

**Section 3  
Departmental Budget Submissions  
Table of Contents**

**TOWN WIDE EXPENSES**

Auto, Casualty, Liability and Self Insurance Program .....	3-1
Debt Service .....	3-4
Employee Benefits & Assessments .....	3-6
Needham Electric Light and Gas.....	3-8
Retiree Insurance Program & Insurance Liability Fund .....	3-14
Retirement Assessments .....	3-16
Classification, Performance and Settlements .....	3-17
Reserve Fund .....	3-18

**GENERAL GOVERNMENT**

**Administration & Finance**

Board of Selectmen / Office of the Town Manager .....	3-22
Office of the Town Clerk & Board of Registrars .....	3-37
Town Counsel (Legal) .....	3-48
Finance Department .....	3-54
Finance Committee .....	3-93

**Land Use & Development**

Planning and Community Development .....	3-99
--	------

**PUBLIC SAFETY**

Police Department .....	3-122
Fire Department .....	3-136
Building Department .....	3-149

**BUILDING DESIGN AND CONSTRUCTION DEPARTMENT .....** 3-157

**PUBLIC WORKS**

Department of Public Works .....	3-163
Municipal Parking Program .....	3-222

**COMMUNITY SERVICES**

Health and Humans Services .....	3-231
Public Library .....	3-278
Park & Recreation .....	3-300

**OTHER FUNDS**

Sewer Enterprise Fund .....	3-329
Water Enterprise Fund .....	3-341

**EDUCATION**

Minuteman Regional High School .....	3-353
Needham Public Schools .....	3-355

Townwide Expense Budget

Townwide Budget | General Insurance |

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 Town added the following facilities to the insurance schedule through October 2019: The Memorial Park Field House, additional modular classrooms at Mitchell School, and the Sunita Williams Elementary School. The Town anticipates occupancy for the Jack Cogswell Building in November 2019. The Town has approved funding and is in the process of constructing a new Fire Station #2, a new Fire Station Headquarters, and a new Police Station all at their current locations. There are also requests for a new School Administration building, and future work at Mitchell School and Pollard School. These facilities will impact the Town’s annual insurance premium.

In order to keep employees and the Town focused on loss prevention and reduced liability exposure, the Town Manager approved the formation of a Risk Management committee in FY2016. The Risk Management Committee’s main task is to promote increased participation in the Massachusetts Inter-local Insurance Agency (MIIA), Rewards Program, a no-cost incentive effort that promotes loss prevention and risk mitigation. The Town’s commitment to creating a safe work environment for staff and the prevention of property loss is at the center of this initiative. Town staff participated in professional development opportunities and implemented safety improvements that resulted in a \$33,817 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 \$10,000 towards a Fleet Maintenance Software which was implemented during FY2019. The software’s mobile app-based driver pre-trip inspection functionality provides real time defect notification to ensure that the recommended inspection is being followed and to initiate immediate action when vehicles fail inspection criteria, as well as make predictive recommendations for maintenance based on available history. It is the Town’s position that this initiative can potentially prevent costly accidents, related liabilities and further advance our auto loss prevention efforts.

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.

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

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,

**Townwide Expense Budget**

Townwide Budget	General Insurance
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because of the unique nature of the insurance pool, this is still true. Premiums for fiscal year 2021 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 (2015 - 2019) and the base premium for FY2020. 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), and the Sunita Williams Elementary School (2020).

Table 1

Year	Premium*	Change	Expenditure**	Change
FY2020	\$579,700	6.2%		
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%
FY2015	\$516,687	3.0%	\$536,000	5.7%

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

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

As of July 2019, the total insured value of real property exceeds \$330 million. We anticipate that the base premium to increase by 2.5% for FY2021. The budget request for FY2021 also includes an additional \$22,400 for costs related to the Jack Cogswell Building, the new Fire Station #2 building, the new Fire Headquarters, and the contents in each. However, the new police station is not expected to open until late FY2022, so the estimated cost for that portion of the new public safety complex is not included in this request. The combination of the base increase and coverage for the new facilities is estimated to increase the annual premium by 6.4% over FY2020.

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 \$39,005 higher, approximately 6.2% more than the current budget of \$626,790.

Townwide Expense Budget			
Townwide Budget		General Insurance	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Casualty, Liability, Property and Self- Insurance Program	[665,795]	[[	[665,795]
b) [ ]	[[	[[	[[
c) [ ]	[[	[[	[[
d) [ ]	[[	[[	[[
e) [ ]	[[	[[	[[
f) [ ]	[[	[[	[[
g) Total DSR2 & DSR4 Request (a through f)	[665,795]	[[	[665,795]
			V2021

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. These projects have begun and will result in an increasing debt service budget for excluded debt for the next two to three years. The Sunita William school project is winding down and the new school opened in September 2019. This project also has contributed to the increase in the debt exclusion portion of the debt budget for FY2021. The annual debt service expense for this project should begin declining with the FY2022 budget. The Town is still in the process of weighing options for replacing several buildings in town over the next three to five years, which includes, replacement of the school administration building, interim improvements at the Pollard and Mitchell schools, and public works.</p> <p>The Town sold a \$27,500,000 General Obligation bond which was approved by the Select Board in October 2019. The initial offering was for \$30,195,000 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 2.625% to a high of 5.000%, with an initial premium of \$3,179,313.75. The Town used the premium to reduce the size of the bond issue, from \$30,195,000 to \$27,500,000, and paid the debt issuance costs. These changes resulted in a true interest cost (TIC) of 2.41%, which was 0.56% lower than the bond issued in July 2018 (2.97%). 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 August 2044.</p> <p>In November 2019, the Town secured financing for a sewer project through the Massachusetts Water Resources Authority's zero interest loan program. The Town executed a Financial Assistance Agreement with the MWRA for \$800,000 of which \$360,000 was a direct grant and \$440,000 was a bond. The bond will be paid over five years without interest.</p>	
<b>Budget Changes</b>	
<p>The FY2021 debt service budget submission of \$21,111,388 is a 10.9% increase over the current year (\$19,038,470). However, the percent increase in the debt budget is less than the 27.7% increase the FY2020 budget was over the FY2019 budget. The increase for FY2021 is primarily driven by the new debt issues related to the Sunita Williams Elementary School, Fire Station #2 and Fire Headquarters, and the Rosemary Recreation Complex, and High School expansion project. The Rosemary Complex is funded by both General Fund Debt within the levy limit and Community Preservation Act (CPA) debt. The budget includes amounts required to pay current outstanding long term general fund debt, and new long term general fund debt issues for which authorizations were previously approved by Town Meeting. This budget also pays down certain principal amounts that come due when a bond anticipation note matures when possible, which lowers interest expense and helps to manage the Town's overall debt burden. Interest expense and other related temporary borrowing costs are also included. This budget accounts for both general fund debt service within the levy, and excluded debt, as well as debt supported by CPA</p>	

**Townwide Expense Budget**

Townwide Budget	Debt Service
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funds.

The General Fund debt service within the levy limit is \$5,211,403 and the excluded debt service is \$14,474,985. The CPA supported debt totals \$1,425,000. This request does not contain any funding for debt that may be authorized at the 2020 Annual Town Meeting or May 2020 Special Town Meeting. Debt service related to the Sewer (\$900,000) and Water (\$1,250,000) enterprise funds are contained in those budgets and are therefore not included in this budget.

The General Fund debt service which is paid within the levy limit is appropriately 5.7% more than the current year which represents approximately 3% of recurring General Fund revenue and is keeping with the Town’s policy and financing plan. The General Fund excluded debt service portion of the budget (\$14,474,985) is 12.0% more than budgeted for FY2020, which is based on the estimated debt service to be paid during FY2021 for the new elementary school and public safety buildings project. The combined total of debt within the levy limit and excluded from the levy limit is \$19,686,388 (10.3%) more than FY2020 combined amount for those two categories of debt, but the increase is lower than the 23.4% increase that FY2020 was over the FY2019 budget.

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 \$1,425,000, which is \$239,683 more than the amount for FY2020, an increase of appropriately 20.2%. 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.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Debt Service	21,111,388		21,111,388
b) [ ]			
c) [ ]			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	21,111,388		21,111,388

V2021

**Townwide Expense Budget**

Townwide Budget	Employee Benefits
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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 2021 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 2.89% over the prior year, and 3.76% since FY2016. In FY2020, there are 33 subscribers participating in the “opt out” program, whereby employees receive a payment for opting out of the Town’s group insurance program. The chart below includes the number of active health insurance subscribers for the past five years.

Fiscal Year	Town	% Increase over Prior Year	School	% Increase over Prior Year	Total Actives	% Increase over Prior Year
FY2016	294	2.80%	530	-0.19%	824	0.86%
FY2017	286	-2.72%	544	2.64%	830	0.73%
FY2018	291	1.75%	540	-0.74%	831	0.12%
FY2019	291	0.00%	540	0.00%	831	0.00%
FY2020	298	2.41%	557	3.15%	855	2.89%

<b>Total Change FY16-FY20</b>		<b>1.36%</b>		<b>5.09%</b>		<b>3.76%</b>
<b>Total Change FY19-FY20</b>		<b>2.41%</b>		<b>3.15%</b>		<b>2.89%</b>

While insurance rates are expected to increase by 8%, the health insurance portion of this budget is estimated to **decline** by .75% percent for FY2021 (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, has resulted in a reduction in the health insurance budget for FY2021. The health insurance line is still estimated at this time, as actual health insurance rates will not be available until early 2020.



**Townwide Expense Budget**

Townwide Budget	Employee Benefits
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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. The amount the Town budgets for Medicare and Social Security is based upon an analysis of actual expenditures in the prior five-year period. The Medicare appropriation is estimated to be 3.7% higher than FY2020, and the Social Security appropriation is 4.3% higher.

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 unemployment line has increased by 4% for FY2021.

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.

The July 1, 2019 balance in the Workers Compensation Reserve was \$571,013. A request for additional funding for the Workers Compensation Reserve will be proposed for Town Meeting consideration in 2020.

**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 DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Group Insurance	\$15,546,335		\$15,546,335
b) Unemployment	\$104,000		\$104,000
c) Workers Compensation	\$777,040		\$777,040
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	16,427,375		16,427,375

V2021

Townwide Expense Budget	
Townwide Budget	Needham Electric Light and Gas Program Budget
<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 or expanded facilities that opened in FY2020 (Sunita L Williams Elementary School, Memorial Park Field House, and the Mitchell School Modular Classrooms), and schedule to open later this year or next (Jack Cogswell Building and the Fire Stations) all of which have 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 (central air, elevators, technology, etc.) hence the expected increase.</p> <p>The Town procured a new natural gas supply contract, through the PowerOptions Purchasing Consortium, which was awarded to Direct Energy Business Marketing, LLC for 13 months. The new contract took effect November 1, 2019 with a rate of \$6.702 Dth. The prior contract had a rate of \$6.706 Dth.</p>	
<b>Budget Changes</b>	
<p>The program budget increased by \$154,797 a 4.1% change. The primary factors that have influenced this budget submission are an increase in the total consumption of electricity and natural gas, the addition of several new facilities during FY2020 and expected for FY2021, and some uncertainty where rates will be next winter.</p> <p>Energy (\$3,787,024) line is \$143,487 or 3.9% more than the current budget. The budget includes the estimated cost for electric and natural gas services for the expanded or 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 FY2021. This estimate is based on the same assumption for FY2020.</p> <p>The electric portion of the budget is essentially three parts, School and Town buildings municipal street lights, and other facilities. The other facilities include park and school grounds, traffic signals and highway devices, municipal parking lots, and park and recreation facilities.</p> <p>In calculating the FY2021 budget for school and municipal buildings, we used the three year average (FY2016 – FY2019) 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 has been lowered to \$0.17 kWh. The total billed consumption (excluding sewer and water enterprise facilities) during FY2019 was 10,741,101 kWh which compares to 9,986,620 kWh for FY2018. The billed consumption for FY2017 was 10,029,827. The requested amount based on the three</p>	

**Townwide Expense Budget**

Townwide Budget	Needham Electric Light and Gas Program Budget
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year average of 10,480,169 kWh, plus an allowance for the new facilities. The total amount for electric is \$2,569,680, an increase of \$212,559 (9.0%). The primary reason for the budget increase is consumption is higher and the number of facilities is greater. FY2021 will have a full 12 months of usage for the Williams School, the Memorial Park Field House, and the additional Mitchell School modular classrooms. The new facilities which will also impact the budget for FY2021 is the Jack Cogswell Building (\$34,518) and the new fire stations (\$56,945).

