									
Vehicular Supplies	11,750		11,750	(500)		12,250	4,542	6,217	5,205
Food & Service Supplies	2,500		2,500			2,500	3,621	6,079	3,105
Medical Supplies	2,250		2,250	350		1,900	401		
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	11,925		11,925			11,925	16,049	27,292	23,949
Governmental Charges	83,000		83,000	(500)		83,500	73,336	72,136	70,991
Travel & Mileage	21,050		21,050	(250)		21,300	10,381	10,528	9,224
Dues & Subscriptions	5,665		5,665			5,665	5,871	2,750	4,048
Other	45,500		45,500	(3,000)		48,500	673	26,085	28,791
Expense	462,515		462,515	7,475	1.6%	455,040	298,220	326,153	282,046
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>2,393,414</b>		<b>2,393,414</b>	<b>71,205</b>	<b>3.1%</b>	<b>2,322,209</b>	<b>1,889,484</b>	<b>1,750,797</b>	<b>1,586,958</b>

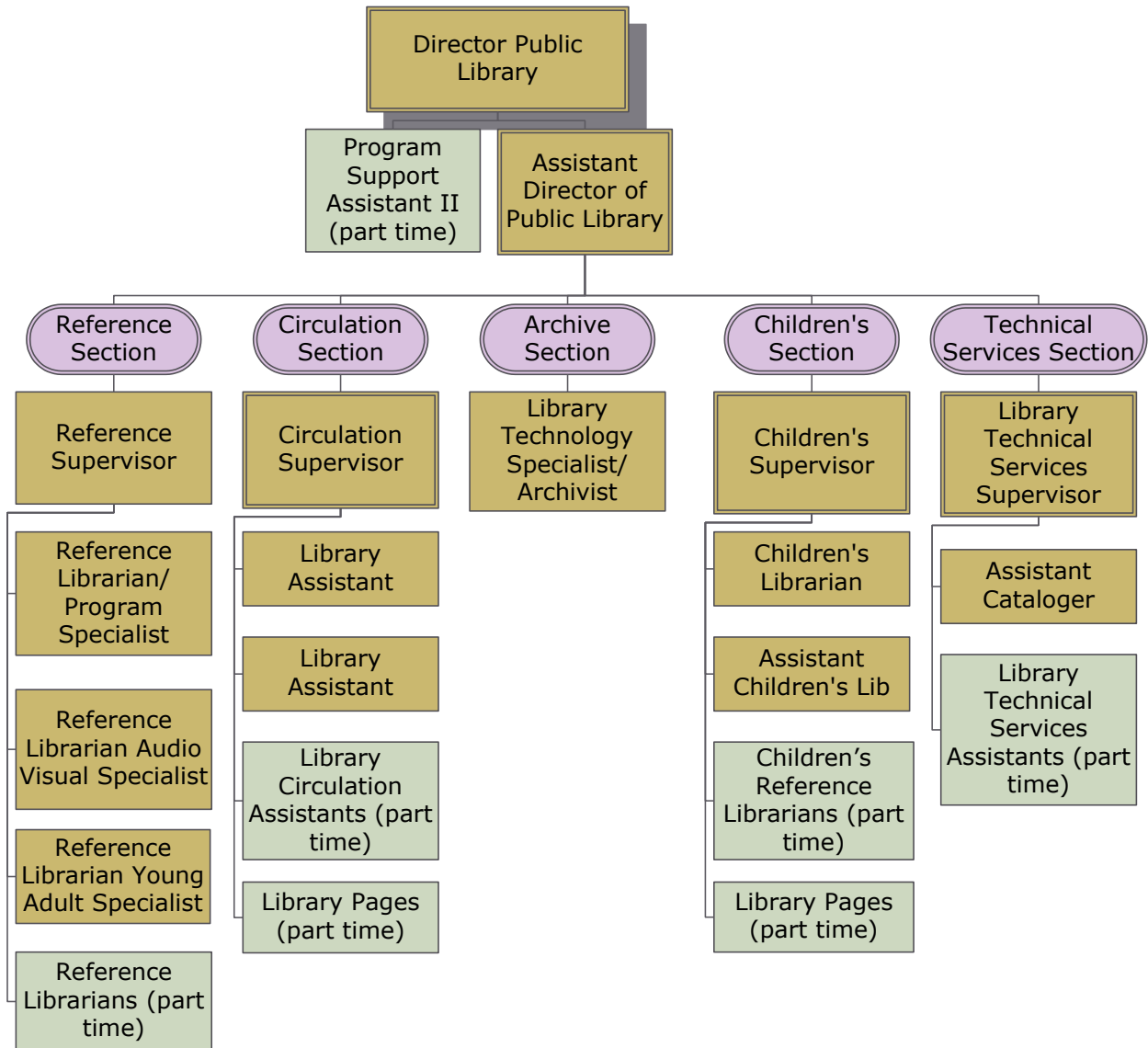
Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Analyst	GE18	1.0	71,058	2.5%	1.0	69,326	1.0	65,657
Administrative Assistant	I14	2.4	114,778	-14.7%	2.4	134,590	2.4	131,142
Assistant Director for Counseling & Volunteers	GE21	1.0	84,864	3.0%	1.0	82,389		78,918
Assistant Director for Programs & Transportation	GE20	1.0	81,491	6.1%	1.0	76,805		73,537
Assistant Director of Aging Services							1.0	(400)
Assistant Director of Public Health for Community & Environmental Health	GE22	1.0	98,300	-0.1%	1.0	98,380	1.0	97,433
Assistant Director of Public Health for Nursing & Behavioral Health	GE22	1.0	98,300	17.7%	1.0	83,519		
Assistant Program Coordinator	G15	0.8	45,209	0.0%	0.8	45,224	0.8	42,619
Director of Aging Services	K24	1.0	103,421		1.0	103,421	1.0	98,619
Director of Health & Human Services	K26	1.0	128,508		1.0	128,508	1.0	123,287
Director of Youth & Family Services	K23	1.0	102,539		1.0	102,539	1.0	98,520
Environmental Health Agent	I20	1.0	79,131	3.0%	1.0	76,811	1.0	72,443
Program Coordinator	G16	2.4	153,661	0.1%	2.4	153,438	3.4	146,082
Public Health Nurse	I20	0.7	57,070		0.7	57,070	1.7	132,774
Senior Substance Use Prevention Program Coordinator	GE20	2.0	164,736	3.4%	2.0	159,355	2.0	161,382
Social Workers	IE19	4.0	322,629	1.9%	4.0	316,486	4.8	343,914
Longevity			4,607	-10.5%		5,149		4,492
Differential								
Education								
Extra Holiday								
Other Pay			7,000			7,000		3,000
Stipends			1,500			1,500		1,500
Budget Adjustment		(2.6)	(150,804)	-20.6%	(2.9)	(190,040)	(4.5)	(299,201)
Total		18.7	1,567,998	3.7%	18.4	1,511,470	17.5	1,375,718



## Department Organizational Chart

### Library



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	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 current building since March 2006. Under “normal” circumstances it is an incredibly busy place, full of adults, teens, and children during the 70.5 hours a week it is open. Prior to the library’s closing on March 13, 2020, the library was experiencing gains in circulation (4,952), people entering the building (9,114), and program attendance (922). The library’s opening for curbside pickup on June 1, 2020, was an immediate success. During the 40 hours a week open in June, 13,068 items were picked up by patrons from a table near the Rosemary Street Parking Lot entrance. The items were in bags with the name of the borrower on them. Patrons electronically accessed an additional 8,153 items (audiobooks, ebooks, music, movies, TV shows, and magazines). The numbers have been increasing each month since inception. While customers miss browsing in the library, they have expressed both pleasure and gratitude with the curbside pickup service. Opening to the public with curbside service resulted in changes to part-time shift lengths and a totally new way of doing business. The library depends, to a large extent, on its part-time staff for Circulation Desk coverage. Heretofore, part-time circulation assistants worked 3 – 4 hour shifts a day (except on Saturdays). This would mean that two shifts a day would be needed for Circulation Desk Coverage. The Health Department, in an effort to avoid cleaning after a shift and excess people interaction, asked that scheduling be changed to having one group cover the whole day. As the part-time staff was not used to working a full day and as curbside pickup is a labor intensive service, many part-timers had difficulty adjusting to the new schedule. The result was a tired staff. One person could not do the full day, that person is now covering Monday evenings only. On June 1 the library opened to the public for 40 hours a week; on July 5 Monday evenings and all day Saturday were added, bringing the total hours open to the public up to 51.</p> <p>The usage of the library’s many electronic services has increased dramatically since the March 13 closing. For example, in October 2019, electronic circulations numbered 5,936. In June 2020, the number had risen to 8,153, a 37% increase. Borrowers requested that the limits on number of items that a borrower could access during a month be raised. This resulted in a \$3712 increase in the library’s Audiovisual budget.</p> <p>During the closed months, the staff worked remotely, using their own personal computer equipment. The Reference staff and the Children’s staff continued to provide answers to questions from library patrons. The Children’s staff provided many virtual programs. The staff used funds provided by the Friends and the Foundation to order new library materials. The Technical Services Department continued to catalog and process the new materials. The supervisor worked a few days a week in the closed building. The library director continued to work in the closed building.</p> <p>The “normal” hours schedule was used for figuring the part-time hour salaries for FY2022. While the scheduling differs from the hours being currently used, the bottom line is not being exceeded.</p>	

Department Information DSR1				
Department		Public Library		
<p>In the next 2 to 4 years, presuming that a COVID-19 vaccine will become available, the library staff will be undertaking planning that will include returning to "normal" library services, while incorporating some of the virtual services used during the Pandemic. Using virtual programming or recording programs and putting them on the library website will increase the number of people that the library will be able to reach. The library trustee number one DSR4 request for a Reference Librarian/Digital Communications Specialist is now more important than ever.</p>				
Budget Statement				
The FY2022 Budget requests include the following changes from FY2021				
Category	FY2021 Budget	Comments	FY2022 Request	Net Change
5110—Library Salaries, Regular	\$1,060,411	The increase is the normal step-raise, longevity amount	\$1,099,245	\$38,834
5120—Library Salaries Temporary	\$553,469	The increase is the normal step-raise amount	\$557,806	\$4,337
5305—Library P&T Software License Fee	\$60,259	Minuteman Library Network--The actual amount was \$60,877. The requested amount would cover an anticipated 2% increase.	\$63,000	\$2,741
5341—Library Postage	\$1,200	The library is using less and less postage, as notices are being distributed electronically.	\$900	-\$300
5730—Library Dues and Memberships	\$550	The Digital Commonwealth membership has increased in price from \$150 per year to \$200.	\$600	\$50
		Total		\$45,662
Accomplishments and Activities				
<p>The library trustees continue to support the FY2017 - FY2021 Strategic Plan that was submitted to the Mass. Board of Library commissioners. Each trustee monitors one of the plan's goals which includes the library's collections, programs and services, technology, community engagement and partnerships, facility, and staff. The current fiscal year is the last year of this plan. Work for the next Strategic Plan is in the beginning stage.</p> <p>The Children's and Young Adult staff have been able virtually to continue offering unique programs to Needham's children and teens and 'tweens.</p> <p>The Diversity and Discussion Book Club (co-sponsored by the library trustees) is planning a new year of book reviewing and discussion.</p> <p>As much as an accomplishment offering curbside service is and as much as the public appreciates it, the staff looks forward to the time when the building will be able to be safely reopened.</p>				

Department Information DSR1			
Department		Public Library	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,657,051	\$71,055	\$1,728,106
b) Expenses	374,631	\$46,000	\$420,631
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	2,031,682	\$117,055	\$2,148,737
			V2022

Department Expenditure Detail DSR2																	
Department				Public Library													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	15	38	27	15	35	27	15	35	27								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA		NIPEA		Police		Police Superior		NA	X
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							\$1,083,197									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							\$11,836									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments							\$4,212									
							PRD1 Sub Total		\$1,099,245								
J	DSR3 Other Compensation																
							Sub Total 1		\$1,099,245								
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Temporary department coverage, Part-Time, Mon - Sat							\$472,712									
b.	Sunday Part-Time Hours							\$85,094									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		\$557,806								
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.	DSR3 Other Compensation																
							Sub Total 4										
							Sub Total 4										
5. Total Salary and Wages (1+2+3+4)							\$1,657,051										

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: 1,500 Minuteman Library Network 63,000 Computer Software Licenses: 12,000	\$76,500
Communications (534x)	Postage: 900 Wireless Communications: 2,092 Printing: 1,900	\$4,892
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: Library Subscriptions: 26,000 Books: 131,043 Audiovisual: 44,000 Databases: 45,000 Total Materials 246,043  Computer Supplies and Equipment: 16,500	\$269,843
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Conference In-State: 400 Mileage: 1,600	\$2,000
Dues & Subscriptions (573X)	American Library Assoc. Memb: 400 Digital Commonwealth Memb: 200	\$600
Other Expenses (574 X - 579x)		