Line Item	Description	Change from FY2020	Comments	Net Change
Energy	Electricity	\$212,559.00	The request includes the expense for the full year for three new facilities (Memorial Park Field House, Mitchell School modular classrooms, and the Williams School) that opened in FY2020, and two additional facilities (Cogswell Storage Building and Fire Station #2); a lower kWh rate for street lighting, and an increase in the total consumption estimate, which is based on the three year average.	\$143,487
	Natural Gas	(\$69,072.00)	The change represents the expense for the full year for two new facilities (Memorial Park Field House and the Williams School) that opened during FY2020, and two additional facilities (Cogswell Storage Building and Fire Station #2); a lower per therm charge of \$1.47 vs \$1.77, and an increase in the total consumption estimate, which is based on the three-year average.	
<b>Total</b>				<b>\$143,487</b>

The budget request for natural gas supply is \$69,072 less than the current budget, -8.2%. The total request is \$776,878 which includes the full year cost for the Williams School and the Memorial Park Field House, plus the estimated expense for the Jack Cogswell Building (\$5,760) and the new Fire Station #2 (\$15,530). Those estimates were based on 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 (FY2017 – FY2019) multiplied by \$1.47 per therm, which compares to the \$1.77 per term for the FY2020 budget, approximately a 17% decline in the rate assumption. The calculations shown at the end.

Repairs and Maintenance (\$89,360) This expense is based on the three year average expenditure (FY2019 – FY2017). 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 street light when the public utility replaces an existing pole. The line also pays for emergency response to repair or replace (depending on the amount damage) a street light

Townwide Expense Budget

Townwide Budget

Needham Electric Light and Gas Program Budget

damaged in a pole knock down.

Repairs and Maintenance Services	Estimate	Total
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	
		\$89,360

Professional and Technical Services (\$24,000) This expense is level funded for FY2021. 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 FY2021. 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.

Natural Gas

**Townwide Expense Budget**

Townwide Budget	Needham Electric Light and Gas Program Budget			
All Accounts Excluding Enterprise Funds	Therms	Use Charge	Average Base Charge	Total
<b>1300 Central Ave. Claxton Average</b>	2,514	3,695.83	228.00	\$3,924
<b>177 Hillcrest Rd. Public Safety Average</b>	0	0.50	228.00	\$229
<b>178 Rosemary Street</b>	942	1,384.74	228.00	\$1,613
<b>DPW Garage 480 Dedham Ave. Average</b>	2,056	3,021.74	228.00	\$3,250
<b>Broadmeadow Average</b>	36,310	53,375.41	228.00	\$53,603
<b>DPW Average</b>	24,921	36,634.25	228.00	\$36,862
<b>Eliot Average</b>	34,876	51,268.25	228.00	\$51,496
<b>Fire Station #2 Average</b>	5,410	7,952.82	228.00	\$8,181
<b>High Rock Average</b>	23,850	35,059.57	228.00	\$35,288
<b>High School Average</b>	124,480	182,985.65	228.00	\$183,214
<b>Library Average</b>	11,835	17,397.89	228.00	\$17,626
<b>Mitchell School Average</b>	46,398	68,204.49	228.00	\$68,432
<b>Newman Average</b>	59,641	87,671.84	228.00	\$87,900
<b>Newman Second Average</b>	240	353.18	228.00	\$581
<b>Pollard Average</b>	70,919	104,250.32	228.00	\$104,478
<b>Police Station Average</b>	12,115	17,808.35	228.00	\$18,036
<b>Center at the Heights Average</b>	336	494.63	228.00	\$723
<b>Town Hall Average</b>	11,727	17,238.17	228.00	\$17,466
<b>Memorial Park Bldg./ 92 Rosemary St. Average</b>	3,242	4,765.48	228.00	\$4,993
<b>Totals</b>	<b>471,812</b>	<b>\$693,563</b>	<b>\$4,332</b>	<b>\$697,895</b>
<b>Williams School</b>				\$55,458
<b>Memorial Park Field House Additional</b>				\$2,235
<b>Fire Station #2</b>				\$15,530
<b>Jack Cogswell Building</b>				\$5,760
<b>Totals</b>				<b>\$776,878</b>

FY2016 Building Consumption	407,382
FY2017 Building Consumption	432,164
FY2018 Building Consumption	487,187
FY2019 Building Consumption	494,219

Electric

**Townwide Expense Budget**

Townwide Budget	Needham Electric Light and Gas Program Budget			
All Accounts Excluding Enterprise Funds	KWH	Use Charge	Average Base Charge	Total
<b>470 Dedham Ave Fuel Island Average</b>	28,939	\$6,511.28	\$276.00	\$6,787
<b>Broadmeadow Average</b>	776,253	\$174,657.00	\$276.00	\$174,933
<b>Center at the Heights Average</b>	195,947	\$44,088.00	\$276.00	\$44,364
<b>Daley Average</b>	19,736	\$4,440.60	\$276.00	\$4,717
<b>DPW 470 Dedham Ave. Average</b>	114,000	\$25,650.00	\$276.00	\$25,926
<b>Eliot School Average</b>	509,067	\$114,540.00	\$276.00	\$114,816
<b>Emery Grover Average</b>	104,453	\$23,502.00	\$276.00	\$23,778
<b>Fire Station #1 Average</b>	116,453	\$26,202.00	\$276.00	\$26,478
<b>Fire Station #2 Average</b>	55,361	\$12,456.15	\$276.00	\$12,732
<b>High Rock School Average</b>	570,880	\$128,448.00	\$276.00	\$128,724
<b>High Rock Solar Average</b>	49	\$11.03	\$276.00	\$287
<b>High School Average</b>	2,572,240	\$578,754.00	\$276.00	\$579,030
<b>Hillside - Second Meter Average</b>	30,573	\$6,879.00	\$276.00	\$7,155
<b>Hillside Building</b>	248,000	\$55,800.00	\$276.00	\$56,076
<b>Library Average</b>	582,896	\$131,151.60	\$276.00	\$131,428
<b>Memorial Park Building 92 Rosemary St Average</b>	16,480	\$3,708.00	\$276.00	\$3,984
<b>Mitchell Modular 187 Brookline St. Average</b>	62,389	\$14,037.45	\$276.00	\$14,313
<b>Mitchell School Average</b>	171,413	\$38,568.00	\$276.00	\$38,844
<b>Mitchell School - Second Meter Average</b>	6,763	\$1,521.75	\$276.00	\$1,798
<b>Newman School Average</b>	852,436	\$191,798.03	\$276.00	\$192,074
<b>Police Station Average</b>	205,317	\$46,196.40	\$276.00	\$46,472
<b>Police Station Outdoor Average</b>	1,236	\$278.10	\$276.00	\$554
<b>Pollard Modulares Average</b>	59,787	\$13,452.00	\$276.00	\$13,728
<b>Pollard School Average</b>	714,727	\$160,813.50	\$276.00	\$161,090
<b>Public Services Administrative Building Average</b>	223,147	\$50,208.00	\$276.00	\$50,484
<b>Ridge Hill Barn Average</b>	880	\$197.93	\$276.00	\$474
<b>Ridge Hill Main House Average</b>	9,569	\$2,153.10	\$276.00	\$2,429
<b>Rosemary Recreation Complex</b>	512,520	\$115,317.00	\$276.00	\$115,593
<b>Town Hall Main Average</b>	440,053	\$99,012.00	\$276.00	\$99,288
<b>Hillcrest Road Public Safety Account</b>	2,426	\$545.85	\$276.00	\$822
<b>Highway Traffic Control Accounts (31)</b>	104,704	\$23,558.44	\$8,280.00	\$31,837
<b>Highway Lights and Signs (11)</b>	26,708	\$6,009.26	\$3,036.00	\$9,046
<b>Municipal Parking Lot Accounts (5)</b>	46,117	\$10,376.33	\$1,380.00	\$11,756
<b>Town Parks Accounts (8)</b>	6,824	\$1,535.48	\$1,932.00	\$3,469
<b>Memorial Park Accounts (3)</b>	32,639	\$7,343.78	\$828.00	\$8,171
<b>Park and Recreation Accounts (4)</b>	48,323	\$10,872.75	\$828.00	\$11,701
<b>Recycling and Solid Waste Disposal Accounts (3)</b>	141,060	\$31,738.58	\$828.00	\$32,566
<b>School Grounds Accounts (4)</b>	28,207	\$6,346.65	\$1,104.00	\$7,451
<b>Town Street Lights</b>	841,596	\$143,071.32	\$276.00	\$143,347
<b>Totals</b>	10,480,169	\$2,311,750	\$26,772	<b>\$2,338,522</b>
<b>Memorial Park Building</b>				\$28,694
<b>Mitchell School FDK Modular</b>				\$14,313
<b>Fire Station #2</b>				\$56,945
<b>Williams School</b>				\$96,688
<b>Jack Cogswell Building</b>				\$34,518
<b>Totals</b>				<b>\$2,569,680</b>

FY2016 Billed Usage - All Accounts Except Enterprise	9,718,141
FY2017 Billed Usage - All Accounts Except Enterprise	10,029,827
FY2018 Billed Usage - All Accounts Except Enterprise	9,986,620
FY2019 Billed Usage - All Accounts Except Enterprise	10,741,101

Townwide Expense Budget			
Townwide Budget		Needham Electric Light and Gas Program Budget	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Electric Light and Gas Program	3,901,384		3,901,384
b) [ ]			
c) [ ]			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	3,901,384		3,901,384
			V2021

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.</p> <p>In FY2008, the Town began appropriating for retiree insurance and OPEB liability in one line item in accordance with an actuarial schedule. The funding schedule includes both the “normal cost” (the projected cost of current employees’ expected future benefits) and the amortization of unfunded accrued liability. A major benefit of pre-funding in this manner is that investment returns supplement contributions, acting as a reserve to mitigate 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.</p> <p>On August 1, 2013 the Town transferred its OPEB assets to the State Retiree Benefits Trust (SRBT) Fund. SRBT Funds are then invested in the Pension Reserves Investment Trust (PRIT) Fund. This program allows the Town to participate in a pooled investment of over \$50 billion. Because of this asset size, management fees are lower than the Town could obtain on its own, and the Town has access to alternative investments which would not be available through a smaller investment firm, such as real estate, timber, private equities, and public securities. The value of the Town’s assets 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 analysis valuation dated June 30, 2019.	
<b>Budget Changes</b>	
<p>As of November 1, 2019, there are 586 retirees electing health insurance coverage for 839 unique subscriber plans (including retiree individual, retiree family and retiree spouse plans), and 52 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. This represents a funded ratio of 35.26%.</p> <p>Factors that impact the unfunded liability and therefore the FY2021 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 of \$459,776 below the expected return.</p> <p>The Town has been reducing the discount rate assumption steadily, from 7.75% in FY2017 to 6.75% proposed for FY2021.</p>	



Townwide Expense Budget			
Townwide Budget		Retiree Insurance & Insurance Liability Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Retiree Insurance & Insurance Liability Fund	\$7,052,898		\$7,052,898
b)			
c)			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$7,052,898		\$7,052,898
			V2021

Townwide Expense Budget			
Townwide Budget		Retirement Assessment	
<b>Purpose of the Budget</b>			
This line item funds pensions for contributory (MGL c. 32) retirees. Contributory retirees are those who participate in the Needham Contributory Retirement System. This includes all General Government and non-teaching School Department employees working a minimum of 20 hours per week. For year ending December 31, 2017, there were 692 active participants, 459 retirees, and 211 inactive participants.			
<b>Budget Activities</b>			
This appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the System's unfunded pension liability. The funded status of the System on an actuarial basis was 68.80% as of January 1, 2018, as compared to 69.36% on January 1, 2017. The system is expected to be fully-funded by June 30, 2030. The unfunded liability was expected to decrease from \$65.0 million as of January 1, 2017 to \$64.4 million as of January 1, 2018. The actual unfunded liability of \$71.7 million as of January 1, 2018 is \$7.3 million higher than expected due to the assumption changes outlined below, and was partially offset by a net experience gain.			
Factors that impact the unfunded liability, and therefore the funding schedule, include investment gains on an actuarial value basis, gains due to salaries increasing less than expected, loss due to fewer deaths than expected, an update of the mortality tables for non-disabled participants, a reduction in the rate of return assumption, and an increase in administrative expenses.			
<b>Budget Changes</b>			
The Retirement Board voted to adopt an actuarial schedule that includes a reduction in the assumed rate of return (discount rate) from 7.50% to 7.25% for FY2020. Moving toward a more conservative actuarial estimate has been a long-standing goal of the Board. A new actuarial analysis will be completed for year ending December 31, 2019.			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Retirement Assessment	\$9,513,643		\$9,513,643
b)			
c)			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$9,513,643		\$9,513,643
V2021			

Townwide Expense Budget			
Townwide Budget		Classification, Performance, Settlements	
<b>Purpose of the Budget</b>			
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.			
<b>Budget Activities</b>			
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 FY2021 include the Needham Police Union, the Needham Police Superior Officers Association, and the Needham Fire Union.			
Since FY2017, general wage increases for managers have been accounted for in the CPS budget rather than in the individual departmental budgets. The FY2021 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.			
<b>Budget Changes</b>			
The fiscal year 2020 appropriation for this line was \$835,500. To date, \$257,574 has been transferred.			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Classification, Performance & Settlements	\$1,280,000		\$1,280,000
b)			
c)			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$1,280,000		\$1,280,000
V2021			

## Townwide Expense Budget

Townwide Budget

General Fund Reserve Fund

## Purpose of the Budget

State law provides that a town may appropriate a sum as a Reserve Fund to provide for extraordinary or unforeseen expenditures. M.G.L. c. 40, §6. No direct drafts may be made from the Reserve Fund. Transfers may be made only by a vote of the town's finance committee in towns with such committee.