Department Expenditure Detail DSR2				
Department	Public Library			
6. Total Expenses				\$374,631
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$2,031,682
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2022				

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	Reference Librarian/Digital Communications Specialist	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	\$56,640		\$56,640	
2. Expense			\$3,260	3,260	
3. Operating Capital					
4. Department Total (1+2+3)		\$56,640	\$3,260	\$59,900	
5. Other Costs		\$32,851			
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board & 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
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
<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 "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 technologies and user-focused web services. 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 experiences. 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 and Vision, as well as with 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</p>					



Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	Reference Librarian/Digital Communications Specialist	Priority	1
<p>live and work.”</p> <p>At the present time the current staff is doing all it can with social media. The new position would allow an expansion of this work that would benefit the people of Needham, as social media and virtual communication are of great importance in current conditions. This request has been submitted in the past.</p>			
V2022			

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Library-Reference Librarian/Digital Communication Specialist				Priority	1
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week				Number of Weeks Per Year	
Compensation Detail						
Base Rate	GE18, Step 3				\$56,640	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					\$56,640	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X		\$1,000		
Vehicle	X					
Computer		X		\$2,000		
Software		X		\$260	\$260	
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals				\$3,260	\$260	
Estimated Annual Benefit Cost					32,851	
Description and Explanation						
<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 technologies and user-focused web services. 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 experiences. 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 and vision, as well as with community needs.</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Public Library-Reference Librarian/Digital Communication Specialist	Priority	1
<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 all it can with social media. The new position would allow an expansion of this work that would benefit the people of Needham, as social media and virtual communication are of great importance in current conditions.</p>			
			V2022

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	OverDrive Basic Subscription	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		\$26,000		\$26,000	
3. Operating Capital					
4. Department Total (1+2+3)		\$26,000		\$26,000	
5. Other Costs					
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board & 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
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<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. It is an important source for many people, especially during these difficult time when people are trying to limit leaving the safety of their homes for their entertainment and their education. 38% of items borrowed during the month of June 2020 were electronically provided. 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 plan 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.</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.</p> <p>This request has been submitted for the past several years. It has never been more important that this item be added to the library's budget.</p>					

V2022

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	OCLC WorldCat	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		\$3,000		\$3,000	
3. Operating Capital					
4. Department Total (1+2+3)		\$3,000		\$3,000	
5. Other Costs					
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board 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
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<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. In answer to popular demand, 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.			
			V2022

Performance Improvement Funding Request DSR4					
Department	Public Library				
	OverDrive Advantage	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage					
2. Expense		\$17,000		\$17,000	
3. Operating Capital					
4. Department Total (1+2+3)		\$17,000		\$17,000	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board and 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
<i>All "YES" responses above must be explained in the narrative below</i>					
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 FY2019 the library spent \$12,000 for Advantage program copies to fill customer demand. This charge was paid by the Library Foundation of Needham. In FY2020 the charge increased to \$15,000 and was paid by the Friends. The charges are currently being paid 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." 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>					

V2022

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	Public Library Page	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		\$14,415		\$14,415	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$14,415		\$14,415	
5. Other Costs		\$1,110		\$1,110	
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		Select Board & 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
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
<p>This request is for funding for a 19-hour-a-week, part-time, non-benefitted 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. This request 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>FY2022, 988 hours x \$14.59 per hour = \$14,415</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 FY2019, 64,536 items were sent out to other libraries to fill requests, while Needham received 65,331 items to fill requests made by Needham residents. These 129,867 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>					



Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	Public Library Page	Priority	5
<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 65,331 items for Needham residents certainly contributes to this goal.</p>			
V2022			

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Library Page				Priority	5
Classification		FT	X	PT	Seasonal	
Part Time /Seasonal	Hours Per Week		19		Number of Weeks Per Year	5 2
Compensation Detail						
Base Rate	\$13.75 – first year \$14.16 – second year \$14.59 – third year					
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					\$14,415	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X					
Vehicle	X					
Computer	X					
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other	X					
Other	X					
Other	X					
Totals						
Estimated Annual Benefit Cost						\$1,110
Description and Explanation						
<p>This request is for funding for a 19-hour-a-week, part-time, non-benefitted 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. This request 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>FY2022, 988 hours x \$14.59 per hour = \$14,415</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 FY2019, 64,536 items were sent out to other libraries to fill requests, while Needham received 65,331 items to fill requests made by Needham residents. These 129,867 items represent one-half of the items in</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Public Library Page	Priority	5
<p>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 65,331 items for Needham residents certainly contributes to this goal.</p>			
			V2022

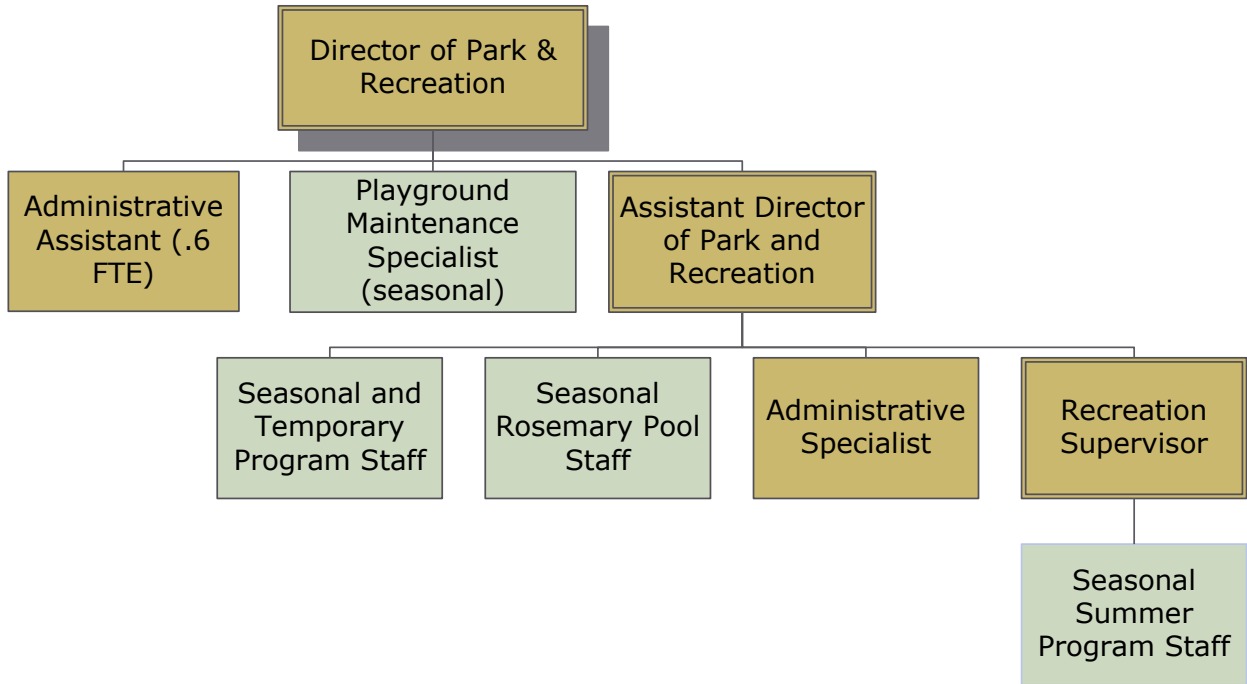
Fiscal Year 2022 Proposed Budget

Public Library	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	1,099,245	71,055	1,170,300	81,994		1,088,306	1,044,531	1,027,963	965,633
Salary & Wage Temporary	557,806		557,806	4,337		553,469	490,288	335,489	330,744
Salary & Wage Overtime							8,603	7,691	6,635
Salary & Wage Other								5,003	4,857
Salary and Wage Total	1,657,051	71,055	1,728,106	86,331	5.3%	1,641,775	1,543,422	1,376,146	1,307,869
Energy									
Non Energy Utilities									
Repairs and Maintenance	6,296		6,296			6,296	6,461	5,925	6,489
Rental and Leases	500		500			500	73	73	73
Other Property Related									
Professional & Technical	76,500		76,500	2,741		73,759	71,584	68,922	63,736
Communications	4,892		4,892	(300)		5,192	3,388	4,293	2,794
Recreation									
Other Purchased Services	5,800		5,800			5,800	3,511	7,795	5,515
Energy Supplies									
Office Supplies	8,200		8,200			8,200	3,405	7,431	7,666
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies								20	
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	269,843	46,000	315,843	46,000		269,843	235,251	261,019	257,630
Governmental Charges									
Travel & Mileage	2,000		2,000			2,000	462	1,214	1,572
Dues & Subscriptions	600		600	50		550	547	542	485
Other									
Expense	374,631	46,000	420,631	48,491	13.0%	372,140	324,682	357,233	345,960
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>2,031,682</b>	<b>117,055</b>	<b>2,148,737</b>	<b>134,822</b>	<b>6.7%</b>	<b>2,013,915</b>	<b>1,868,104</b>	<b>1,733,380</b>	<b>1,653,830</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Assistant Cataloger	G14	1.0	57,389		1.0	57,389	1.0	55,712
Assistant Children's Librarian	G15	1.0	63,005	0.0%	1.0	63,031	1.0	61,172
Assistant Director of Public Library	GE21	1.0	91,845	0.0%	1.0	91,849	1.0	86,990
Children's Librarian	GE18	1.0	63,726	3.0%	1.0	61,882	1.0	56,628
Director of Public Library	K24	1.0	130,072		1.0	130,072	1.0	130,072
Library Assistant	G13	2.0	105,652	-0.1%	2.0	105,715	2.0	102,632
Library Children's Supervisor	GE19	1.0	72,092	3.0%	1.0	69,997	1.0	65,930
Library Circulation Supervisor	GE17	1.0	68,874	0.0%	1.0	68,878	1.0	66,866
Library Reference Supervisor	GE19	1.0	72,092	3.0%	1.0	69,997	1.0	65,930
Library Technical Services Supervisor	GE19	1.0	78,020	0.0%	1.0	78,016	1.0	75,739
Library Technology Specialist Archivist	GE19	1.0	78,020	0.0%	1.0	78,016	1.0	75,739
Reference Librarian Audio Visual Specialist	GE18	1.0	65,676	0.0%	1.0	65,678	1.0	60,080
Reference Librarian Program Specialist	GE18	1.0	71,058	-0.2%	1.0	71,206	1.0	69,132
Reference Librarian Young Adult	GE18	1.0	65,676	3.1%	1.0	63,730	1.0	60,080
Longevity			11,836	36.4%		8,680		8,280
Differential								
Education								
Extra Holiday								
Other Pay								
Stipends								
Budget Adjustment			4,212	1.0%		4,170		8,006
Total		15.0	1,099,245	1.0%	15.0	1,088,306	15.0	1,048,988

**Department Organizational Chart**  
**Park and Recreation Department**



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	Park and Recreation Department
Department Mission	
<p>The Park and Recreation Department’s major responsibilities include providing diverse, inclusive and equitable, year-round programming and leisure services for residents of all ages; administering all Town athletic fields, including scheduling and permitting functions; managing Town playgrounds; providing seasonal employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations.</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. Working with the Director, the Commission provides long-range planning for recreation facilities and services.</p>	
On the Horizon	
<p>The Park &amp; Recreation Department continues to pivot our programming and departmental needs as we continue to operate within the confines of COVID requirements and protocols. For the summer of 2020, we were able to safely open the pools and run our summer programs for a limited number of weeks. For FY2022, we are preparing three separate options of running our core programs (pools and programs) as well as our year-round programs. The options are (1) Non-COVID programming similar to the way we functioned before COVID; (2) Hybrid programming will assume that in the beginning months of FY2022, in the middle of our core programming, we may start under COVID protocols, but more towards more conventional programming; (3) All COVID programming throughout FY2022.</p> <p>Since March 2020 the most challenging aspect of the pool complex has been finding the correct operational numbers related to opening, closing and ongoing maintenance of the pools. FY2020 and FY2021 budgets did not yet include the opening and closing numbers, so we continue to fine tune the process in order to move forward.</p> <p>FY2020 was the first full year that the multi-purpose room in the Rosemary Recreation Complex (RRC) was fully programmable. The space was fully utilized Monday through Friday all day as well as numerous programs and events over the weekends.</p> <p>The Park and Recreation Department has hired an outside consultant to do a comprehensive playground assessment of 17 playgrounds. This assessment is neither an audit nor an inspection. The Playground Assessment is based on the principals and guidelines of Consumer Product Safety Commission (CPSC): Publication #325, ASTM F1487-17, ASTM F2373-11, ASTM F2223-10, ASTM F2049-11 (2017) and ASTM F1292-13. The report will provide a summary and recommendations for each site; categorizing each site using a 4- category ranking which relates to the current maintenance and safety status. The assessment will include a review of each individual playground with accompanying photographs and provide a general overall assessment of each site. The final report will also provide a 'Status Grid' that will list the needs that are essential to bring the play areas into compliance.</p> <p><b>Seasonal, Temporary &amp; Part-time Staff Salaries – Minimum Wage:</b> The minimum wage in Massachusetts is continuing to increase annually. The current rate is \$13.00/hour. On January 1, 2021 it will be \$13.50 and on January 1, 2022 it will increase once again to \$14.25. Finally, it will increase to \$15.00 on January 1, 2023. Because our summer pool and program seasonal salaries fall in two separate fiscal years each summer, these increases affect our budget twice.</p>	