Needham Town Meeting appropriates an amount for the Reserve Fund each year as part of the annual operating budget. Any Town department may request that the Finance Committee approve a request for a transfer from the Reserve Fund to cover a specific unforeseen or extraordinary expenditure. At a Town Meeting, funds may be re-appropriated among the budget lines without the requirement that an expense be unforeseen or extraordinary. At the end of a fiscal year, any balance remaining in the Reserve Fund, as any budget line, is closed out to free cash.

## Budget Activities

The Reserve Fund appropriation in the current FY2020 budget, approved at the May 2019 Annual Town Meeting, was \$1,881,500. As of the date of this submission, no transfers have been requested from the FY2020 Reserve Fund, and none of the funds were re-appropriated at the October 2019 Special Town Meeting, so the balance stands at the full amount appropriated.

Looking at examples of transfers from the Reserve Fund to other budget lines during prior years helps illustrate the function of the Reserve Fund:

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

Townwide Expense Budget

Townwide Budget

General Fund 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>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 FY2021 Reserve Fund is \$2,034,042. This amount was determined in accordance with the method used for projecting the Reserve Fund level for the past seven years. The FY2021 Reserve Fund request is 1.4% of the projected FY2020 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 FY2020 operating budget and applies an annual growth rate of 2.5% to determine a projected FY2021 budget. The FY2021 requested funding level of \$2,034,042 is anticipated to be sufficient to provide for extraordinary or unforeseen expenditures without unnecessarily cutting into other operating needs.

The FY2021 request for the Reserve Fund represents a 8.1% increase over the FY2020 request of \$1,881,500, which was calculated in the same manner. While this is a substantial increase, it follows a higher-than-usual 7.9% increase of the total operating budget in FY2020 that provided additional funding for the new full-day kindergarten project and expanded public safety staffing. Because the FY2020 Reserve Fund was calculated using a hypothetical 2.5% increase to the FY2019 budget, the associated increase in the Reserve Fund has lagged a year. This amount can be expected to offer the level of protection that has been recommended in previous years.

Line	Description	Change from FY2020 budget	Comments	Net Change
Reserve Fund	Available for transfers	\$152,542	Higher reserve needed for increased budget	\$152,542

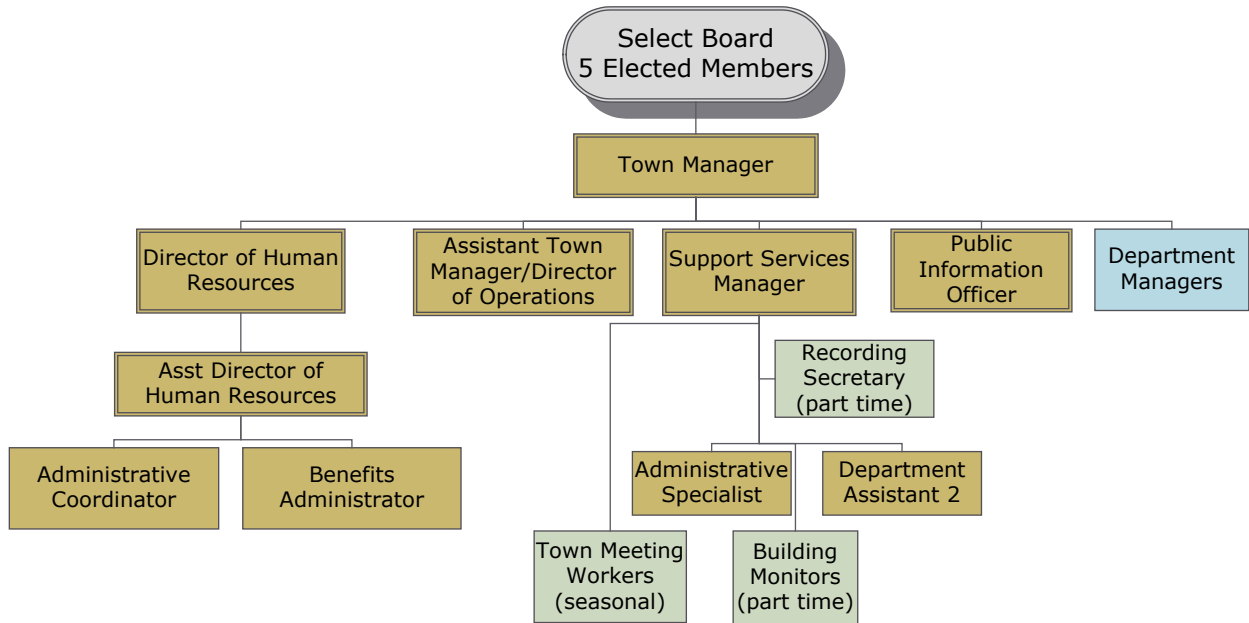
Townwide Expense Budget			
Townwide Budget		General Fund Reserve Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Reserve Fund	2,034,042		2,034,042
b)			
c)			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	2,034,042		2,034,042
			V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Townwide Expenses	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Townwide Expenses</b>									
Insurance & Risk Management	575,336	521,244	625,373	626,790	665,795		665,795	39,005	6.2%
Debt Service - General Fund	11,148,800	12,558,451	14,891,903	19,038,470	21,111,388		21,111,388	2,072,918	10.9%
Employee Benefits	12,743,918	13,394,491	13,791,879	15,533,760	15,650,335	705,376	16,355,711	821,951	5.3%
Needham Electric, Light, & Gas Program	3,085,324	3,224,666	3,411,454	3,746,587	3,901,384		3,901,384	154,797	4.1%
OPEB	5,568,923	6,115,455	6,906,705	6,906,705	7,052,898	190,698	7,243,596	336,891	4.9%
Retirement Assessments	6,610,442	7,203,059	7,809,911	8,688,258	9,513,643		9,513,643	825,385	9.5%
Workers Compensation	634,090	656,283	679,253	706,400	777,040	31,588	808,628	102,228	14.5%
Classification, Performance and Settlements	see note	see note	see note	577,926	1,280,000		1,280,000	702,074	121.5%
Reserve Fund	see note	see note	see note	1,881,500	2,034,042		2,034,042	152,542	8.1%
<b>TOTAL</b>	<b>40,366,833</b>	<b>43,673,650</b>	<b>48,116,478</b>	<b>57,706,396</b>	<b>61,986,525</b>	<b>927,662</b>	<b>62,914,187</b>	<b>5,207,791</b>	<b>9.0%</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/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, Recreation, Health and Human Services, and Human Resources functions.</p> <p><b><u>Select Board</u></b></p> <p>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></p> <p>The Town Manager is the chief executive officer of the Town, and is responsible for functions such as reviewing and recommending the reorganization, consolidation, or abolishment of departments, rental and use of all Town property, except School property, and maintenance and repair of all Town buildings, including School buildings and grounds, serving as purchasing agent for the Town, awarding all contracts for all departments and activities of the Town with the exception of the School Department, adopting rules and regulations establishing a personnel system in cooperation with the Personnel Board, fixing the compensation of all Town employees except those under the jurisdiction of the School Committee, negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the School Department, and serving as chief fiscal officer of the Town, preparing and recommending a Proposed Annual Operating Budget and Capital Improvement Plan.</p> <p>The Office of the Town Manager executes the day-to-day operations and special projects associated with both the 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 an United States Passport Acceptance Facility, a rental and event planning resource for James Hugh Powers Hall, and a staff liaison for the Traffic Management Advisory Committee and for all 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></p> <p>The Human Resources Department is responsible for the administration of various employee related functions surrounding the provision of services to Needham citizens. This department serves as the liaison with the Personnel Board on behalf of the Town Manager in its advisory role in such areas as full-cycle recruitment, position classification and policy administration.</p>	

Department Information DSR1	
Department	Office of the Town Manager/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, personal leave eligibility 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 health, life, and unemployment insurances for all Town and School employees. The department manages various open enrollments for active employees and retirees such as Medicare and Flexible Spending. In addition to the facilitation of Workers' Compensation insurance, this department also administers 111F which applies to employees of police and fire.</p>	
On the Horizon	
<b>FY2020-FY2021 Select Board Goals</b> <b>Adopted: August 20, 2019</b>	
<p><b>1. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>• Conduct an environmental assessment to facilitate discussion about the future use of Ridge Hill/Nike; determine the future use or disposition of Ridge Hill buildings.</li> <li>• Evaluate options for funding a DPW facility on Dedham Avenue.</li> </ul> <p><u>Monitoring &amp; Oversight</u></p> <ul style="list-style-type: none"> <li>• Monitor Progress of Public Safety Building, Fire Station #2, and Jack Cogswell Building.</li> </ul> <p><b>2. Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>• Establish a working group to gain a better understanding of the impact of commercial and residential growth on the Town's infrastructure, including but not limited to traffic, transportation, water, sewer, drains, roads and bridges, and school facilities, and to identify options for managing that impact. (N2025)</li> <li>• Develop a plan for NPDES compliance including Stormwater Regulations and a Stormwater Stabilization Fund.</li> <li>• Evaluate options for participation in the MassDOT Complete Streets Program &amp; implement pedestrian safety initiatives.</li> </ul> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>• Investigate the potential impact of Small Cell and 5G Technology on the Town and formalize a policy for considering Grant of Location Requests.</li> <li>• Evaluate the feasibility of creating a shared use path from Needham Heights to Wexford Street.</li> </ul>	

Department Information DSR1	
Department	Office of the Town Manager/Select Board
<ul style="list-style-type: none"> <li>• Develop options for refreshing landscaping at public facilities.</li> <li>• In conjunction with the Transportation Committee, review bus routes in Needham Crossing.</li> <li>• In conjunction with the MBTA, explore options for increasing commuter parking.</li> </ul> <p><u>Monitoring &amp; Oversight</u></p> <ul style="list-style-type: none"> <li>• In conjunction with the City of Newton and MassDOT, monitor progress toward the renovation of Highland Avenue from Webster Street to the Charles River.</li> </ul> <p><b>3. Maintain and improve the vitality and economic success of the Town.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>• In conjunction with the Planning Board, evaluate options for the redevelopment of Chestnut Street and Industrial Zones along Route 128.</li> </ul> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>• Work with the CEA to develop priorities for economic development.</li> </ul> <p><b>4. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses.</b></p> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>• Develop a report of the Town’s climate resiliency efforts and discuss next steps.</li> <li>• Evaluate options for becoming a Green Community.</li> </ul> <p><b>5. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>• Establish fishing areas at ponds and on the Charles River.</li> <li>• Evaluate options to reduce train horn noise.</li> <li>• In conjunction with the Planning Board, evaluate the possibility of recommending accessory dwelling unit zoning.</li> <li>• Revitalize the Property Tax Assistance Program.</li> <li>• Work with the Park &amp; Recreation Commission to create recreational opportunities in the downtown.</li> <li>• In conjunction with the Planning Board, develop an overall strategy for review of housing projects that are proposed.</li> <li>• Evaluate ways to improve parking at the Needham Center Post Office, on Hillside Avenue, and at other locations.</li> </ul> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>• Consider a plan for increased public support of community celebrations and festivals.</li> <li>• Explore opportunities for increasing the amount and diversity of public art.</li> <li>• In conjunction with the Park &amp; Recreation Commission, evaluate options for creating a park ranger program.</li> <li>• In conjunction with the Park &amp; Recreation Commission, explore options for improving access to the Rosemary Camp property.</li> </ul>	