**Department Information**  
**DSR1**

Department	Park and Recreation Department
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TITLE	POSITIONS	CURRENT	SUMMER 2021	SUMMER 2022
Recreation Specialist I	Program Counselor	\$13.00/hour \$13.50/year 2	\$13.50/hour \$14.00/year 2	\$14.25/hour \$14.75/year 2
Recreation Specialist II	Pool Booth Staff, Pool Maintenance	\$14.00/hour \$14.50/year 2	\$14.50/hour \$15.00/year 2	\$15.25/hour \$15.75/year 2
Recreation Specialist IIB	Lifeguard	\$15.00/hour \$15.50/year 2	\$15.50/hour \$16.00/year 2	\$16.25/hour \$16.75/year 2
Recreation Specialist III	Program Director, Swim Instructor	\$16.00/hour \$16.50/year 2	\$16.50/hour \$17.00/year 2	\$17.25/hour \$17.75/year 2
Recreation Specialist IV	Assistant Supervisor (Pool & Program)	\$17.00/hour \$17.50/year 2	\$18.50/hour \$19.00/ year 2	\$19.00/hour \$19.50/ year 2
Recreation Specialist V	Supervisor (Pool & Program)	\$20.00/hour \$20.50/year 2	\$22.50/hour \$23.00/year 2	\$23.00/hour \$23.50/year 2

**Budget Statement**

The Park and Recreation Commission and department review program fees at least three times a year, adjusting fees as appropriate, with the intent of having the majority of programs be self-sustaining. The fees for the 2021 pool season were not approved at this writing but will be set in November 2020. Residents that purchased 2020 pool memberships also received memberships for the 2021 season due to the COVID restrictions in accessing the pool. Due to this, our revenue for the 2021 pool season will look markedly different than in 2018 and 2020. 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.

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

**Gift Fund:** The Park and Recreation Commission has a Gift Fund for a variety of projects. The majority of the fund holds donations for the Arts in the Parks concert series and the Children’s Theatre programs. The donation of \$20,000 from the estate of Harold J. A. Street is also in the fund, with a balance of approximately \$12,000.

The following information outlines the dollar changes to specific budget lines.

Line	Description	Change from FY21	Comments	Net Change
Admin Salaries	Full-time staff salaries	(\$3,276)	Change in Personnel	(\$3,276)
Summer Pool Salaries	Summer Staff	\$113,228	Higher hourly rates, additional staff coverage	\$113,228
Summer Program Salaries	Summer Staff	\$57,567	Higher hourly rates, additional staff coverage	\$57,567



Department Information DSR1				
Department		Park and Recreation Department		
Repairs and Maintenance	Playground/Field /Park/Building Repairs	\$11,000	Based on actual spending	\$14,000
	Pool Repairs	\$3,000		
R&M MEP	Pump Specialist	(\$21,000)	Allocated in Pool Opening/Closing costs	(\$21,000)
Property Related Services	Park Restroom Cleaning	\$945	Estimated increase contract price	\$70,945
	Pool Opening/Closing	\$70,000	Estimated increase contract price	
Professional Technical	Pool Water Testing	\$400	Increased Annual Cost for testing of two pools	\$20,400
	Pool On-Call Services	\$20,000	On-Call Services for Repairs	
Staff Training	Office Staff	\$2,000	Training and Development for new staff members	\$3,000
	Pool Staff	\$700	Recertification of Lifeguards	
	Program Staff	\$300	CPR/First Aid Recertifications and Training for Program Staff	
Advertising	Parks/Trail Signage	\$1,500	Update Signage at Park and Fields	\$4,000
	Pool Signage	\$2,500	Update Pool Signage to comply with state requirements	
Communications	Postage	(\$550)	Based on Actual Use	(\$1,250)
	Landline	(\$100)	Based on Actual Use	
	Cable	(\$50)	Based on Actual Use	
	Wireless Phones	\$400	Addition of Phone for Asst. Director/Admin.	
	Printing & Mailing	(\$1,000)	Utilizing digital services instead of printed materials	

Department Information DSR1				
Department		Park and Recreation Department		
	Legal Ads	\$50	Posting of Service Contracts (required by law)	
Recreation	Special Events	\$1,500	Increase in special events at Programs	\$1,500
Other Services	Pest Control	(\$200)	Service contracted with Building Maint.	(\$200)
Building & Equipment Supplies	Pool Chemicals	(\$19,400)	Estimated Contract pricing, some money reallocated to services and will be covered in On-Call Contract	(\$19,400)
Custodial and Groundskeeping Supplies	Park Restroom Supplies	(\$200)	Based on actual spending	\$100
	Playground Surfacing	\$300	Increase in cost of material	
Food Supplies	Program Snack	(\$700)	Based on actual spending	(\$700)
Medical Supplies	Pool Supplies	\$800	Based on actual spending for state required supplies at the Pools	\$800
Public Works Supplies	Portable Restrooms	\$2,000	Based on actual spending to support fields after Park Bathrooms are closed for the season	\$2,000
Other Supplies	Staff Clothing	\$1,500	Based on actual spending	\$3,500
	Lifeguard Uniforms	\$1,000	Based on actual spending	
	Pool Program Supplies	\$1,000	Based on actual spending – increase in programming	
Travel and Mileage	In-State Conferences	\$700	Training and Development for Office Staff	\$650
	Mileage	(\$50)	Based on Actual Spending	
Dues & Memberships	Annual Memberships	(\$50)	Decrease in annual fees	\$250
	Red Cross	\$300	Required to have Swim Lessons	

Department Information DSR1				
Department		Park and Recreation Department		
	Membership			
Accomplishments and Activities				
<p>In the midst of COVID and financial uncertainty, the Department was able to open and operate the pools and programs for five weeks during the summer of 2020. We hired 75+ seasonal staff members, ordered copious amounts of PPE and cleaning supplies, and ran numerous staff trainings for CPR, First Aid, COVID protocols, and ideas on how to work with kids and adults from a safe distance.</p> <p>The Park and Recreation team were tremendously successful in running numerous passive and active recreational activities for community members ranging from young preschool to seniors.</p> <p>The quality of water in ponds and lakes continues to be discussed. Currently, multiple Town Departments are working together in collaboration with the neighbors of Walker Pond on the steps to improve the water quality at that pond.</p>				
Spending Request Recap				
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)	
a) Salary and Wages	875,509.	99,666	975,175.	
b) Expenses	222,200.		222,220.	
c) Capital				
d)				
e)				
f)				
g) Total DSR2 & DSR4 Request (a through f)	1,097,709.	99,666	1,197,375.	
V2022				

Department Expenditure Detail DSR2										
Department					Park and Recreation Department					
Object					Description			Amount		
DSR2A										
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)			
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	
	4.6		4.6	4.6		4.6	4.6		4.6	
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count	
							X			
Union Positions:		BCTIA	Fire A	Fire C	ITWA	2.6	NIPEA	Police	Police Superior	NA
1. Salary and Wage Permanent Positions.										
a.	PRD1 Salary and Wages Base							359,236		
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							3,900		
i.	PRD1 Budget Adjustments							-19,897		
							PRD1 Sub Total		343,239	
J	DSR3 Other Compensation									
							Sub Total 1		343,239	
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)										
a.	Playground Maintenance Specialist: 12-15 hours/week/45 weeks							12,000		
b.	Aquatics Specialist: 15 hours/10 weeks, 35 hours/16 weeks							28,000		
c.	Pools Staff (see DSR3)							406,246		
d.	Program Staff (see DSR3)							174,420		
e.	DSR3 Total									
							Sub Total 2		620,666	
3. Salary and Wage Overtime (Itemized Below)										
a.	Scheduled Overtime (contractually obligated)									
b.	Training and Development									
c.	Overtime: Admin. Specialist, Rec. Supervisor, Admin. Asst., DPW							7,270		
d.										
e.	DSR3 Total									
							Sub Total 3		7,270	
4. Other Salary and Wage Expenses - (Itemized Below)										
a.	Incentive Programs									
b.	Pay In Lieu of Accrued Leave									
c.	Program Stipend									
d.	Tuition Reimbursement							4,000		
e.	DSR3 Other Compensation									
							Sub Total 4		4,000	
5. Total Salary and Wages (1+2+3+4)									975,175	

Department Expenditure Detail DSR2		
Department	Park and Recreation Department	
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Playground Repairs (\$8,500) Parks Repairs (\$3,500) Field Repairs (\$5,000) Pool Repairs (\$3,000) RRC Building Repairs (\$1,000)	21,000
Rental & Leases (527X)		
Other Property Related Services (529x)	Park Restroom Cleaning (\$30,600) Pool Closing 2021 (\$25,000) Pool Opening 2022 (\$45,000)	100,600
Professional & Technical Services (530x - 531x)	Pool Water Testing (\$700) Pool On-Call Services (\$20,000) Office Staff Training (\$2,500) Pool Seasonal Staff Training (\$1,200) Program Seasonal Staff Training (\$800) Parks/Trail Signage (\$1,500) Pool Signage (\$2,500)	29,200
Communications (534x)	Postage (\$350) Landline (\$400) Cable (\$200) Wireless Phones (\$1,700) Legal Ads (\$150)	2,800
Recreational & Cultural Services (535x)	Programs Special Events (\$3,500)	3,500
Other Purchased Services (538x)	Conservation Permits (\$300) Program Transportation (\$3,000)	3,300
Office Supplies (542x)	Office Supplies (\$2,000)	2,000
Building & Equipment Supplies (543x)	Pool Chlorine (\$18,000) Pool Balancing Chemicals (\$3,000) Pool Testing Chemicals (\$600) Pool CO2 (\$5,000) Pool Repair Supplies (\$500)	27,100
Custodial Supplies (545x)	Park Restroom Supplies (\$1,000)	1,000
Grounds Keeping Supplies (546x)	Playground Surfacing (\$12,500) Playground Sand (\$800)	13,300
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Program Snacks (\$1,800)	1,800
Medical Supplies (550x)	Pool Medical Supplies (\$800) Program Medical Supplies (\$600)	1,400
Public Works Supplies (553x)	Portable Restrooms (\$2,000)	2,000
Other Supplies & Equipment (558x)	Office Staff Clothing (\$3,000) Lifeguard Uniforms (\$1,000) Pool Program Supplies (\$3,000) Arts & Craft Supplies (\$1,000) Program Equipment (\$1,000)	9,000
Governmental Charges (569x)		

Department Expenditure Detail DSR2				
Department	Park and Recreation Department			
Travel & Mileage (571x - 572x)	Office Staff Conference (\$1,500) Mileage (\$750) Out of State Staff Conference (\$1,000)			3,250
Dues & Subscriptions (573X)	Annual Memberships (\$650) Swim Lessons (\$300)			950
Other Expenses (574 X - 579x)				
6. Total Expenses				222,200
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,197,375
Does the Department depend on any Federal or State grants to provide services?	YES		NO	X
Did the Department submit any requests for FY2022 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	X	NO	
Did the Department submit any requests for FY2022 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES		NO	X
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES		NO	X
V2022				

Department Personnel Supplement DSR3							
Department				Park and Recreation			
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Pool RS-V: Pool Supervisors (2)	\$29,375		X			
2	Pool RS-IV: Assistant Pool Supervisors (4)	\$38,698		X			
3	Pool RS-III: Swim Instructors/Head Guards (9)	\$71,377		X			
4	Pool RS-IIB: Lifeguards (26)	\$199,193		X			
5	Pool RS-II: Non-Aquatic Pool Staff (Booth, Maintenance) (8)	\$57,603		X			
6	POOLS SUBTOTAL (49):	<b>\$396,246</b>					
7							
8	Programs RS-V: Summer Recreation Supervisor (1)	\$9,985		X			
9	Programs RS-IV: Assistant Summer Recreation Supervisor(1)	\$8,070		X			
10	Programs RS-III: Program Directors (6)	\$37,740		X			
11	Programs RS-I: Program Counselors (26)	\$118,625		X			
12	PROGRAMS SUBTOTAL (34):	<b>\$174,420</b>					
13							
14	Pool Bonus/Incentive Program	<b>\$10,000</b>		X			
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	\$580,666					
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4						
II		Total	\$580,666				



Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Pool Staffing	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		57,931		57,931	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		57,931		57,931	
5. Other Costs					
<b>Budgetary Considerations</b>				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		P&R Commission, Select Board			
Has this request been submitted in the last three fiscal years and not funded?					X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?					X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?					X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?					X
Does the request support activities which produce revenue for the Town?				X	
If the request is not approved, will current Town revenues be negatively impacted?				X	
Is there an increased exposure for the Town if the request is not approved?				X	
Is specialized training or licensing required (beyond the initial purchase)?				X	
Does this request address a documented health or safety issue?					X
<i>All "YES" responses above must be explained in the narrative below</i>					
<b>Description and Explanation</b>					
<p>The Pools at Rosemary Recreation Complex needs to be staffed safely for the number of visitors to the pools. The overall requested increase in pool staffing is \$113,228. Of that, \$55,297 is due to the increase of minimum wage and the anticipated changes to the Schedule C as set by the Personnel Board. The remaining \$57,931 of the noted budget increase allows for current positions to be adjusted and flexibility to hire enough personnel to provide the best overall operations and experiences at the Pools.</p> <p><b>Adjustment of Staffing Levels \$57,931</b></p> <p>The FY21 staff levels will be adjusted to remove the Slide Monitor positions and increase the number of Lifeguards to cover the top of the slides. Because of our exceptional opening year in 2019, increasing the overall number of Lifeguards on the deck is necessary to continue to follow the Swimming Pool guidelines as outlines in the Massachusetts 105 CMR Swimming Pool Code. In addition, this will aide in streamlining the Operations and Programming offered at the Pools and providing an overall Supervisor allows for more programming to be offered throughout the day without impacting the day to day aquatic operations.</p>					
V2022					





Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Summer Program Staffing - Program Counselors	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		\$27,375		\$27,375	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$27,375		\$27,375	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		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
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
The Summer Programs offered by the Park and Recreation Department offer affordable recreation options for families in and surrounding Needham. Prior to 2020 five general fund programs were offered at the facilities throughout Town and generated over \$200,000 in revenue for the Town. Anticipated minimum wage increase accounts for \$15,832 of the budget request.					

V2022

Performance Improvement Funding Request Supplement DSR4S					
Position Title	Recreation Specialist 1 – Program Counselors			Priority	2
Classification	FT	PT	Seasonal	X	
Part Time /Seasonal	Hours Per Week	35	Number of Weeks Per Year	1 0	
Compensation Detail					
Base Rate	\$14.00/\$14.75			\$27,375	
Other					
Other					
Other					
Other					
Other					
Other					
Other					
Salary and Wage Total					
If Funded the Position Will Require the Following Additional Items					
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$
Workstation	X				
Vehicle	X				
Computer	X				
Software	X				
Mobile Communication Device	X				
Uniform	X				
Tools	X				
Equipment	X				
Other					
Other					
Other					
Totals					
Estimated Annual Benefit Cost				\$27,375	
Description and Explanation					
<p><b>Additional Staffing: \$27,375</b></p> <p>The Summer Programs, specifically the Summer Playground program, have grown consistently enrollment in recent years. To better serve the community, and continue to meet community needs, additional staffing is required to maintain a safe ratio that is suggested by the state. These increases will be supported by the ability to accept more registrations to the Summer Programs and ultimately increase revenue earned for the Town.</p> <p>This request will add an additional 6 counselors to allow for an increase in registrations at the summer programs and allow for a participant/staff ration to remain in line with the State's recommendations.</p>					

V2022

Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Asst. Summer Program Supervisor	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		\$8,070		\$8,070	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$8,070		\$8,070	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		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
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
<p>The Summer Programs offered by the Park and Recreation Department offer affordable recreation options for families in and surrounding Needham. Prior to 2020 five general fund programs were offered at the facilities throughout Town and generated over \$200,000 in revenue for the Town. Anticipated minimum wage increase accounts for \$15,832 of the budget request.</p> <p>This request improves the supervision of all 5 general fund programs.</p>					
				V2022	

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Recreation Specialist IV – Asst. Summer Program Supervisor				Priority	3
Classification		FT		PT	Seasonal	x
Part Time /Seasonal	Hours Per Week		40		Number of Weeks Per Year	1 2
Compensation Detail						
Base Rate	\$19.00/\$19.50				\$8,070	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X					
Vehicle	X					
Computer	X					
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost						
Description and Explanation						
<b>Assistant Summer Program Supervisor: \$8,070</b>						
To increase both the number of participants and the number of staff an additional supervisor to perform site visits and participate in program interaction across the numerous site locations throughout the summer. Opening registration to more participants would be impacted without proper supervision in place						
V2022						

Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Leader in Training Director	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		\$6,290		\$6,290	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		\$6,290		\$6,290	
5. Other Costs					
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?				X	
If yes, which Board or Committee?		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
<i>All "YES" responses above must be explained in the narrative below</i>					
Description and Explanation					
<p><b>Leader in Training Program Director: \$6,290</b></p> <p>In the past, each Summer, Park and Recreation worked with approximately 200 youth volunteers that performed community service hours at the Pools and Summer Programs. As the number of youth volunteers has continued to increase annually, the program has outgrown the available time that Program Directors, who are hired to oversee the individual youth programs, have to oversee the number of volunteers.</p> <p>In hiring a Leader in Training Program Director, future participants will have a dedicated supervisor that can address their needs. Additionally, there will be a supervisor that can help grow and instruct our youth into future staff members for our Pools and Programs. They will be able to focus on finding openings and needs throughout all summer programs and provide a rounded program that benefits both the participant, the Department and the Town.</p>					
				V2022	

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Recreation Specialist 3 – Program Director			Priority	4	
Classification	FT	PT	Seasonal	X		
Part Time /Seasonal	Hours Per Week	38	Number of Weeks Per Year	10		
Compensation Detail						
Base Rate	\$17.00/\$17.50			\$6,290		
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X					
Vehicle	X					
Computer	X					
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other	X					
Other	X					
Other	X					
Totals						
Estimated Annual Benefit Cost					\$6,290	
Description and Explanation						
<p>In hiring a Leader in Training Program Director, future participants will have a dedicated supervisor that can address their needs. Additionally, there will be a supervisor that can help grow and instruct our youth into future staff members for our Pools and Programs. They will be able to focus on finding openings and needs throughout all summer programs and provide a rounded program that benefits both the participant, the Department and the Town.</p>						

V2022

Fiscal Year 2022 Proposed Budget

Park and Recreation	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	339,339		339,339	(8,826)		348,165	322,095	237,043	223,975
Salary & Wage Temporary	521,000	99,666	620,666	170,795		449,871	274,176	326,914	162,250
Salary & Wage Overtime	7,270		7,270	2,150		5,120	17,654	44,102	21,901
Salary & Wage Other	7,900		7,900	3,400		4,500	59,236	6,000	12,090
Salary and Wage Total	875,509	99,666	975,175	167,519	20.7%	807,656	673,162	614,059	420,216
Energy									
Non Energy Utilities									
Repairs and Maintenance	21,000		21,000	(6,000)		27,000		48	691
Rental and Leases							478	11,885	1,576
Other Property Related	100,600		100,600	70,945		29,655	59,865	22,023	16,895
Professional & Technical	29,200		29,200	27,400		1,800	10,500	4,280	4,835
Communications	2,800		2,800	(1,250)		4,050	2,621	2,508	2,727
Recreation	3,500		3,500	1,500		2,000	2,246	3,850	4,642
Other Purchased Services	3,300		3,300	(200)		3,500		1,376	1,535
Energy Supplies									
Office Supplies	2,000		2,000			2,000	2,700	3,277	2,938
Building & Equipment Rprs/Sp	27,100		27,100	(19,400)		46,500	1,691	12,583	
Custodial Supplies	1,000		1,000	(200)		1,200	1,616	1,299	
Grounds Keeping Supplies	13,300		13,300	300		13,000	811	13,740	5,161
Vehicular Supplies									
Food & Service Supplies	1,800		1,800	(700)		2,500	2,800	2,689	3,175
Medical Supplies	1,400		1,400	800		600		833	1,482
Educational Supplies									
Public Works Supplies	2,000		2,000	2,000					
Other Supplies & Equipment	9,000		9,000	3,500		5,500	42,211	18,426	30,092
Governmental Charges									
Travel & Mileage	3,250		3,250	650		2,600	535	1,135	1,206
Dues & Subscriptions	950		950	250		700	1,020	445	370
Other									
Expense	222,200		222,200	79,595	55.8%	142,605	129,092	100,397	77,322
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>1,097,709</b>	<b>99,666</b>	<b>1,197,375</b>	<b>247,114</b>	<b>26.0%</b>	<b>950,261</b>	<b>802,254</b>	<b>714,456</b>	<b>497,538</b>



Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
Administrative Assistant	I14	1.0	51,500	-2.9%	1.0	53,040	1.0	49,294
Administrative Specialist	I15	1.0	61,484	2.5%	1.0	59,982	1.0	56,531
Assistant Director of Park & Recreation	GE20	1.0	79,131	3.0%	1.0	76,850	1.0	72,443
Director of Park & Recreation	K24	1.0	107,100	-10.7%	1.0	119,892	1.0	112,435
Recreation Supervisor	I16	1.0	60,021	3.0%	1.0	58,266	1.0	64,955
Longevity								6,589
Differential								
Education								
Extra Holiday								
Other Pay			3,900	30.0%		3,000		3,000
Stipends				-100.0%		1,500		1,500
Budget Adjustment		(0.4)	(19,897)	0.2%	(0.4)	(19,865)	(0.4)	(17,296)
Total		4.6	343,239	-2.7%	4.6	352,665	4.6	349,451

Fiscal Year 2022 Proposed Budget

Commission on Disabilities	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other	1,500		1,500			1,500	1,500	1,500	1,500
Salary and Wage Total	1,500		1,500			1,500	1,500	1,500	1,500
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications	200		200			200			
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	100		100			100		55	21
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									147
Medical Supplies									
Educational Supplies									
Public Works Supplies	150		150			150			
Other Supplies & Equipment							275		102
Governmental Charges									
Travel & Mileage				(100)	-100.00%	100			
Dues & Subscriptions									
Other	100		100	100			200		
Expense	550		550			550	475	55	269
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>2,050</b>		<b>2,050</b>			<b>2,050</b>	<b>1,975</b>	<b>1,555</b>	<b>1,769</b>

Fiscal Year 2022 Proposed Budget

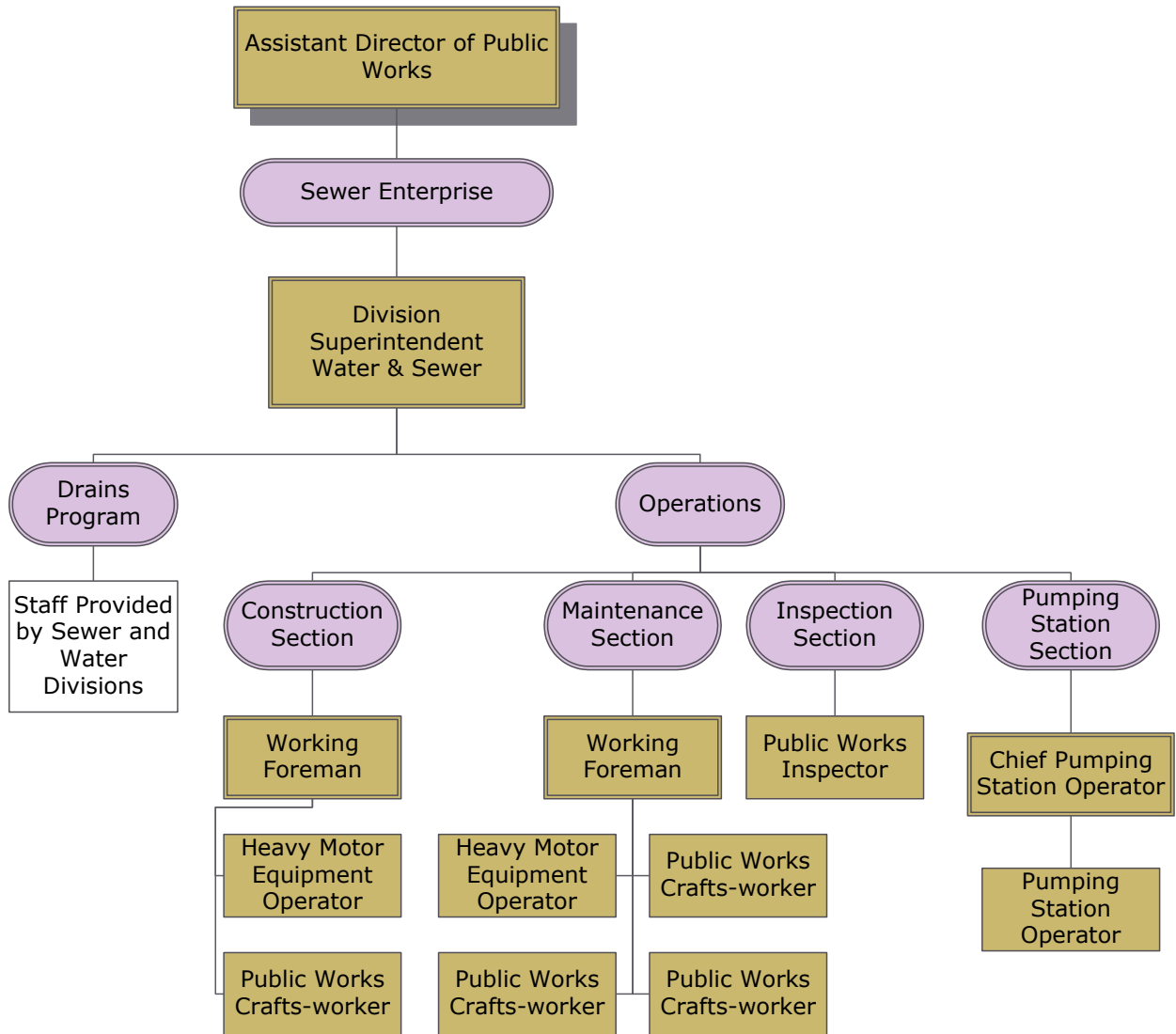
Historical Commission	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications	800		800			800	55		
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies	250		250			250			
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	1,050		1,050			1,050	55		
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>1,050</b>		<b>1,050</b>			<b>1,050</b>	<b>55.20</b>		

Fiscal Year 2022 Proposed Budget

Memorial Park	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total									
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment	750		750			750		750	723
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	750		750			750		750	723
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>750</b>		<b>750</b>			<b>750</b>		<b>750</b>	<b>723</b>

## Department Organizational Chart

### Sewer Enterprise



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		Sewer Enterprise			
Department Mission					
The Sewer Division of the Department of Public Works is responsible for maintaining the Sanitary Sewer System (Sewer) and the Storm Sewer System (Drains) 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 possible within the next year.					
Throughout the entire COVID-19 pandemic, the Sewer Division has been able to address emergencies and maintain all essential services as well as meet all regulatory requirements.					
The Sewer Division will continue to perform flushing programs, inspect sewer and drain lines with the camera truck, thoroughly clean all sewer station wet wells annually and clean and repair catch basins. The Sewer Division is planning to purchase a backup pump for our Reservoir B sewer station in FY22. This station receives the highest amount of flow and a replacement pump is needed to prepare for the future. This fiscal year they are also planning to implement a monitoring system for all ten sewer pump stations in Town.					
Budget Statement					
Salaries & Wages decreasing \$25,726, -2.44%.					
Expenses & Services increasing \$50,629, 10.95%					
Operating Capital increasing \$6,000, 13.33%					
Total Budget Submission increasing \$30,903, 1.98%					
<b>Salary</b>					
There is currently not a contract signed for the representative group within Sewer. For FY22, all union employees are budgeted at their FY21 rate. All non-represented and management employees are level funded. The decrease is due to a change in the distribution of the Water and Sewer Superintendent. The total decrease in regular salaries is \$25,726, -8.23%.					
The Other Salary & Wages is level funded.					
The overtime programs from the prior year remains in place. The Overtime Budget is level funded.					
<b>Expenses &amp; Services</b>					
<u>Energy</u>					
Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Cost	Budgeted Amount	Difference from Prior Year Submission
Electric	513,125	\$0.215	\$1,400	\$111,722	\$3,423
Natural Gas	3,296	\$1.34	\$2,200	\$6,616	-\$1,333

**Department Information**  
**DSR1**

Department	Sewer Enterprise
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Gasoline & Diesel Fuel

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Sewer	Gasoline	2,183	\$2.45	\$5,348	-\$2,521
Sewer	Diesel	3,700	\$2.88	\$10,656	-\$3,954
Drains	Diesel	271	\$2.88	\$781	\$197

Highlighted Changes  
 There are only incremental changes in the FY22 budget submission. The largest increase is due to a one time increase for upgrading the sewer flow meters (35,000). Another major change is the annual fees for the Sewer SCADA software (6,510) has been transferred from the IT budget to this budget. There is a line item for Pond Treatment, that has been called out as an ongoing service. Other increases are due to changes in contractual pricing.

Line Item	Description	Change from FY 21	Comments	Net Change
Energy	Electricity	\$3,423	Based on 3 year consumption average	\$2,091
	Natural Gas	(\$1,332)	Based on 3 year consumption average	
Repairs & Maint Services	Overhead Door Maintenance	\$2	1% increased based on contractual pricing	\$4,106
	Alarm & Sprinkler Maintenance	\$92	34% increase based on contractual pricing	
	Generator Maintenance	\$1,012	49% increase based on contractual pricing	
	Pump Inspections	\$3,000	Called out	
Other Property Related Services	Debris Disposal - Catch Basin	\$643	2% increase based on contractual pricing	\$1,798
	Debris Disposal - Sweeping	\$1,155	4% increase based on contractual pricing	
Gasoline & Diesel Fuel	Sewer - Diesel	(\$3,954)	Based on 3 year consumption average	(\$6,277)
	Unleaded Gasoline	(\$2,520)	Based on 3 year consumption average	
	Drains - Diesel	\$197	Based on 3 year consumption average	
Other Purchased Services	Street Sweeping	\$1,401	5% increase based on contractual pricing	\$36,401
	Sewer Flow Meter Upgrades	\$35,000	One time only increase needed to upgrade existing system	

**Department Information**  
**DSR1**

Department		Sewer Enterprise		
Professional & Technical Services	Sewer SCADA Annual Software	\$6,510	Transferred from IT budget	\$10,510
	Pond Treatment	\$4,000	Called out	
Public Works Supplies	Pump Replacement Parts	\$2,000	Increased need	\$2,000

**Operating Capital**

Pump Replacement Program: We will be purchasing a new replacement pump as a back up for our pumps at Reservoir B Sewer Station. Due to the high cost of this particular pump, no request for a grinder is being made this year.

**Accomplishments and Activities**

The Sewer Division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.

In FY20, the Sewer Division cleaned 847 catch basins removing 159 cubic yards of sediment from the system. From FY19 to date, the Sewer Division has replaced 5 catch basins, repaired 16 catch basins, repaired 7 manholes, replaced 1 manhole and made 2 spot repairs on sewer and drain lines. The Sewer Division continues to clean and camera the Town's sewer and drain system to ensure that it is working properly. Prior to any major roadway and sidewalk construction, the Division investigates sewer and drain lines for defects that are in need of repair.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,029,212	0	1,029,212
b) Expenses	513,076	0	513,076
c) Capital	51,000	0	51,000
d) MWRA	6,399,895	0	6,399,895
e) Debt & Reserve Fund	645,000	0	645,000
f)			
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b>8,638,183</b>	<b>0</b>	<b>8,638,183</b>

V2022



Department Expenditure Detail DSR2									
Department				Sewer Enterprise					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
	11	0	11	11	0	11	11	0	11
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							X		
Union Positions:		BCTIA	Fire A	Fire C	ITWA	NIPEA	X	Police	Police Superior
									NA
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							719,869	
b.	PRD1 Differentials (Conditions, Requirements, Shifts)								
c.	PRD1 Education								
d.	PRD1 Extra Holiday								
e.	PRD1 Longevity							27,271	
f.	PRD1 Snow Program							16,500	
g.	PRD1 Uniform								
h.	PRD1 Other Compensation								
i.	PRD1 Budget Adjustments							3,207	
							PRD1 Sub Total		766,847
J	DSR3 Other Compensation							70,210	
							Sub Total 1		837,057
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)									
a.	Summer Help (2 people for 15 weeks)							17,184	
b.									
c.									
d.									
e.	DSR3 Total								
							Sub Total 2		17,184
3. Salary and Wage Overtime (Itemized Below)									
a.	Scheduled Overtime (contractually obligated)							24,633	
b.	Training and Development								
c.									
d.									
e.	DSR3 Total							145,458	
							Sub Total 3		240,301
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.	DSR3 Other Compensation								
							Sub Total 4		4,880
5. Total Salary and Wages (1+2+3+4)									1,029,212

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer: <ul style="list-style-type: none"> <li>• Electricity (111,722)</li> <li>• Natural Gas (6,617)</li> </ul>	118,339
Repairs & Maintenance Services (524x - 525x)	Sewer: <ul style="list-style-type: none"> <li>• Alarm &amp; Sprinkler Maintenance (360)</li> <li>• Electrical On-Call Services (7,000)</li> <li>• Generator Maintenance (3,075)</li> <li>• Mechanical On-Call Services (10,000)</li> <li>• Overhead Door Maintenance (190)</li> <li>• Vehicle Repairs (10,000)</li> <li>• Wet Well Cleaning (20,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• Contracting Special Services (15,000)</li> <li>• Pump Inspections (3,000)</li> <li>• Trench Restoration (10,000)</li> <li>• Vehicle Repairs (10,000)</li> </ul>	88,625
Rental & Leases (527X)	Sewer: <ul style="list-style-type: none"> <li>• Pump Rentals (3,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• Pump Rentals (3,000)</li> </ul>	6,000
Other Property Related Services (529x)	Drains: <ul style="list-style-type: none"> <li>• Debris Disposal - Catch Basin (35,000)</li> <li>• Debris Disposal - Sweeping (30,014)</li> </ul>	65,014
Professional & Technical Services (530x - 531x)	Sewer: <ul style="list-style-type: none"> <li>• MWRA/Mandated Sulfide Testing (3,000)</li> <li>• Seminars &amp; Training (2,000)</li> <li>• Sewer SCADA Annual Software (6,510)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• PeopleGIS - PeopleForms (7,000)</li> <li>• Pond Treatment (4,000)</li> <li>• Seminars &amp; Training (2,000)</li> </ul>	24,510
Communications (534x)	Sewer: <ul style="list-style-type: none"> <li>• Cell Phones (7,200)</li> <li>• Landline (1,500)</li> <li>• Legal Notices (215)</li> <li>• Printing (215)</li> <li>• Postage (500)</li> </ul>	9,615
Recreational & Cultural Services (535x)		

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
Other Purchased Services (538x)	Sewer: <ul style="list-style-type: none"> <li>• Police Details (5,000)</li> <li>• Sewer Flow Meter Annual Maintenance (25,875)</li> <li>• Sewer Flow Meter Upgrade (35,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• Street Sweeping (31,217)</li> </ul>	97,092
Office Supplies (542x)	Sewer: <ul style="list-style-type: none"> <li>• Office Supplies (700)</li> </ul>	700
Building & Equipment Supplies (543x)	Sewer: <ul style="list-style-type: none"> <li>• Pump Station Supplies (1,600)</li> </ul>	1,600
Custodial Supplies (545x)	Sewer: <ul style="list-style-type: none"> <li>• Rags for Spills, Cleaning Supplies, Disinfecting Supplies (1,000)</li> </ul>	1,000
Grounds Keeping Supplies (546x)	Sewer: <ul style="list-style-type: none"> <li>• Grass Seed &amp; Fertilizer (150)</li> </ul>	150
Vehicular Supplies (548x)	Sewer: <ul style="list-style-type: none"> <li>• CCTV Truck Supplies (4,000)</li> <li>• Vactor Truck Parts (1,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• CCTV Truck Supplies (4,000)</li> <li>• Vactor Truck Parts (1,000)</li> </ul>	10,000
Gasoline and Diesel Fuel (5481)	Sewer: <ul style="list-style-type: none"> <li>• Diesel (10,656)</li> <li>• Unleaded Gasoline (5,349)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• Diesel (781)</li> </ul>	16,786
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer: <ul style="list-style-type: none"> <li>• Medical Supplies (150)</li> </ul>	150
Public Works Supplies (553x)	Sewer: <ul style="list-style-type: none"> <li>• Asphalt (10,000)</li> <li>• Crushed Stone (2,000)</li> <li>• Hardware Supplies, Paint, etc. (3,250)</li> <li>• Manhole Frames &amp; Covers (6,210)</li> <li>• Pump Replacement Parts (10,000)</li> <li>• Sewer Pipe (3,105)</li> <li>• Special Flushing &amp; Roding Tools (3,000)</li> <li>• Testing Equipment (2,000)</li> <li>• Tools (4,500)</li> </ul> Drains: <ul style="list-style-type: none"> <li>• Concrete Blocks (4,000)</li> <li>• Crushed Stone (2,000)</li> <li>• Manhole Frames &amp; Covers (6,210)</li> <li>• Precast Manholes (6,000)</li> </ul>	65,275