Department Information DSR1	
Department	Office of the Town Manager/Select Board
<ul style="list-style-type: none"> <li>Explore the possibility of sponsoring a summer beer garden event.</li> </ul> <p><u>Monitoring &amp; Oversight</u></p> <ul style="list-style-type: none"> <li>Discuss multi-modal transportation on the greenway between Newton and Needham.</li> </ul> <p><b>6. Maintain and enhance the Town’s Financial Sustainability.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>Evaluate local option means-tested senior property tax relief programs.</li> <li>Evaluate stabilization fund targets.</li> </ul> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>Discuss the impact of annual tax levy increases.</li> </ul> <p><b>7. Evaluate Town Operations and Administration.</b></p> <p><u>Continuing Strategies</u></p> <ul style="list-style-type: none"> <li>Develop and implement a policy guiding the use of banners on poles in the business districts.</li> <li>Investigate options for moving permit application and inspection processes to electronic and/or web-based platforms.</li> <li>Consider criteria for reviewing proposed zoning changes.</li> </ul> <p><u>New Initiatives</u></p> <ul style="list-style-type: none"> <li>Review and make recommendations for changes to polling locations.</li> <li>The Board will meet regularly with community stakeholders.</li> <li>The Board will establish a schedule of meeting with appointed and elected boards on a regular basis.</li> <li>Review liquor license regulations with respect to compliance issues.</li> <li>Review the composition, structure and charge of committees.</li> </ul> <p><u>Monitoring &amp; Oversight</u></p> <ul style="list-style-type: none"> <li>Develop a funding strategy to meet the staffing needs of the Police and Fire Departments in the context of the current and planned growth in Needham Crossing.</li> </ul> <p><i>In developing its statement of goals for the coming fiscal years, the Board identified both initiatives that may be addressed in future years, and general guiding principles that guide the goal setting process. This list will continue to be updated and refined:</i></p> <p><u>Future Initiatives</u></p> <ul style="list-style-type: none"> <li>Work with the Planning Board to consider a street naming policy.</li> <li>Consider a plan for snow removal in the business districts.</li> <li>Evaluate the concept of constructing a hockey rink in a public/private partnership.</li> <li>Evaluate options for locating alternative transportation options (e.g. ZipCar and bike share services) in Needham.</li> <li>Evaluate options for locating information kiosks in Needham Center.</li> <li>Consider the merits of a tree preservation by-law.</li> </ul> <p><u>Guiding Principles</u></p> <ul style="list-style-type: none"> <li>Targeted options for property acquisition will be explored.</li> </ul>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Office of the Town Manager/Select Board</b>
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- The Town will work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.
- Appropriate coordination of all the major road projects affecting the Town is a priority.
- Town policies and regulations will be reviewed and updated on a periodic basis.
- The Town will prioritize the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction.
- Opportunities to install community art will be explored.
- The Town should be an age friendly community.
- The number of pedestrian accidents is concerning and should be addressed.
- The Town will conduct a Capital Facility Summit on a biennial basis.
- Emergency preparation and planning is a high priority.
- Opportunities for departmental consolidation and efficiency improvement will be identified and implemented.
- Opportunities to enhance communication with the public will always be considered.
- Opportunities to collaborate on additional programs and services that will benefit Needham’s veterans will be explored and implemented.
- Opportunities for streamlining the permitting process will be explored and implemented.
- Opportunities to expand the distribution of notices of public hearing will be explored and implemented.
- Opportunities to address trash concerns Town-wide will be explored and implemented.
- The Town will work to keep the pools at Rosemary Recreation Complex open from Memorial Day to Labor Day.
- The Board will continue to review the policy implication of the allocation of liquor licenses.

**Budget Statement**

The FY2021 base budget submission is **2.9% higher** than the FY2020 appropriation, with a total increase of **\$30,436**. This total increase is comprised of: \$27,510, or 3%, increase in the salary line and \$2,926 or 2%, increase in expenses. This submission also includes one DSR4 request for a Community Events program – requested funding of \$8,000.

The Professional and Technical Services category request is **\$2,500 higher** than FY2020, which is due to a \$500 increase in the Human Resource Advertising account line and a \$2,000 increase in HR Consulting. The advertising increase will allow for the increased cost of 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.

The requested **increase of \$200** in the Other Supplies and Equipment category is to account for the purchase of bilingual Legal Posters that the Human Resources department must post.

The Dues and Subscriptions request line is **increased by \$226** over FY2020 to cover the increased cost of MMA dues.

**Department Information  
DSR1**

Department | Office of the Town Manager/Select Board |

	Division	Description	Change from FY2029	Comments	Net Change
Professional & Technical Services	HR	Advertising	\$500	Adding specialized site job postings	\$2,500
	HR	Consulting	\$2,000	Vendor contract increase	
Other Supplies & Equipment	HR	Legal Posters	\$200	Increased cost for bilingual posters	\$200
Dues & Subscriptions	SB	Memberships	\$226	Increase in MMA dues	\$226
				<b>Total Change</b>	<b>\$2,926</b>

**Accomplishments and Activities**

	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12
Number of Licenses Issued	179	174	190	155	156	169	151	138
All Alcohol	19	20	19	16	16	15	16	15
Club	3	3	3	3	3	3	3	3
Wine & Malt	1	1	2	2	2	3	3	6
Package Stores	6	6	5	5	5	5	5	N/A
Carry in Special Permit	1	1	1	1	1	1	1	1
Class I	2	2	2	2	2	2	2	2
Class II	8	6	5	5	5	5	5	5
Common Victuallers	58	56	59	55	56	56	52	54
Innkeeper	2	2	2	2	2	2	2	1
Lodging	2	2	2	2	2	2	2	2
Sunday Entertainment	7	5	6	5	3	5	5	2
Weekday Entertainment	11	8	9	7	5	4	6	4
Bowling Alley	1	1	1	1	1	1	1	1
Livery	3	2	2	2	2	2	3	1
Pool Table	1	1	1	1	1	1	1	1
Sale of Second Hand Goods	8	8	8	9	8	10	10	9
Special Permit (24 hour food service)	1	1	1	1	1	1	1	1
Mobile Food Trucks	8	10	1	2	2	N/A	N/A	N/A
One-Day Special Liquor Permit Issued	37	39	61	34	39	51	33	30

**Department Information  
DSR1**

Department	Office of the Town Manager/Select Board							
<b>Activity</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>
Number of ATM Articles	52	53	65	52	50	46	51	42
Number of STM Articles	21	27	24	27	16	26	28	27
Number of SB Meetings	40	39	38	31	31	34	31	28
Number of New Appointments Processed	53	37	37	13	22	37	36	50
Number of Reappointments Processed	32	48	50	46	35	63	138	95
Number of Grant of Location Public Hearings	17	35	24	23	23	26	17	14
Number of Liquor Related Public Hearings	13	16	10	7	7	6	19	9
Number of Other Public Hearings Conducted	15	28	14	13	13	13	12	12
Number of Block Parties Granted	51	57	57	60	50	51	57	65
Number of Road Events Granted	13	13	17	7	16	19	24	21

<b>Passports</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>FY12</b>
Number of Passports Accepted	237	239	228	205	247	194	229	174
Revenue - Execution Charges	\$8,295	\$6,535	\$5,700	\$5,125	\$6,175	\$4,850	\$5,575	\$4,350

<b>Powers Hall Usage</b>	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>	<b>FY15</b>	<b>FY14</b>	<b>FY13</b>	<b>1/12/12-6/30/12</b>
Total # Meetings/Events	92	123	107	95	65	104	132	39
Municipal Events	72	108	90	83	49	85	110	27
Public Events	20	15	17	12	16	19	22	12
Fees	\$9,032.35	\$11,286	\$9,179	\$7,871	\$11,814	\$11,224	\$9,702	\$4,129

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	942,708		942,708
b) Expenses	145,795	8,000	153,795
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b>1,088,503</b>	<b>8,000</b>	<b>1,096,503</b>

V2021

Department Expenditure Detail DSR2																	
Department				Office of the Town Manager/Select Board													
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)								
	9	-	9	9	-	9	9	-	9								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
						<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 type="checkbox"/>	ITWA	<input checked="" 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											897,330					
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity											3,259					
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation											7,000					
i.	PRD1 Budget Adjustments											3,491					
<b>PRD1 Sub Total</b>											<b>911,080</b>						
J	DSR3 Other Compensation																
<b>Sub Total 1</b>											<b>911,080</b>						
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Recording Secretary - Select Board											5,800					
b.	Recording Secretary - Traffic Management Advisory Committee/Other											2,000					
c.	Town Meeting Workers											5,600					
d.																	
e.	DSR3 Total																
<b>Sub Total 2</b>											<b>13,400</b>						
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Scheduled Overtime (OTM/Powers Hall)											764					
d.	Scheduled Overtime (Human Resources)											450					
e.	DSR3 Total																
<b>Sub Total 3</b>											<b>1,214</b>						
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave											9,214					
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation											7,800					
<b>Sub Total 4</b>											<b>17,014</b>						



Department Expenditure Detail DSR2		
Department	Office of the Town Manager/Select Board	
5. Total Salary and Wages (1+2+3+4)		942,708
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 (\$14,000) Consulting/OTM (\$3,000) AV Powers Hall/Comm (\$7,000) Professional Development OTM (\$8,400) Software License/OTM (\$700) Recruitment/Assessment Center - Public Safety/HR (\$18,000) Consulting/HR (\$22,000) Professional Development/HR (\$4,150) Staff Training/HR (\$4,150) Professional Advertising/HR (\$7,500) Conference Registration/SB (\$1,100)	90,000
Communications (534x)	Legal Advertising (\$900), Postage (\$1,200), Wireless Communications (\$4,200), Printing (\$350) OTM Printing (\$350), Postage (\$1,360)/HR Town Meeting Postage/TM (\$4,000) Printing for Election & Town Meeting/TM (\$4,000) Printing for Town Report & Town Clerk Records (\$4,000)/TR	20,360
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)		
Office Supplies (542x)	Office Supplies/OTM (\$2,000) Office Supplies/HR (\$1,000)	3,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Official Functions/OTM \$700 Official Functions/HR \$500	1,200
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Expenses/OTM (\$300) Expenses/HR Legal Posters (\$1,700)	2,000
Governmental Charges (569x)		
Travel & Mileage (571x - 572x)	Travel MMA, MMMA, ICMA TM/ATM (\$6,000) Travel ICMA & Conf/HR (\$3,000)	9,100

Department Expenditure Detail DSR2				
Department	Office of the Town Manager/Select Board			
	Travel SB (\$100)			
Dues & Subscriptions (573X)	ICMA, MMA TM/ATM (\$3,700) MMA, MMLC, Chamber/SB (\$9,646) MMPA, NERA, SHRM, NEEBC, ICMA/HR (\$1,400)			14,746
Other Expenses (574 X - 579x)				
6. Total Expenses				145,795
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
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 FY2021 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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"/>
V2021				