Department Expenditure Detail DSR2				
Department	Sewer Enterprise			
	<ul style="list-style-type: none"> <li>Sand &amp; Bagged Cement (500)</li> <li>Special Flushing &amp; Roding Tools (2,500)</li> </ul>			
Other Supplies & Equipment (558x)	Sewer: <ul style="list-style-type: none"> <li>Clothing (2,000)</li> <li>Health/Safety Equipment (1,300)</li> <li>Safety Clothing (2,570)</li> </ul> Drains: <ul style="list-style-type: none"> <li>Misc. Items (750)</li> </ul>			6,620
Governmental Charges (569x)	Sewer: <ul style="list-style-type: none"> <li>Governmental Charges (400)</li> </ul>			400
Travel & Mileage (571x - 572x)	Sewer: <ul style="list-style-type: none"> <li>Conferences (200)</li> </ul>			200
Dues & Subscriptions (573X)	Sewer: <ul style="list-style-type: none"> <li>Professional Association Memberships (1,000)</li> </ul>			1,000
Other Expenses (574 X - 579x)				
<b>6. Total Expenses</b>				<b>513,076</b>
DSR2C				
Capital Equipment Replacement (587X)	Sewer: Pump Replacement Program			51,000
<b>7. Total Operating Budget Capital</b>				<b>51,000</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>				<b>1,593,288</b>
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2022				

Department Personnel Supplement DSR3						
Department			Sewer Enterprise			
	Description	Amount	Amount Reflected DSR2A Section			
			1	2	3	4
1	Sewer: Pumping Stations (Weekends & Holidays)	50,512			X	
2	Sewer: Unscheduled/Investigations of Blockages & Equipment Failures	3,964			X	
3	Sewer: Night Sewer Cleaning/TV Camera Inspection	28,314			X	
4	Drains: Unscheduled/Investigations of Blockages & Equipment Failures	2,265			X	
5	Drains: NPDES Night Investigations	60,403			X	
6	Portion of Water Enterprise Salaries that Support Drains Operations	70,210	X			
7	Portion of Sewer Salaries that Support Drains Operations	234,494	X			
8	Sewer Salaries Assigned to Drains Operations	-234,494	X			
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
I		Total	215,668			
	Sections					
	Amount Reported Under DSR2A Section 1		70,210			
	Amount Reported Under DSR2A Section 2					
	Amount Reported Under DSR2A Section 3		145,458			
	Amount Reported Under DSR2A Section 4					
II		Total	215,668			



V2022

Special Financial Warrant Article Request DSR5			
Title	NPDES - Stormwater		
Fiscal Year	2022	Department	Sewer Enterprise
Funding Amount	195,000	Funding Source	General Fund
Article Information			
Text of the Proposed Article: "To see if the Town will vote to raise and/or transfer and appropriate the sum of \$195,000 for the purpose of funding expenses related to National Pollution Discharge Elimination System (NPDES) permit compliance, to be spent under the direction of the Town Manager, and to meet this appropriation that said sum be raised from the Tax Levy; or take any other action relative thereto."			
<p>This Article request is for funds to comply with the National Pollutant Discharge Elimination System (NPDES) permit. Needham is subject to a Total Maximum Daily Load (TMDL) requirement of phosphorous and pathogens. All stormwater discharges from urbanized areas must reduce the amount of phosphorous discharging to waterbodies and the tributaries thereto by 45% and pathogens must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural Best Management Practices (BMPs). This funding will be sought on an annual basis to inspect and evaluate all BMPs Town-wide, clean and inspect brooks and culverts, rehabilitate and/or replace catch basin and drainpipes, and respond to findings from CCTV inspections. This maintenance work will be performed in conjunction with the capital funding project request included in the General Fund Cash Capital Article.</p>			
Disclosures		YES	NO
1. Was this request submitted last year?		X	
2. Is this a recurring special financial warrant article?		X	
3. Is this a matching grant funding request?			X
4. Is this a CPA funding request?			X
5. Is this a revolving fund request?			X
6. Is this a pilot program request?			X
7. Is this a study?			X
8. Is this a program that is planned to be in place for more than one year?		X	
9. Is this required by a court or other jurisdictional order?		X	
10. Is this a personnel related request?			X
11. Is this a local option acceptance request?			X
12. Is this in support of a goal of a Board or Committee?		X	
<i>All "YES" responses must be explained Below</i>			
Disclosure Explanation			
<p>1. This request was submitted last year.                  2. This is a recurring special financial warrant article.                  8. This is a program planned to be in place for the upcoming years.                  9. This request is in response to the NPDES permit.                  12. This is in support of the Select Board's goal to develop a plan for NPDES compliance.</p>			
V2022			

Fiscal Year 2022 Proposed Budget

Sewer Enterprise	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	837,057		837,057	(25,726)		862,783	784,817	750,824	739,425
Salary & Wage Temporary	70,131		70,131			70,131	40,620	39,002	46,298
Salary & Wage Overtime	117,144		117,144			117,144	103,044	115,005	118,204
Salary & Wage Other	4,880		4,880			4,880	12,520	14,229	12,770
Salary and Wage Total	1,029,212		1,029,212	(25,726)	-2.4%	1,054,938	941,001	919,061	916,696
Energy	118,339		118,339	2,091		116,248	139,411	113,793	110,611
Non Energy Utilities									
Repairs and Maintenance	88,625		88,625	4,106		84,519	51,989	77,114	153,765
Rental and Leases	6,000		6,000			6,000		4,883	
Other Property Related	65,014		65,014	1,798		63,216	16,734	21,215	15,524
Professional & Technical	24,510		24,510	10,510		14,000	16,877	34,514	13,864
Communications	9,615		9,615			9,615	8,144	7,859	6,931
Recreation									
Other Purchased Services	97,092		97,092	36,401		60,691	52,957	86,476	55,862
Energy Supplies									
Office Supplies	700		700			700		500	
Building & Equipment Rprs/Sp	1,600		1,600			1,600		298	593
Custodial Supplies	1,000		1,000			1,000	400		
Grounds Keeping Supplies	150		150			150			
Vehicular Supplies	26,786		26,786	(6,277)		33,063	16,173	24,028	14,972
Food & Service Supplies									
Medical Supplies	150		150			150		5,820	
Educational Supplies									
Public Works Supplies	65,275		65,275	2,000		63,275	35,855	49,419	41,516
Other Supplies & Equipment	6,620		6,620			6,620	200	7,233	1,266
Governmental Charges	400		400			400	326	604	355
Travel & Mileage	200		200			200			200
Dues & Subscriptions	1,000		1,000			1,000	213	388	213
Other							700		100
Expense	513,076		513,076	50,629	10.9%	462,447	339,977	434,143	415,773
Capital Equipment	51,000		51,000	6,000		45,000	38,414	49,520	43,646
Budget Capital	51,000		51,000	6,000	13.3%	45,000	38,414	49,520	43,646
	7,044,895		7,044,895	(290,000)		7,334,895	7,292,774	7,340,600	6,869,882
<b>TOTAL</b>	<b>8,638,183</b>		<b>8,638,183</b>	<b>(259,097)</b>	<b>-2.9%</b>	<b>8,897,280</b>	<b>8,612,167</b>	<b>8,743,324</b>	<b>8,245,998</b>

Fiscal Year 2022 Proposed Budget

Sewer Operations	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	550,289		550,289			550,289	488,561	452,983	460,713
Salary & Wage Temporary	70,131		70,131			70,131	40,620	39,002	46,298
Salary & Wage Overtime	54,476		54,476			54,476	64,431	54,041	61,257
Salary & Wage Other	2,920		2,920			2,920	7,119	7,514	7,035
Salary and Wage Total	677,816		677,816			677,816	600,730	553,541	575,303
Energy	118,339		118,339	2,091		116,248	139,411	113,793	110,611
Non Energy Utilities									
Repairs and Maintenance	53,625		53,625	4,106		49,519	51,989	74,557	103,560
Rental and Leases	3,000		3,000			3,000		4,883	
Other Property Related							448	3,005	5,000
Professional & Technical	11,510		11,510	6,510		5,000	3,790	18,935	6,676
Communications	9,615		9,615			9,615	8,144	7,859	6,931
Recreation									
Other Purchased Services	65,875		65,875	35,000		30,875	28,620	33,717	33,310
Energy Supplies									
Office Supplies	700		700			700		500	
Building & Equipment Rprs/Sp	1,600		1,600			1,600			593
Custodial Supplies	1,000		1,000			1,000	400		
Grounds Keeping Supplies	150		150			150			
Vehicular Supplies	21,005		21,005	(6,474)		27,479	15,076	23,668	13,880
Food & Service Supplies									
Medical Supplies	150		150			150		5,820	
Educational Supplies									
Public Works Supplies	44,065		44,065	2,000		42,065	22,260	40,504	27,346
Other Supplies & Equipment	5,870		5,870			5,870	100	7,233	1,266
Governmental Charges	400		400			400	251	373	355
Travel & Mileage	200		200			200			200
Dues & Subscriptions	1,000		1,000			1,000	213	388	213
Other							700		100
Expense	338,104		338,104	43,233	14.7%	294,871	271,400	335,233	310,042
Capital Equipment	51,000		51,000	6,000		45,000	38,414	49,520	43,646
Budget Capital	51,000		51,000	6,000	13.3%	45,000	38,414	49,520	43,646
	7,044,895		7,044,895	(290,000)		7,334,895	7,292,774	7,340,600	6,869,882
<b>TOTAL</b>	<b>8,111,815</b>		<b>8,111,815</b>	<b>(240,767)</b>	<b>-2.9%</b>	<b>8,352,582</b>	<b>8,203,319</b>	<b>8,278,894</b>	<b>7,798,874</b>



Fiscal Year 2022 Proposed Budget

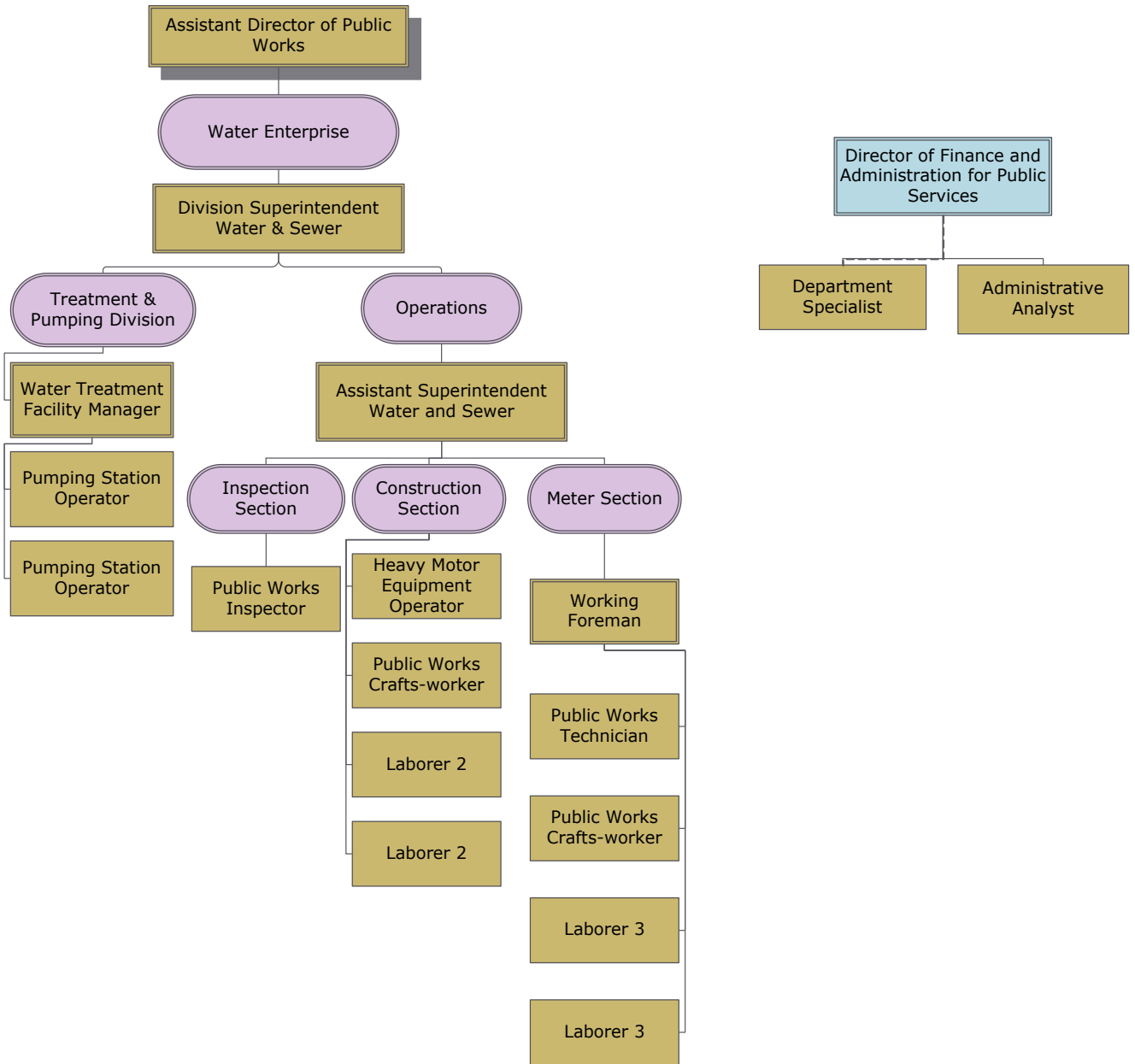
Drains	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	286,768		286,768	(25,726)		312,494	296,256	297,841	278,712
Salary & Wage Temporary									
Salary & Wage Overtime	62,668		62,668			62,668	38,613	60,964	56,947
Salary & Wage Other	1,960		1,960			1,960	5,402	6,714	5,735
Salary and Wage Total	351,396		351,396	(25,726)	-6.8%	377,122	340,271	365,520	341,394
Energy									
Non Energy Utilities									
Repairs and Maintenance	35,000		35,000			35,000		2,557	50,205
Rental and Leases	3,000		3,000			3,000			
Other Property Related	65,014		65,014	1,798		63,216	16,286	18,211	10,524
Professional & Technical	13,000		13,000	4,000		9,000	13,087	15,579	7,188
Communications									
Recreation									
Other Purchased Services	31,217		31,217	1,401		29,816	24,337	52,759	22,552
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp								298	
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies	5,781		5,781	197		5,584	1,097	360	1,092
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies	21,210		21,210			21,210	13,595	8,915	14,170
Other Supplies & Equipment	750		750			750	100		
Governmental Charges							76	231	
Travel & Mileage									
Dues & Subscriptions									
Other									
Expense	174,972		174,972	7,396	4.4%	167,576	68,577	98,910	105,731
Capital Equipment									
Budget Capital									
<b>TOTAL</b>	<b>526,368</b>		<b>526,368</b>	<b>(18,330)</b>	<b>-3.4%</b>	<b>544,698</b>	<b>408,848</b>	<b>464,430</b>	<b>447,125</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
<b>Sewer Enterprise</b>								
Chief Pumping Station Operator	W7	1.0	76,565		1.0	76,565	1.0	74,339
Heavy Motor Equipment Operator	W4	2.0	122,180	100.0%	1.0	61,090	2.0	59,301
Public Works Craftsworker	W4	4.0	244,360	-20.0%	5.0	305,450	4.0	296,505
Public Works Inspector	W6	1.0	70,491		1.0	70,491	1.0	68,453
Pumping Station Operator	W5	1.0	65,291		1.0	65,291	1.0	63,378
Working Foreman	W6	2.0	140,982		2.0	140,982	2.0	136,906
Longevity			27,271			27,271		26,480
<b>Differential</b>								
<b>Education</b>								
<b>Extra Holiday</b>								
Other Pay			16,500	3.1%		16,000		16,500
<b>Stipends</b>								
Budget Adjustment			73,417	-26.3%		99,643		100,369
<b>Total</b>		<b>11.0</b>	<b>837,057</b>	<b>-3.0%</b>	<b>11.0</b>	<b>862,783</b>	<b>11.0</b>	<b>842,231</b>

## Department Organizational Chart

### Water Enterprise



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**

<b>Department</b>	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 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.

Throughout the entire COVID-19 pandemic, the Water Division has been able to address emergencies and maintain all essential services as well as meet all regulatory requirements.

In FY22, the Water Division will continue to replace fire hydrants, water services, and water mains along with various other repairs that arise throughout the year. By the end of FY21, the Water Division would like to purchase a cross-connection software program to start utilizing in FY22. This software program is to better manage our cross-connection program. Under 310CMR 22.22, every water supplier is responsible to have backflow devices tested and to survey the system for unprotected cross-connections. This software will help us better track survey violations, failed backflow tests, send letters, and produce end of the year reports for the annual reports to Massachusetts Department of Environmental Protection.

**Budget Statement**

Salaries & Wages increasing \$42,405, 3.12%.  
 Expenses & Services increasing \$25,694, 2.02%.  
 Operating Capital increasing \$25,000, 166.7%  
 Total Budget Submission increasing \$93,090, 3.52%.

**Salaries**

There is currently not a contract signed for the representative group within Water. For FY22, all union employees are budgeted at their FY21 rate. All non-represented and management employees are budgeted based on new personnel and step increases. The increase is due to a change in the distribution of the Water and Sewer Superintendent. The total increase for regular salaries is \$39,902, 3.69%.

The Other Salary & Wages has not increased as this reflects onetime benefit costs for items such as snow program participation, sick time incentive, and personal vehicle use stipends. Temporary Salaries have also not increased.

The overtime programs from the prior year remains in place. The Overtime Budget has increased by \$2,503,0.98%.

**Expenses & Services**

Energy

Fuel Type	3 Year Average Consumption	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	1,953,739	\$0.20	\$2,530	\$393,278	\$37

**Department Information**  
**DSR1**

Department		Water Enterprise			
Natural Gas	19,861	\$1.34	\$209	\$26,823	-\$7,982

Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Water	Diesel	3,553	\$2.88	\$10,233	-\$3,711
Water	Gasoline	7,173	\$2.45	\$17,574	-\$4,788

Highlighted Changes

There are incremental changes in the FY22 budget submission. The biggest change is an increased budget for water meters (58,748) based on increased spending. Other changes are due to contractual pricing changes.

Line Item	Description	Change from FY 21	Comments	Net Change
Communications	Printing - CCR & misc.	(\$2,600)	Done in house	(\$2,600)
Energy	Electricity	\$37	Based on 3 year consumption average	(\$7,945)
	Natural Gas	(\$7,982)	Based on 3 year consumption average	
Gasoline & Diesel Fuel	Gasoline	(\$4,787)	Based on 3 year consumption average	(\$8,498)
	Diesel	(\$3,711)	Based on 3 year consumption average	
Professional & Technical Services	Water Quality Sampling	(\$5,100)	Prior year one year increase due to UCMR4	\$7,100
	Leak Detection	\$12,200	Based on prior year spending	
Public Works Supplies	Water Meters - Various Sizes	\$58,748	Based on prior year spending	\$34,432
	Treatment Process Chemicals: Sodium Hydroxide	(\$25,737)	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Hydroflousilcic Acid	(\$755)	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Phosphate	(\$440)	Based on current contract pricing & 3.5% inflation	
	Treatment Process Chemicals: Sodium Hypochlorite	\$1,516	Based on current contract pricing & 3.5% inflation	
	CPVC Pipe & Valves	\$1,100	Based on prior year spending	

**Department Information**  
**DSR1**

Department		Water Enterprise		
Repairs & Maint. Services	Fire/Security Monitoring, Generator Maintenance	\$205	4% increase based on contractual pricing	\$205

**Operating Capital**

Filter Drain Valve Actuators

This request is to purchase and replace 4 filter drain valve actuators.

**DSR4s**

Co-Op

This request is for a co-op position within the Water Division to provide additional assistance at the Water Treatment Plant.

**Accomplishments and Activities**

The Water Division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The Division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.

In FY20, the Charles River Water Treatment Facility produced and distributed 895 million gallons of water for consumption and fire protection needs. An additional 329 million gallons were supplied by the Mass Water Resource Authority (MWRA). The Birds Hill and Dunster Water storage tanks each had security and sanitary inspections completed. Lead and copper water quality sampling was conducted in schools. Well #1 was redeveloped to bring back its original pump capacity. A new pump and motor were also installed. In FY21, Well #2 is expected to be redeveloped.

From FY20 to date, the Water Division has repaired 8 fire hydrants, replaced 4 fire hydrants, repaired 5 water services, and 7 water main breaks. We are currently finishing a water main and service replacement project on Country Way. This project replaced approximately 900' feet of 8" water main, 2 hydrants, and added a third to the neighborhood. The Water Division continued to replace and install new water meters, test all backflow protection devices, and survey facilities to ensure cross-connection compliance.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,402,937	10,311	1,413,248
b) Expenses	1,294,764	0	1,294,764
c) Capital	40,000	0	40,000
d) MWRA	1,126,226	0	1,126,226
e) Debt & Reserve Fund	1,325,000	0	1,325,000
f)			
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b>5,188,927</b>	<b>10,311</b>	<b>5,199,238</b>

V2022

Department Expenditure Detail DSR2																	
Department				Water Enterprise													
Object				Description				Amount									
DSR2A																	
Permanent Personnel	Last Year (FY2020)			Current Year (FY2021)			Next Year (FY2022)										
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)								
	17	0	17	17	0	17	17	0	17								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							X										
Union Positions:		BCTIA		Fire A		Fire C		ITWA		NIPEA	X	Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							1,137,553									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							21,399									
f.	PRD1 Snow Program							17,500									
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							12,133									
i.	PRD1 Budget Adjustments							4,301									
							PRD1 Sub Total		1,192,886								
J	DSR3 Other Compensation									-70,210							
							Sub Total 1		1,122,676								
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Summer Help (2 people for 15 weeks)							17,184									
b.																	
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		17,184								
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							46,166									
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total							212,591									
							Sub Total 3		258,757								
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.	DSR3 Other Compensation																
							Sub Total 4		4,320								
5. Total Salary and Wages (1+2+3+4)									1,402,937								

Department Expenditure Detail DSR2		
Department	Water Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (393,278) Natural Gas (26,823)	420,101
Repairs & Maintenance Services (524x - 525x)	Electrical, Mechanical On-Call Services (15,000) Fire/Security Monitoring, Generator Maintenance (5,320) Maintenance of Altitude/Actuator Valves (10,000) SCADA Maintenance & On-Call Services (12,500) Vehicle Repairs (5,000) Well Redevelopment (35,000)	82,820
Rental & Leases (527X)		
Other Property Related Services (529x)	Tree & Brush Clearing (7,000)	7,000
Professional & Technical Services (530x - 531x)	Backflow Testing and/or Cross Connection Survey for Facilities (4,000) Cross Connection Backflow Software (16,000) CRWTF Sewer Residuals - MWRA (7,000) Engineering Services (15,000) Filter Media Testing (500) Leak Detection (42,300) Mandated Wetlands Delineation (500) Seminars & Training (10,000) Tank Inspections at Dunster & Bird Hill (3,000) Water Meter Testing Program (10,000) Water Quality Sampling (10,000) Water Treatment & Analysis (3,000) Well/Pump Performance Testing (3,000)	124,300
Communications (534x)	Landlines (9,500) Legal Notes (300) Postage - CCR & Misc (5,000) Printing - CCR & Misc (4,000) Water Conservation Program (15,600) Wireless Communications (9,740)	44,140
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)	1,000
Building & Equipment Supplies (543x)		
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 & Fertilizer (1,000)	1,000
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries, etc.	10,000



Department Expenditure Detail DSR2		
Department	Water Enterprise	
	(10,000)	
Gasoline and Diesel Fuel (5481)	Diesel (10,233) Gasoline (17,574)	27,807
Food and Service Supplies (549x)		
Medical Supplies (550x)	Medical Supplies (300)	300
Public Works Supplies (553x)	Asphalt (10,500) Chemical Feed Pump Kits (2,000) CPVC Pipe & Valves (2,000) Gravel Fill (6,000) Laboratory Chemicals: Reagents (5,000) Laboratory Equipment (4,600) Meter Couplings (9,203) Meter Parts - Various Sizes (7,107) Process Analyzers (1,100) Tools, Hardware, and Paint Supplies (7,500) Treatment Process Chemicals: Hydroflousilcic Acid (16,058) Treatment Process Chemicals: Phosphate (14,904) Treatment Process Chemicals: Sodium Hydroxide (124,020) Treatment Process Chemicals: Sodium Hypochlorite (16,350) Water Mains: Gate Valves (14,076) Water Mains: Hydrant Parts/Boxes (16,413) Water Mains: Repair Sleeves (15,152) Water Meters - Various Sizes (200,000) Water Services: Brass Fittings - Service Connections (33,262) Water Services: Copper Tubing (4,471) Water Services: Repair Sleeves (442) Water Services: Service Valves/Boxes (4,378)	514,536
Other Supplies & Equipment (558x)	Educational Supplies (200) Health & Safety Equip., Prescrip. Safety Glasses (500) Safety Clothing/Vest, Gloves, & Hard Hats (2,000) Work Clothing (3,380)	6,080
Governmental Charges (569x)	Certification & Licenses (1,600) Other - DEP, SDWA (12,000)	13,600
Travel & Mileage (571x - 572x)	Seminars (1,100)	1,100
Dues & Subscriptions (573X)	Professional Association Memberships (3,400)	3,400
Other Expenses (574 X - 579x)		
<b>6. Total Expenses</b>		<b>1,294,764</b>