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

V2021

Performance Improvement Funding Request DSR4					
Department	Office of the Town Manager/Select Board				
Title	Community Events	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		8,000			8,000
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
6. Grand Total (4+5)		8,000			8,000
Budgetary Considerations					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?					
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 checked="" type="checkbox"/> <input 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>					
Description and Explanation					
<p>This request is to bring "in house" the three community events which occur each December that are currently planned for, organized and executed by the Town, but with the assistance of various organizations and committees. These events are: Blue Tree Lighting, Needham Lights and Winter Arts Festival.</p> <p><u>Blue Tree Lighting</u>: this event was formerly sponsored by the Needham Business Association and its event organization (along with the Spring Street Fair and Harvest Fair) was transferred to the Newton Needham Chamber of Commerce when the NBA joined with the Chamber in January 2018. The Street &amp; Harvest Fairs fit into the mission of the Chamber as both events directly benefit Needham businesses. The Blue Tree Lighting does not directly benefit Town businesses. While the Chamber has organized this event for the last couple of years, the Chamber must fundraise to cover expenses. While sponsorships have helped recover some of the cost, the soft (people) costs remain a challenge for the Chamber. Pieces of the event have been brought in house already to help reduce expenses for the Chamber. Assuming responsibility for the full event should have minimal impact on the Town, while providing the Town with the flexibility of planning and executing event details. Requested funding for this event is approximately one-half of the total. It includes the advertising expenses that would</p>					

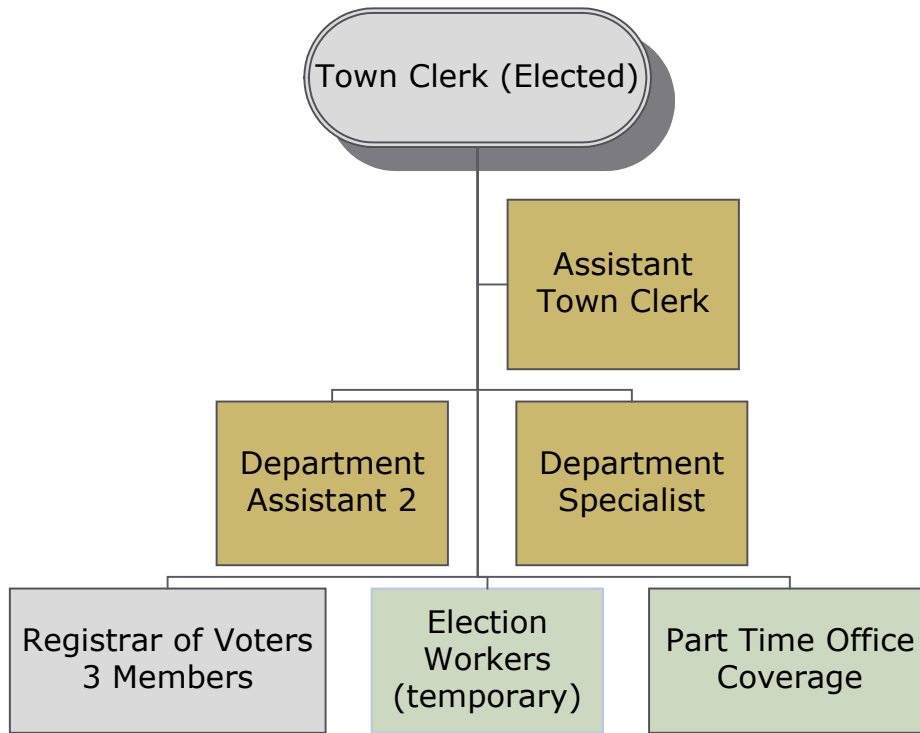
Performance Improvement Funding Request DSR4			
Department	Office of the Town Manager/Select Board		
Title	Community Events	Priority	1
<p>also cover Needham Lights (which happens on the same day) and staff costs (details and labor).</p> <p><u>Needham Lights:</u> this event started six years ago as a combination of the expanded luminary event originally organized by the Community Center of Needham, the annual Holiday Stroll, and the Blue Tree Lighting. Its intent was to create a day long family holiday celebration where businesses and restaurants would offer specials in their establishments to entice shoppers, families could stop in at Town Hall for performance entertainment and crafts for children, and the day would culminate with the Blue Tree Lighting. Over time, the event has become an afternoon of family entertainment at Town Hall which leads into the Blue Tree Lighting. The Holiday Stroll proved to not be of benefit to retail establishments as families with young children tend to focus on the entertainment and food needs of their families on that particular day. The current event is very successful and generates about 200-300 visitors throughout the afternoon.</p> <p>This event depends on the sponsorships, donations and volunteerism of many organizations and committees. It is overseen, and largely produced, by Town staff. The challenges of recruiting organizations to fund-raise (which Town employees cannot do) and commit to the time necessary to produce this event can be difficult. Having the Town assume responsibility for Needham Lights will greatly reduce the amount of staff time necessary to execute details, follow up and negotiations with so many different groups. Requested funding for this event includes one paid performer (headliner), people costs (staff and non-performance related) and small snacks and crafts.</p> <p><u>Winter Arts Festival:</u> this event is an exhibit of creative items designed by Needham artisans who bring their art media to Powers Hall for a day long shopping fair. This event is subsidized by a Massachusetts Cultural Council Festival Grant (applied for annually) and by registration fees of the artists, which covers the cost of event advertising. Actual expenses for this event are all staff costs (custodian, AV technician and Police detail). It is currently managed in house with the input of the Town's Cultural Council.</p>			
			V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Select Board and Office of the Town Manager	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Select Board and Office of the Town Manager</b>									
Salary & Wage Regular	734,200.60	789,925.16	843,147.77	892,194	918,880		918,880	26,686	
Salary & Wage Temporary	7,225.75	7,991.46	6,122.48	11,631	13,400		13,400	1,769	
Salary & Wage Overtime	1,115.64	1,452.84	2,588.06	1,214	1,214		1,214	-	
Salary & Wage Other	4,000.00	4,000.00	5,097.45	10,159	9,214		9,214	(945)	
Salary and Wage Total	746,541.99	803,369.46	856,955.76	915,198	942,708		942,708	27,510	3.0%
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance	7,996.51	9,199.36	6,549.43	5,389	5,389		5,389	-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical	48,612.71	70,627.65	72,696.00	87,500	90,000		90,000	2,500	
Communications	17,381.72	19,830.83	18,519.18	20,360	20,360		20,360	-	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies	2,142.89	2,287.79	2,689.67	3,000	3,000		3,000	-	
Building & Equipment Repairs								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies	643.18	3,294.80	831.06	1,200	1,200	8,000	9,200	8,000	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	8,287.58	3,129.56	11,148.48	1,800	2,000		2,000	200	
Governmental Charges		10.00						-	
Travel & Mileage	6,885.93	8,982.51	10,412.59	9,100	9,100		9,100	-	
Dues & Subscriptions	12,404.14	12,716.75	13,529.21	14,520	14,746		14,746	226	
Other								-	
Expense Total	104,354.66	130,079.25	136,375.62	142,869	145,795	8,000	153,795	10,926	7.6%
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>850,896.65</b>	<b>933,448.71</b>	<b>993,331.38</b>	<b>1,058,067</b>	<b>1,088,503</b>	<b>8,000</b>	<b>1,096,503</b>	<b>38,436</b>	<b>3.6%</b>

### 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
Department Mission	
<b><u>Town Clerk/Board of Registrars</u></b>	
<p>The Town Clerk's Office continues to fulfill the mandates of local, state and federal governments as well as the needs of the general public. FY2019 had three scheduled elections – The State Primary on Tuesday, September 16, 2018, the State Election on Tuesday, November 4, 2018, and the Annual Town Election on Tuesday, April 9, 2019. FY2020 has only two scheduled elections – the Presidential Primary on Tuesday, March 3, 2020 and the Annual Town Election on Tuesday, April 14, 2020. FY2021 will be the busiest year in the Town Clerk's Office out of a four-year period with the State Primary on a day in September to be decided by the State Legislators (possibly Tuesday, September 1, 2020), the State Election on November 3, 2020, and the Annual Town Election on April 13, 2021. This election period is the largest and busiest every four years and demands 99% of our time to meet each and every Election requirement.  </p>	
On the Horizon	
<ul style="list-style-type: none"> <li>✦ As we prepare for the Fiscal Year 2021 budget in October 2019, the Town Clerk's Office is waiting to see which polling locations will be relocated for the spring and fall 2020 elections. Under state law, every voter whose polling location is changed will be notified by mail. These changes will increase security in most elementary schools and make parking easier for our voters. We are also watching the state legislators vote to have 5 days of Early Voting prior to the 2020 Presidential Primary and to set the date for the State Primary.</li>   <li>✦ After the November 6, 2018 State Election, we were able to purchase an additional 7 ImageCase Tabulators at a much-reduced rate. This will allow the Town to provide enough voting machines to tabulate the Early Votes for the 2020 State Election in addition to tabulating the votes at each of our ten polling locations.</li>   <li>✦ We have contracted with GoPetie for the new dog licensing program and we have just been able to provide the new online payment system for the coming licensing year. We hope this will make dog licensing easier, more efficient and less cumbersome for both our resident dog owners and the Town Clerk's Office. We are also hoping to work with GoPetie licensing vendor to create a one-time "WARNING" to owners of unlicensed dogs before we issue the non-criminal fine of \$50. We hope to continue to work with the Clerk Magistrate in Dedham with the expectation of reducing the number of unpaid fines. At last we finally were able to provide an option for credit card payments to our customers over-the-counter for a wide variety of purchases. This began in June 2018 and has been very successful.</li>   <li>✦ 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 been looking into a program to help manage these public record requests and have contracted with FoiaDirect as of September 2019. We have great hopes that this program will lighten the load and still allow cities and towns to comply with the Public Records Law.</li> </ul>	



**Department Information**  
**DSR1**

Department	Town Clerk/Board of Registrars
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- ✦ A Special Town Meeting was scheduled for October 28, 2019 and had 8 articles including 3 zoning amendments.
- ✦ Ethics, Opening Meeting Law, Conflict of Interest and mandatory on-line training continues to put an additional workload on the Town Clerk’s Office. With just the Open Meeting Law requirements, this office has posted almost 6800 meeting notices since the inception of this law. The 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. Then we may reach a point in which we no longer need all our very outdated typewriters. Once all programs are up and running smoothly, Massachusetts will have a statewide electronic vitals program and will be in compliance with federal regulations.
- ✦ Records Management System –The centralization of town records under the care and custody of the Town Clerk has not progressed much since we moved back into the renovated Town Hall. The basement vault that once housed most of the archival departmental records does contain those of the 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.
- ✦ FY2019 revenue totaled **\$307,512** compared with FY2018 revenue of **\$299,431**. **This represents an increase of \$8,081** over FY18 and a decrease of **\$688** over FY17.

**Department Information**  
**DSR1**

Department | Town Clerk/Board of Registrars

The following are total revenues by category for Fiscal Years 2015 – 2019

Fiscal Year	2019	2018	2017	2016	2015
General Fees	119,895.75	115,000.70	127,835.10	114,973.90	89,964.85
Liquor Licenses	94,785.10	96,376.07	92,580.00	83,720.00	86,145.00
Other Licenses	25,917.00	27,654.00	24,612.00	21,470.00	23,249.00
Dog Licenses	66,915.00	60,390.00	62,068.00	67,738.00	57,744.00
Sub Total	307,512.85	\$299,431.77	\$307,095.10	\$287,901.90	\$257,102.85
Accrued Interest	0	0	\$968.32	0	0
Public Record Request	0	0	\$137.50	0	0
<b>TOTAL</b>	<b>\$307,512.85</b>	<b>\$299,431.77</b>	<b>\$308,200.92</b>	<b>\$287,901.90</b>	<b>\$257,102.85</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. FY2020 has only two scheduled elections – The Presidential Primary on March 3, 2020 and the Annual Town Election on Tuesday, April 14, 2020. However, FY2021 has three elections and Early Voting for the State Election scheduled for FY2021. It will be one of the busiest years in the Town Clerk’s Office out of a four-year period. Early Voting requires a huge commitment on the Town Clerk’s Office in order to process each and every early ballot prior to election day!

With three elections and early voting scheduled for Fiscal Year 2021 (The State Primary on September 1, 2020, the State Election on Tuesday, November 3, 2020 and the Annual town Election on April 13, 2021 the Town Clerk/Board of Registrars budget shows an increase of \$24,760 in salaries and an increase of \$12,455 in Expenses for the total increase of \$37,215 as follows:

The increase in salary costs = \$25,285 include the following:

Board of Selectmen/Personnel Board review, step increases	
And revisions, longevity, Town Meeting	+ \$ 2,135
Temporary Department Coverage (3% increase)	+ \$1,027
Salary increase of Election Workers from 2 to 3 Elections	+ \$14,200
Early Voting Election Salary Costs	+ \$5,738
Increases in Temporary Dept. Coverage, Overtime, longevity, and program stipend	+ \$1,660
<b>Total Salaries FY2020 budget increase:</b>	<b>+ \$24,760</b>

Purchase of Service & Expenses: A total increase of \$12,455 as follows:

Department Information	
DSR1	
Department	Town Clerk/Board of Registrars
1. Repairs and Maintenance: A total increase of \$1,950 Includes the additional maintenance for 7 ImageCast Tabulators of \$1400, Poll Pad maintenance of \$500, and an increase of \$50 for typewriter maintenance.	+
\$1,950	
2. Professional/Technical (530) – a increase of \$6,460 for increased costs in binding Vitals \$150, Record Restoration \$ 300, Early Vote Memory card at \$550, and EV legal IC Coding x 2 is \$2600, and EV legal notices x 2 = \$360, and 1 additional election cost of \$2500.	
+ \$6,460	
3. Town Clerk/Elections postage (5341): an increase in postage costs for Town Clerk postage \$650, Election postage increases for Census mailing, confirmation notices, absentee ballots for a third election, Postage increased from \$.53 to \$.55 in FY20 (\$60, \$800, \$3485, and \$1475).	+ \$6,470
4. Town Clerk and Election Supplies (5420): an increase of \$ 200 and \$ 225 respectfully due to increased costs of supplies related to the third election.	+ \$ 425
5. Other Supplies – a decrease of \$3600 since no additional voting booths Were scheduled to be purchased in FY21	- \$3600
6. Election Food (5490) Food for the third election \$500	\$ 500
7. Town Clerk Dues Expenses	\$ 200
8. Town Clerk Travel expenses	\$ 50
Total Expense FY21 budget increase	\$12,455
<b>Accomplishments and Activities</b>	
<p>The major accomplishment this fall was the successful implementation of a new Public Records Access Program – FoiaDirect. The Public Records Law of 2017 named the Town Clerk the “Super Record Access Officer”. With no program on the town’s website, we were inundated with multiple requests and the 10-day business response deadline kept many departments scrambling to complete their own tasks and comply with this new law. The Town has ultimately agreed to subscribe to a program which hopefully will make life easier for both the Town and its employees. FoiaDirect has been added to the Town’s website. Departments have designated Dept Raos, Dept. Power Reviewers and Dept. Reviewers. To date there are a total of 57 town employees so designated and able to respond to multiple public record requests. This program will organize, track and report all public record requests. We are still in the beginning learning process, but feel the outcome will be positive.</p> <p>This office processes approximately 14,000 plus census forms under state law to purge the voting list. We issue over 5,000 certified copies of birth, marriage and death records annually</p>	

**Department Information  
DSR1**

<b>Department</b>	Town Clerk/Board of Registrars
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and over 500 burial permits. Burial permits, death records and birth records are now delivered electronically. This includes all death and births that occur in Needham as well as resident copies.

The new dog licensing program, GoPetie Dog Licensing System, has been installed along with their new online bill payment process. We are preparing for the 2020 dog licensing season as we learn the ins and outs of the new dog licensing program. We are currently licensing approximately 3600 dogs annually.

The Town Clerk’s Office is gearing up for the busiest 6 months period out of a four-year cycle with the Spring and Fall 2020 elections. Early Voting is being proposed for the 5 days prior to the Presidential Primary and 10 days prior to the November 2020 State Election. Nominations and petitions for state officers and ballot questions are now coming in. For example, in one day we received approximately 400 nomination/petitions of which there are spaces for 32 signatures per page. Yes, we are busy.

One last current project in the works is a proposal to the Community Preservation Committee to have the town’s marriage records from 1711 to present scanned and programmed for ease of certification issuance. We might even be able to put our index cards in the archives!

We will continue to monitor new ideas and programs that will make life easier and more efficient for both our residents and the Town Clerk’s Office.

Spending Request Recap

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$391,124		\$391,124
b) Expenses	\$66,305		\$66,305
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b>\$457,429</b>	<b>  </b>	<b>\$457,429</b>

V2021

Department Expenditure Detail DSR2																
Department				Town Clerk												
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)							
	4	3	4.6	4	3	4.6	4	3	4.6							
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count							
Union Positions:																
	BCTIA		Fire A		Fire C		ITWA	2	NIPEA		Police		Police Superior		NA	
<b>1. Salary and Wage Permanent Positions.</b>																
a.	PRD1 Salary and Wages Base							\$286,006								
b.	PRD1 Differentials (Conditions, Requirements, Shifts)															
c.	PRD1 Education															
d.	PRD1 Extra Holiday															
e.	PRD1 Longevity							\$11,304								
f.	PRD1 Snow Program															
g.	PRD1 Uniform															
h.	PRD1 Other Compensation															
i.	PRD1 Budget Adjustments							\$1,144								
							PRD1 Sub Total									
J	DSR3 Other Compensation															
							Sub Total 1		\$298,454							
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																
a.	80 Election Workers per Election - 3 elections x \$14,200 = \$42,600							\$42,600								
b.	Temporary Department Coverage \$34,225 x .03%							\$35,252								
c.	Early Voting staff & Election Workers: 8 hrs. x 5 = 40 x \$12.75 = \$510 x 11 days = \$5610 plus 2 hrs. x 5 x \$12.75 = \$127.50 + \$5610 = \$5737.50							\$5,738								
d.																
e.	DSR3 Total															
							Sub Total 2		\$83,590							
<b>3. Salary and Wage Overtime (Itemized Below)</b>																
a.	Scheduled Overtime (contractually obligated)							\$6,180								
b.	Training and Development															
c.																
d.																
e.	DSR3 Total															
							Sub Total 3		6,180							
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																
a.	Incentive Programs															
b.	Pay In Lieu of Accrued Leave															
c.	Program Stipend							\$2900								
d.	Tuition Reimbursement															
e.	DSR3 Other Compensation															
							Sub Total 4		\$2900							

Department Expenditure Detail DSR2		
Department	Town Clerk	
5. Total Salary and Wages (1+2+3+4)		\$391,124
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Repairs & Maintenance: 4 typewriters \$500, 1 Time Clock @ 200; pet registration program Annual - \$1500 18 Accuvote Machine @ 220 = \$3600 18 Accuvote Machine @ 200 = \$3600, Poll Pad x 2 = \$500	\$6,300
Rental & Leases (527X)	Rentals & Leases: Iron mt Storage = \$600, P. O. Box 920663 = 200	\$800
Other Property Related Services (529x)		
Professional & Technical Services (530x - 531x)	Binding Vitals ( 6 x \$375) = \$2250, Misc., Record Restoration \$1500, Programming/printing for 3 elections (ATE = \$6500 + \$2400 ES&S = \$8900); State Primary \$2500; State Election \$2500 = \$13,900 Early Vote Memory card Rental (2 x \$275 = \$550); ICP Coding x 2 = \$ 2600 = \$3150; EV Legal notices (2 x \$90 x 2 = \$360)	\$21,160
Communications (534x)	Town Clerk postage \$.55 X 5000 = \$2,750; Census 14,000 x \$.55 = \$7,700; Confirmation Notices (1000 x \$ .55 x 2 = \$1100); Registrars Misc. = \$250; Absentee Ballots (1000 for St. E. plus 600 x 2 elections = 2200 x .85 = \$1870); Census, sort stuff & mail (15,000 x .12 cents) = \$ 1800; Warrants x 3 elections = \$375  (5341): Wireless Monthly Fee - \$600  (5345) Misc. T.C. Printing; letterhead, envelopes, A.G. By-Laws = \$2500; vitals security paper = \$1,000 (*per 5000) = \$3500  Printing 2018 Street List \$3000; Misc. printing \$250; Census forms/Dog licenses \$1500 & Census envelopes \$650 = \$2,150;	\$28,420

Department Expenditure Detail DSR2				
Department	Town Clerk			
	Confirmation Notices \$1200, Warrants (3) x \$125 = \$375; Census compilation & mail = \$1500; Total \$8475			
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)	Other Expenses - Town Clerk Annual Bond (\$100)			\$100
Office Supplies (542x)	Office Supplies - Misc. Town Clerk Office Supplies \$1200 Misc. Supplies \$1,000, Election Supplies (3 x \$225 = \$675); misc. poll pad/Early Voting supplies = \$200			\$3,075
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 3 Elections: Morning \$500 x 3 = \$1500, Dinner \$600 x 3 = \$1800 = \$2,850; Coffee, muffins EV 10 + 5 days = 1.5 x = \$700 = \$2650			2,650
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 Country (2 dinner meetings) = \$200 Conf. Out-State - NEACTC \$350, IIMC \$900 = \$1250			\$2,650
Dues & Subscriptions (573X)	Dues & Membership- IIMC \$220, NEACTC \$40, MTCA \$160, Tri-county \$30 - \$450			\$450
Other Expenses (574 X - 579x)	Town Clerk Annual Bond			\$100
6. Total Expenses				\$66,305
<b>DSR2C</b>				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				
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 FY2021 for the	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>

Department Expenditure Detail DSR2				
Department	Town Clerk			
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"/>
				V2021

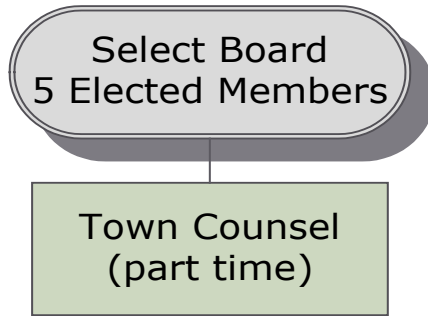


Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Town Clerk	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Town Clerk</b>									
Salary & Wage Regular	286,884.32	297,230.92	293,179.92	296,319	298,454		298,454	2,135	
Salary & Wage Temporary	60,538.16	24,404.72	64,818.45	62,625	83,590		83,590	20,965	
Salary & Wage Overtime	1,429.78	1,413.65	4,982.29	4,520	6,180		6,180	1,660	
Salary & Wage Other	2,746.36	2,911.24	4,527.53	2,900	2,900		2,900	-	
Salary and Wage Total	351,598.62	325,960.53	367,508.19	366,364	391,124		391,124	24,760	6.8%
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance	2,747.00	3,155.00	3,998.00	4,350	6,300		6,300	1,950	
Rental and Leases	446.66	558.00	562.00	800	800		800	-	
Other Property Related								-	
Professional & Technical	12,363.80	14,142.23	11,106.46	14,700	21,160		21,160	6,460	
Communications	18,778.03	19,173.47	19,805.38	21,950	28,420		28,420	6,470	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies	1,580.18	2,516.54	2,399.38	2,650	3,075		3,075	425	
Building & Equipment Repair Supplies								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies	2,819.30	925.18	3,486.29	2,150	2,650		2,650	500	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment		2,800.00	3,757.00	3,600				(3,600)	
Governmental Charges	753.75	523.13	581.25	700	700		700	-	
Travel & Mileage	1,022.90	1,378.02	1,007.47	2,450	2,650		2,650	200	
Dues & Subscriptions	408.00	400.00	455.00	400	450		450	50	
Other	100.00	100.00	100.00	100	100		100	-	
Expense Total	41,019.62	45,671.57	47,258.23	53,850	66,305		66,305	12,455	23.1%
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>392,618.24</b>	<b>371,632.10</b>	<b>414,766.42</b>	<b>420,214</b>	<b>457,429</b>		<b>457,429</b>	<b>37,215</b>	<b>8.9%</b>

### 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	Town Counsel		
Department Mission			
Provides legal services to the Town government and School Administration, including outside counsel. Attends selectmen's meetings and town meetings. Represents the Town before the courts and administrative agencies. Drafts and reviews contracts, bylaws and regulations.			
On the Horizon			
The Legal Department is a reactive department, whose mission is to provide legal support or counsel on issues and projects as they arise within the course of business in the Town and Schools. This budget funds Town Counsel and specialty counsel for activities related to subjects such as land acquisition, building projects, cable licensing, ongoing legal issues, human resources issues, contract disputes, environmental issues, title searches, Town Meeting article research and zoning issues. It funds appraisal services, stenographic services and expert witnesses services among other expenses. We anticipate services for the ongoing capital projects such as the high school expansion, equipment storage building construction and public safety buildings construction.			
Budget Statement			
The FY2021 budget request is level funded from the 2020 budget.			
Accomplishments and Activities			
Preparation of legal documents, giving legal opinions, legal representation before tribunals and state agencies, provide legal advice to the school department on procurement matters. Engaged outside counsel to represent the PPBC before the Planning Board on the Public Safety Buildings Project. Engaged outside counsel to represent the town in litigation against the DEP on water withdrawal registration, CATV matters and human resource issues.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$75,140	\$0	\$75,140
b) Expenses	\$254,000	\$0	\$254,000
c) Capital	\$0	\$0	\$0
d) [ ]	[ ]	[ ]	[ ]
e) [ ]	[ ]	[ ]	[ ]
f) [ ]	[ ]	[ ]	[ ]
g) Total DSR2 & DSR4 Request (a through f)	\$329,140	\$0	\$329,140
V2021			