Department Expenditure Detail DSR2				
Department	Water Enterprise			
DSR2C				
Capital Equipment Replacement (587X)	Filter Drain Valve Actuators			40,000
7. Total Operating Budget Capital				40,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,737,701
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 FY2022 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 FY2022 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"/>
Does this budget request include software and/or subscription expenses which are currently carried by the Finance Department (ITC)?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
V2022				

Department Personnel Supplement DSR3							
Department				Water Enterprise			
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	CRWTF & Wells (Weekends & Holidays)	74,978			X		
2	Uni-Directional Hydrant Flushing	67,922			X		
3	Hydrant Dry Testing Program	14,858			X		
4	Unscheduled/Main Breaks, Leaks, Equipment Failures, Shutoffs, Resident Complaints, Etc.	44,220			X		
5	Water Conservation	10,613			X		
6	Portion of Water Enterprise Salaries that Support Drains Operations	-70,210	X				
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I		Total	142,381				
	Sections						
	Amount Reported Under DSR2A Section 1		-70,210				
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3		212,591				
	Amount Reported Under DSR2A Section 4						
II		Total	142,381				



Performance Improvement Funding Request DSR4						
Department	Department of Public Works - General Fund					
Title	Co-Op - Water	Priority				
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage	1	10,311			10,311	
2. Expense						
3. Operating Capital						
4. Department Total (1+2+3)	1	10,311			10,311	
5. Other Costs		1,241			1,241	
<b>Budgetary Considerations</b>					Yes	No
Does this request address a goal of the Select Board or other Board or Committee?						X
If yes, which Board or Committee?						
Has this request been submitted in the last three fiscal years and not funded?						X
Are there additional costs to implement this request (except for future year operating costs which would be ongoing if funding is approved) which are NOT included in this request?						X
Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented?						X
Will additional staff (beyond the staff requested in this DSR4 submission) be required if the request is approved?						X
Does the request support activities which produce revenue for the Town?						X
If the request is not approved, will current Town revenues be negatively impacted?						X
Is there an increased exposure for the Town if the request is not approved?						X
Is specialized training or licensing required (beyond the initial purchase)?						X
Does this request address a documented health or safety issue?						X
<i>All "YES" responses above must be explained in the narrative below</i>						
<b>Description and Explanation</b>						
<p>This request is to establish a co-op position for the Water division. This position would work to establish a program with Minuteman High School and possibly other regional schools. The intent is to preference Needham residents. In the Water division, the co-op position would provide assistance at the Water Treatment Plant. This position would be on track to obtain a T license, one of the necessary licenses to run a water treatment facility. This position would provide additional assistance to the Town water staff in that concentration while learning the skills necessary to advance them in their career.</p> <p>In 2019, the Department of Public Works started recruiting at the Minuteman fair for summer help. As that relationship grew, DPW found there is an interest beyond just the summer program. The DPW is finding it increasingly challenging to recruit and retain talented staff with appropriate licensure for the Town setting. Additionally, highly skilled employees are set to retire shortly, making the need for talented staff crucial. A possible result of the co-op program is to create a pipeline to full time employment. Historically, this has been done with the summer help program, but recently summer help staff have been looking only for summer employment, not future career development. This would also provide an asset to the community and build civic duty by having students in the community working for the Town.</p>						
V2022						

Performance Improvement Funding Request Supplement									
DSR4S									
Position Title	Co-Op - Water					Priority			
Classification		FT		PT	<input checked="" type="checkbox"/>	Seasonal			
Part Time /Seasonal	Hours Per Week			[ 40 ]		Number of Weeks Per Year			[ 18 ]
Compensation Detail									
Base Rate	Laborer/Trades Assistance Year 4					[ 10,311 ]			
Other									
Other									
Other									
Other									
Other									
Other									
Other									[ 10,311 ]
Salary and Wage Total									
If Funded the Position Will Require the Following Additional Items									
Description	No	Yes	Explain		Start Up Cost \$		Annual Recurring Cost \$		
Workstation	<input checked="" type="checkbox"/>								
Vehicle	<input checked="" type="checkbox"/>								
Computer	<input checked="" type="checkbox"/>								
Software	<input checked="" type="checkbox"/>								
Mobile Communication Device	[ X ]	[ ]		[ ]		[ ]		[ ]	
Uniform	<input checked="" type="checkbox"/>								
Tools	<input checked="" type="checkbox"/>								
Equipment	<input checked="" type="checkbox"/>								
Other									
Other									
Other									
Totals									
					Estimated Annual Benefit Cost		[ 1,241 ]		
Description and Explanation									
This co-op position would only require the salary expenses.									
V2022									

Fiscal Year 2022 Proposed Budget

Water Enterprise	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular	1,122,676		1,122,676	39,902		1,082,774	934,364	988,706	975,054
Salary & Wage Temporary	17,184	10,311	27,495	10,311		17,184	5,184	31,421	46,718
Salary & Wage Overtime	258,757		258,757	2,494		256,263	179,118	222,840	215,005
Salary & Wage Other	4,320		4,320			4,320	14,339	15,175	13,082
Salary and Wage Total	1,402,937	10,311	1,413,248	52,707	3.9%	1,360,541	1,133,005	1,258,141	1,249,859
Energy	420,101		420,101	(7,945)		428,046	464,233	373,239	349,259
Non Energy Utilities									
Repairs and Maintenance	82,820		82,820	205		82,615	125,117	105,676	69,975
Rental and Leases									
Other Property Related	7,000		7,000			7,000	526	7,637	6,790
Professional & Technical	124,300		124,300	10,100		114,200	63,727	75,687	46,010
Communications	44,140		44,140	(2,600)		46,740	22,319	20,274	24,503
Recreation									
Other Purchased Services	34,680		34,680			34,680	18,430	54,102	9,965
Energy Supplies									
Office Supplies	1,000		1,000			1,000	3,088	269	
Building & Equipment Rprs/Sp							63		61
Custodial Supplies	2,900		2,900			2,900	2,208	1,978	2,378
Grounds Keeping Supplies	1,000		1,000			1,000	520	800	909
Vehicular Supplies	37,807		37,807	(8,498)		46,305	20,212	34,673	22,534
Food & Service Supplies									
Medical Supplies	300		300			300			
Educational Supplies									
Public Works Supplies	514,536		514,536	34,432		480,104	428,392	435,063	461,369
Other Supplies & Equipment	6,080		6,080			6,080	2,221	8,355	5,075
Governmental Charges	13,600		13,600			13,600	10,549	10,932	11,428
Travel & Mileage	1,100		1,100			1,100	252		325
Dues & Subscriptions	3,400		3,400			3,400	2,381	3,698	2,463
Other							500	250	100
Expense	1,294,764		1,294,764	25,694	2.0%	1,269,070	1,164,739	1,132,632	1,013,144
Capital Equipment	40,000		40,000	25,000		15,000	15,000	20,000	23,092
Budget Capital	40,000		40,000	25,000	166.7%	15,000	15,000	20,000	23,092
Other	2,451,226		2,451,226			2,451,226	2,590,156	2,240,966	2,514,192
<b>TOTAL</b>	<b>5,188,927</b>	<b>10,311</b>	<b>5,199,238</b>	<b>103,401</b>	<b>2.0%</b>	<b>5,095,837</b>	<b>4,902,901</b>	<b>4,651,739</b>	<b>4,800,287</b>

Fiscal Year 2022 Proposed Budget

Position Register Summary Description	Sch Grd	FY22 FTE	FY22 Scheduled	FY22 %	FY21 FTE	FY21 Current	FY20 FTE	FY20 Final Budget
<b>Water Enterprise</b>								
Administrative Analyst	GE18	1.0	61,874	6.1%	1.0	58,325	1.0	58,325
Assistant Superintendent	GUE20	1.0	79,131	-4.8%	1.0	83,109	1.0	80,691
Department Specialist	I14	1.0	57,389		1.0	57,389	1.0	55,712
Division Super Water & Sewer	K24	1.0	111,453	8.2%	1.0	102,985	1.0	102,985
Heavy Motor Equipment Operator	W4	1.0	61,090		1.0	61,090	1.0	59,301
Laborer 2	W2	1.0	53,726	-47.9%	2.0	103,147	2.0	101,567
Laborer 3	W3	3.0	165,650	46.1%	2.0	113,401	2.0	109,159
Public Works Craftsworker	W4	2.0	118,540	-3.0%	2.0	122,180	2.0	118,602
Public Works Inspector	W6	1.0	70,491		1.0	70,491	1.0	68,453
Public Works Technician	W5	1.0	65,291	2.0%	1.0	64,002	1.0	60,882
Pumping Station Operator	W5	2.0	130,582		2.0	130,582	2.0	126,756
Water Treatment Facility Manager	GUE21	1.0	91,845	3.0%	1.0	89,174	1.0	86,561
Working Foreman	W6	1.0	70,491		1.0	70,491	1.0	68,453
Longevity			21,399	10.9%		19,298		18,718
Differential			12,133	2.8%		11,799		11,454
<b>Education</b>								
<b>Extra Holiday</b>								
Other Pay			17,500			17,500		18,000
<b>Stipends</b>								
Budget Adjustment			(65,909)	-28.5%		(92,189)		(85,850)
<b>Total</b>		<b>17.0</b>	<b>1,122,676</b>	<b>3.7%</b>	<b>17.0</b>	<b>1,082,774</b>	<b>17.0</b>	<b>1,059,769</b>

Townwide Expense Budget			
Townwide Budget		Minuteman Assessment	
<b>Purpose of the Budget</b>			
<p>Minuteman School is a public regional vocational/technical high school. The District includes nine member towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. In accordance with M.G.L. c. 74, Minuteman also provides services to surrounding non-member communities on a tuition basis. Minuteman is designed to provide a combination of career-focused high school learning and college preparation.</p>			
<b>Budget Activities</b>			
<p>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 2021. Historical full-time student enrollments are shown below:</p>			
<p>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 FY2019 Assessment: (2017/2018 school year): 20                      Full-time HS Student Enrollment for FY2020 Assessment: (2018/2019 school year): 21                      Full-time HS Student Enrollment for FY2021 Assessment: (2019/2020 school year): 24                      Full-time HS Student Enrollment for FY2022 Assessment: (2020/2021 school year): 27</p>			
<p>The ten-year average enrollment is 25.4 and the five-year average 22.6</p>			
<b>Budget Changes</b>			
<p>The Minuteman Assessment is based on the following components: the minimum required contribution, operating assessment, transportation, debt &amp; capital assessment, building project debt, and post-graduate assessments. The Minuteman School District has not completed its estimate of the assessments for member towns. In addition, the District is in the process of borrowing for the completion of the school fields component of the building project. As a result, based on early projections and growing Needham enrollment, the estimated budget represents a 5% increase over FY2021. The budget request will be updated when preliminary assessments are released.</p>			
<p>Updated the original estimated was \$1,154,932 the district sent a preliminary assessment of \$1,230,287.</p>			
<b>Spending Request Recap</b>			
Description	Base Request	Related to DSR4	Total
Retirement Assessment	\$1,230,287		\$1,230,287
			V2022



Fiscal Year 2022 Proposed Budget

Minuteman	FY2022 DSR2 Request	FY2022 DSR4 Request	FY2022 Total Request	Total \$ Change from FY2021	Total % Change	FY2021 Budgeted	FY2020 Expenditures	FY2019 Expenditures	FY2018 Expenditures
Salary & Wage Regular									
Salary & Wage Temporary									
Salary & Wage Overtime									
Salary & Wage Other									
Salary and Wage Total	0	0	0	0		0	0	0	0
Energy									
Non Energy Utilities									
Repairs and Maintenance									
Rental and Leases									
Other Property Related									
Professional & Technical									
Communications									
Recreation									
Other Purchased Services									
Energy Supplies									
Office Supplies									
Building & Equipment Rprs/Sp									
Custodial Supplies									
Grounds Keeping Supplies									
Vehicular Supplies									
Food & Service Supplies									
Medical Supplies									
Educational Supplies									
Public Works Supplies									
Other Supplies & Equipment									
Governmental Charges									
Travel & Mileage									
Dues & Subscriptions									
Assessment	1,154,932	0	1,154,932	54,997		1,099,935	1,084,783	914,236	801,331
Expense	1,154,932	0	1,154,932	54,997	5.0%	1,099,935	1,084,783	914,236	801,331
Capital Equipment									
Budget Capital	0	0	0	0		0	0	0	0
<b>TOTAL</b>	<b>1,154,932</b>	<b>0</b>	<b>1,154,932</b>	<b>54,997</b>	<b>5.0%</b>	<b>1,099,935</b>	<b>1,084,783</b>	<b>914,236</b>	<b>801,331</b>

# School Department Budget

Submitted under separate cover