Department Expenditure Detail DSR2																	
Department				Town Counsel													
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)								
	0	1	1/2	0	1	1/2	0	1	1/2								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
							x	0	0								
Union Positions:		BCTIA	0	Fire A	0	Fire C	0	ITWA	0	NIPEA	0	Police	0	Police Superior	0	NA	0
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base																
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity																
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments																
													PRD1 Sub Total	\$0			
J	DSR3 Other Compensation														\$75,140		
													Sub Total 1	\$75,140			
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.																	
b.																	
c.																	
d.																	
e.	DSR3 Total																
													Sub Total 2	\$0			
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total																
													Sub Total 3	\$0			
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	DSR3 Other Compensation																
													Sub Total 4	\$0			
5. Total Salary and Wages (1+2+3+4)											\$75,140						

Department Expenditure Detail				
DSR2				
Department		Town Counsel		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)			\$250,000	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)			\$4,000	
Other Expenses (574 X - 579x)				
6. Total Expenses			\$254,000	
DSR2C				
Capital Equipment Replacement (587X)			\$0	
7. Total Operating Budget Capital			\$0	
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	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for FY2021 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 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"/>

V2021

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

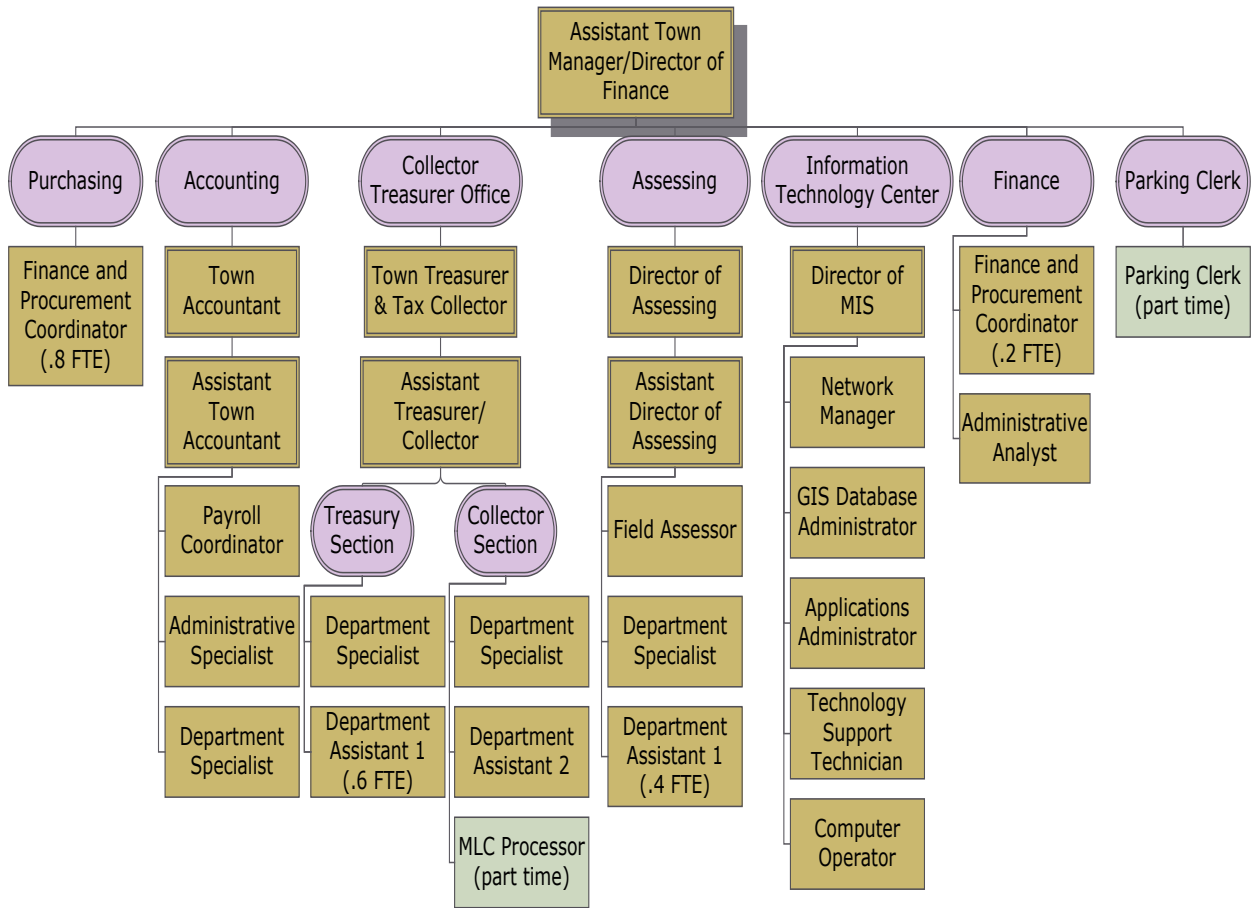
V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Town Counsel	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Town Counsel</b>									
Salary & Wage Regular	75,140.00	75,140.00	75,140.00	75,140	75,140		75,140	-	
Salary & Wage Temporary								-	
Salary & Wage Overtime								-	
Salary & Wage Other								-	
Personnel	75,140.00	75,140.00	75,140.00	75,140	75,140		75,140	-	
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance								-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical	353,511.51	289,286.64	249,596.81	250,000	250,000		250,000	-	
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			277.00					-	
Travel & Mileage								-	
Dues & Subscriptions	3,500.00	3,685.00	4,000.00	4,000	4,000		4,000	-	
Other - Expenses								-	
Expense Total	357,011.51	292,971.64	253,873.81	254,000	254,000		254,000	-	
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>432,151.51</b>	<b>368,111.64</b>	<b>329,013.81</b>	<b>329,140</b>	<b>329,140</b>		<b>329,140</b>	<b>-</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, establish fiscal internal control policies and procedures in accordance with state finance law. These policies require all departments to develop and maintain an internal control plan. All departments, boards, and committees (except the School Committee) are required to adhere to such policies and procedures.</p>	
Divisional Activities	
<p><b>Accounting:</b> The Town Accountant maintains the Town's financial records in accordance with the Uniform Massachusetts Accounting System (UMAS). The office relies upon the Town-wide enterprise financial software applications Infinite Visions (IV) from Tyler Technologies and NaviLine from Central Square. The systems provide a ledger-based system of revenue and expenditure accounts enabling the Town Accountant to control obligations and expenditures and to ensure that appropriations are not exceeded. The system also tracks payables, fixed assets, payroll, and other accounting processes.</p> <p>The Infinite Visions centralized accounting system is used by all departments including the Needham Public Schools for accounts payable, payroll and general ledger reporting. The revenue activities are maintained in NaviLine. The system has a crosswalk which makes it possible to</p>	

**Department Information**  
**DSR1**

Department	Finance Department
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upload a daily summary from NaviLine to Infinite Visions. This is a manual task that is done daily so cash receipts and commitments can be posted 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 and the monies are required to be recorded as encumbrances. Once encumbered, these funds are not available to support 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 this budget submission, the accounting department was fully staffed. The division's goal for the remainder of FY2020 and for FY2021 is to continue to cross train the employees so the workload will not be compromised if an employee becomes 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 timelier. The division will have quarterly meetings with the various departments about concerns and difficulties that may be encountered with payroll and account payable processing. The accounting staff will attend the Tyler User Group Conferences and Webinars to enhance our knowledge of the system. The Town is considering a major software change for its revenue applications as soon as FY2022, which will impact the division's workload.

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

FY2021 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 2019. Once again, this upsurge in the sale prices of the single family home market appears to be driven by upwardly spiraling land values. To some extent this seems to be affected by bidding between buyers, who are looking to buy and live in older homes, as opposed to builders, who are out to remove and replace those structures. Many buyers are also seeking "refuge" in Needham from astronomically high prices, as well as being outbid multiple times, in some neighboring towns. They see a \$750,000 "bargain" here that was \$900,000 elsewhere. Since this hypothetical property is currently assessed at \$650,000, the upward pressure on values, which must reflect the market, is inevitable. The only segment of the market that appears to be slowing is the "First Generation" McMansions that have lost some of their resale value in recent assessing cycles. In recent months this "weakness" in the market also seems 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 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 will be reflected in the FY2020 residential values.

It is this surge in new construction, and the accompanying need to enter this data into our new

**Department Information**  
**DSR1**

Department	Finance Department
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computer-assisted mass appraisal (CAMA) system, that is the reason for the FY2021 increase in related services. This allows 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 residential market review for adjustment of the FY2021 values will be, for the most part accomplished in house by inspecting all properties that changed hands in 2019 to confirm that the physical information, as well as the description of the condition of the property in our database, is up to date.

The biggest change for the assessing function in many years that began in FY2019 and will carry over into FY2021 is the switch by the Community Software Consortium's (CSC) "State CAMA System" to Tyler Technologies IASworld CAMA system. After several well served decades; the State CAMA system reached a point where it needed to be totally rewritten or abandoned. After extensive review and consultation between the representatives of CSC member communities and MassIT, Tyler was selected, and a very favorable contract for the 40 members that will be converting was negotiated. The State will be assuming the nearly \$2,000,000 in conversions costs, the largest share of which is Needham's, for the 40 communities moving to the new system. The contract, while calling for higher annual expenses than the unrealistically low CSC dues Needham has paid for years, holds the costs in line for ten years going forward. Once the new valuation system is fully implemented, the Department of Revenue will require some type of review to determine that the valuation model from the prior system has been correctly carried over to the proposed values in the Tyler IAS World system. The Department of Revenue has yet to opine on how extensive they want this review to be in terms of requiring review by outside vendors. This potential one-time expense as well as the more involved review by our personal property vendor, due to the new requirements triggered by the 5 year assessing cycle, are the two primary drivers of our increased Professional and Technical budget request for FY2021. The learning curve for the Assessing staff as well as the staffs from the Information Technology Center, Treasurer/Collector, and Accounting will no doubt be steep over the next few years. The conversion will invariably pose multiple challenges that these divisions must be ready to adapt going into fiscal years 2021 and 2022.

Despite the use of no outside legal consulting services in 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. Unfortunately, the Needham resident who served as our consultant, on terms very favorable to the Town, passed away last summer, so should legal consulting services be required in FY2021, as a result of the value changes from the FY2020 revaluation, there will be greater expenses involved.

As per standard practice, buyers of property will also be sent questionnaires to confirm the terms of their sale and establish whether they are in fact "arms-length" market transactions. All the information gathered will be subjected to in depth statistical analysis by the Department of Revenue prior to certification of the FY2021 values. 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", the Division of Local Services and Bureau of Accounts remaining personnel will be challenged to certify tax rates in a

**Department Information**  
**DSR1**

Department	Finance Department
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timely manner. This will, likely, push cities and towns to submit their data for review earlier in the cycle than ever before. The streamlining and updating of the DOR's "Gateway" system rolled out in FY2017 seems to be improving state approval of the multiple forms necessary to setting the tax rate. This new format will hit full stride for FY2020 and will hopefully 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. The purpose of these inspections, in addition to maintaining accurate data for our records, is to use the information to calculate New Growth for the following fiscal year. Accurate and timely compilation of New Growth is an essential part of establishing the 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 industrial park has potential to continue its acceleration during calendar years 2019, 2020, and 2021 as planning and execution of the rehab of the former General Dynamics office properties into commercial, broadcast, hotel and residential space moves forward. This will further enhance tax revenue in the commercial/industrial realm. The impact on overall rents in Needham Crossing due to facilities revitalization and the completion of the "add a lane" project, with its Kendrick Street ramp, will also most likely be positive, due to increased accessibility to the area in FY2021.

A third element of the value triad consists of business personal property. The primary job of the office, in this area, is to annually discover and list new accounts and update changes to existing accounts. This is accomplished in large part through the mailing of forms to all business owners, who are required to list their assets. These forms are then reviewed by office staff and, in the case of some the more complicated returns, an outside vendor is retained, to determine the value and taxability of the listed items. The staff also does onsite visits to many businesses during the year to verify the listings of assets submitted. The large amount of New Growth, bolstered in recent years by strenuous collection efforts from "High Tech" establishments in the park, are likely to be significantly enhanced by the equipment sure to be housed in the projects mentioned above if the \$20+ million dollar boost to the personal property total from recent data storage facilities is any indication of what is to come. 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.

Fortunately, Needham, never seriously affected by the trends brought about by the economic downturn prevalent in much of the Commonwealth a decade ago, has seen, as previously mentioned, an ongoing upward spiral in residential sale prices. Median residential sales prices, which began to rise dramatically in the second half of calendar 2013, have continued to advance in 2019. 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

**Department Information**  
**DSR1**

<b>Department</b>	Finance Department
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norm, into calendar 2020, is yet to be seen. The minor upward adjustments to vacancy and expense rates, necessary to reflect a slight downward turn in the commercial realm several years ago, have been eliminated, thereby increasing values of established properties slightly, for the 6th year in a row, in what appears to be a stable commercial/industrial sector.

Passage of the Municipal Modernization Act has triggered several changes in the manner which the Assessor’s office conducts its business. First and foremost, was the move from the three year recertification cycle to a five year recertification cycle statewide. This will, on the positive end of the spectrum, relieve the frenetic triennial recertification activity and stress on the entire staff. Conversely, great care must be taken to reflectively adjust values annually over the longer five-year revaluation interval in order to avoid huge swings in town wide values when the recertification years roll around and major value realignments become necessary to meet 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 approach the finalization our FY2020 recertification year values.

The Act also consolidated past and present Overlay Account balances into a single account. Previously there were separate Overlay Accounts for each fiscal year, and a surplus in one year could not be used to cover a deficit in another year without jumping through a complicated series of legislative hoops. This revision, on the plus side, will make settlement of large cases, involving multiple tax years, much easier in terms of paperwork. A perfect example of this is the settlement that has been negotiated to resolve the long running dispute between many telecom companies and the Department of Revenue Commissioner over values established for the cities and towns by the Commissioner. Prior to this legislation, settlement monies would have had to been drawn from Overlay Accounts covering several different years, assuming there were balances remaining. Now any settlements monies have been drawn from the consolidated account, regardless of settlement year. The other side of the coin will be the extra vigilance to be sure that potential liabilities (i.e. unpaid taxes for individual years and possible adverse ATB decisions) against the single Overlay Account are accounted for on an annual basis. The Governor’s initiative has also provided a uniform date of April 1st annually for the filing of most applications for statutory exemptions that had previously had floating dates dependent on multiple factors. This will avoid confusion for both taxpayers and staff members.

As always, the office will process upwards of 30,000 vehicle excise bills from information provided by the Commonwealth while handling the numerous applications for real estate and excise abatement. Additionally, a myriad of Elderly, Veteran, CPA and Blindness exemptions as well as property tax deferral requests and numerous requests for general information will be handled throughout the year.

**Collector:** The Tax 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. Therefore, it is incumbent upon the Collector to make sure all billing of Real Estate, Personal Property, Motor Vehicle, and Water and Sewer and Miscellaneous Receivables is done timely and accurately.

The Collector is 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 she is found liable for any loss, the

**Department Information**  
**DSR1**

<b>Department</b>	<b>Finance Department</b>
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surety company will look to the Collector and her personal assets for reimbursement. It is therefore incumbent upon the Collector/Treasurer to pursue all outstanding accounts to secure these amounts owing the Town of Needham.

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

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

The Town established the Elderly and Disabled Taxation Fund (EDTF) at the November 12, 2003 Special Town Meeting, authorized under Chapter 166 of the Acts of 1998. This allows the Tax Collector to include an insert with the bills so residents and taxpayers may make voluntary contributions to the fund. The awards from the fund are overseen by a five-member Elderly and Disabled Taxation Aid Committee. The committee consists of the Town Treasurer, a representative for the Board of Assessors, and three citizens appointed by the Board of Selectmen. To date, the Committee has awarded 505 grants for a total of \$205,700. The Town also established a local match program, the Property Tax Assistance fund, approved at the 2009 Annual Town Meeting, to which funds are appropriated by Town Meeting for the purpose of providing additional tax assistance and to encourage donations to the EDTF. This program is administered by a similarly structured committee. Since its inception the Property Tax Assistance committee has awarded 281 grants for a total of \$189,671.

The Town also offers a Property Tax work off program whereby a resident can work for the Town, and the compensation earned is applied as a credit to their real estate taxes up to \$1,000, depending on the number of hours worked. At the 2014 Annual Town Meeting the body voted to establish the Veteran's Property Tax Program which will be similar to the Property Tax Work off program but is for eligible veterans.

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

During FY2020, the Collector will be working with the Assessing division to implement the new real estate assessing package. All real estate and personal property bills are based on the value of the property as determined by the Board of Assessors and certified by the Department of Revenue. Therefore, the new software needs to integrate with the Town's billing and collections software.

**Department Information**  
**DSR1**

<b>Department</b>	Finance Department
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In anticipation of this change the Collector has attended several demonstrations of collection software and is preparing with other members of the Finance Department to draft a Request for Information to be followed by a formal bid.

**Information Technology Center (ITC):** As During FY2019 the Information Technology Center continued its support of Town (non-School) Department technology hardware, software, services, and systems. Fiscal year 2019 has seen a significant growth in Information Technology Users due to a desire by the Town to have better communication with all Town employees. The Information Technology Center has been on a yearlong project of adding all employees to the email system (Microsoft Outlook) while at the same time transitioning 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. 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. During the fiscal year members of the Information Technology Center were involved in several building projects that were managed by the Building Design and Construction Department. These projects, the Memorial Field House, the Jack Cogswell Building, the Public Safety Buildings, and the Sunita L. Williams Elementary School had their beginnings and ends across multiple fiscal years; however during fiscal year 2019 all four were in some phase that required meetings or communications between the Information Technology Center, the Building Design and Construction Department, and the School's Information Technology Services group when needed. Efforts are being made 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.

Specific to the members of the Information Technology Center the Network Manager continued his work on upgrading and strengthening the Town's network. The current Public Safety Building and Fire Station 2 construction were major drivers during FY2019 and will be over the next couple of fiscal years for upgrades and enhancements to network security, resiliency, and redundancy. The Network Manager during FY2019 worked out the design for the security of the Public Safety Building along with providing suggestions to the architect and technology consultants on the technology needs for the building. The Applications Administrator and Computer Operator have continued to support enterprise applications, such as revenue and general ledger applications, the Town's web site, plus provides support and training both individually and with groups for desktop and web-based applications. Many departments are looking for support from the Applications Administrator due to the desire of other departments to use technology to enhance their processes.

The Technology Support Technician throughout the year continued to be an important asset within the ITC taking on day to day actions and requests as well as developing additional ways to make ITC 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

Department Information DSR1	
Department	Finance Department

been previously performing. The Technology Support Technician helped in the development of a ticketing system that has been in the testing phase throughout FY2019 with plans of making the application available to all employees in FY2020. During FY2019 The Geographic Information Systems (GIS) Administrator was relocated to the Public Services Administration Building to better coordinate services and projects within between the GIS Administrator and the Department of Public Works. 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.

Over the past ten to twelve years the Information Technology Center has worked to design and develop a network and infrastructure for Town buildings that are representative of the needs of the employees and the citizens. Each building project included technology which the replaced building never had, so moving forward the Information Technology Center will need to support and assist the workers who use it and the citizens that benefit. The Town's by-laws centralize technology such as software to the Finance Department's budget which has and will place future demands that drive cost which likely will be higher than usual five percent. These requests will 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.

**Parking Clerk:** The Office of the Parking Clerk processes appeal requests of parking tickets online, in person, and by mail. Appeal statements are reviewed and investigated promptly, and appellants are provided with written notification of appeal results. The office also prepares and processes hand written tickets so that the information will be available to the collection office. Ongoing liaison is maintained with Treasurer's office staff, Police and the Highway Departments. Enforcement issues, signage and meter problems are identified and resolved through frequent inspections and inter-departmental communications. The Parking Clerk also provides weekly reports to administration and supports the Parking Committee mainly to review of overnight permit application requests.

**Purchasing:** The primary function of the Purchasing division is to ensure that all purchased goods and services are made in accordance with public procurement procedures which must be followed pursuant to the applicable Massachusetts General Laws, and in a manner that secures the best value of 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 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.

**Treasurer:** In FY2018 the Treasurer's office, working with a third party provider, began offering electronic payment options to the Town's vendors. There has been a great deal of interest by management and the goal is to eliminate most expense checks processed and sent to vendors.



**Department Information**  
**DSR1**

Department	Finance Department
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This should reduce, if not eliminate, the printing, stuffing, and mailing of expense checks. This will reduce the postage costs associated with the mailing and the staff time involved with these processes.

In FY2019, investment income improved as interest rates have risen. General fund interest increased from \$434,310 in FY2018 to \$979,649 in FY2019. Fiscal year 2020 shows a slight slowing but remains consistent. 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 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.

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 \$6 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.

In 2019 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. At the beginning of FY2020 the implementation of the pilot program has been finalized.

During FY2019, the Treasurer issued \$64,880,000 in Bond Anticipation Notes and \$31,000,000 in Bonds which included a premium of \$1,854,900.96. Due to a change in legislation regarding how premiums may be used, the Town was able to offset \$1,745,330.96 in premium received against the Sunita L. Williams Elementary School project. This not only reduced the amount to be borrowed but reduced the amount of debt service to be assessed to Needham Tax Payers as a result of the override. The balance of the premium was used to pay debt issuance costs.

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

Department Information DSR1	
Department	Finance Department
Budget Statement	
<p>The <b>FY2021 base budget submission is \$3,356,843</b> which is a change of \$191,897 (6.1%) over the current budget. The current budget is inclusive of \$26,081 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 2019, and a general wage increase for non-represented employees. Although there may be some individual line item changes in the different divisions, the changes are reviewed below on a department wide level, some changes are due to a reallocation of existing funds from one object line to another, so the expense is linked to the account that best describes its purpose. The Finance Department's base budget also includes a significant increase in software license expenses. As the Town's growing need to integrate technology into everyday operations, the cost continues to grow faster than the budget overall. There is also an additional \$229,200 requested through three DSR4 submissions, one network security upgrades, another for application tracking software for Human Resources, and a third for a summer intern in the ITC division. Including the three DSR4 requests, the department budget submission is \$421,097 over the current budget of \$3,164,946 or 13.3% higher. 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 \$ 2,100,223 is <b>\$59,032</b> higher than the current budget of \$2,041,191, an increase of 2.9%, after accounting for the transfer from the Classification, Performance, and Settlements budget line by the Town Manager to reflect the changes to non-represented employee salary schedules and the merit raises. The number of benefit eligible FTE's for FY2021 is 24, which is the same as FY2020. The department also relies on the services of two other part-time positions that work year-round but are not eligible for Town benefits. As stated previously, there is one DSR4 request for a summer intern. Including the DSR4 request, the total increase for personnel is \$61,932 or 3.0% over the current year.</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 for FY2021, which was approved at the October 10, 2018 Special Town Meeting.</p> <p>The request also includes step and longevity increases, if applicable, for the five (5) non-represented positions. Funding also includes two (2) non-benefited part-time positions, one is the Parking Clerk, and the other is an administrative support position in the Collector/Treasurer office. The wages are all based on the FY2020 classification and compensation plans. Merit pay increases for managers, if any, for FY2021 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 \$6,138, which is a decrease of \$358, or 5.5% less than the current FY2020. The \$27,023 allocation for overtime is \$10,358 more than FY2020. The increase is due to the ITC division as the day-to-day demands has more work being done after the standard business day. The \$358 increase for the parking clerk was offset by the reduction in temporary and part-time wage reduction. The overtime allowance for the Accounting, Assessing, Collector, Parking Clerk and ITC offices has been submitted at \$10,000, \$1,030, \$1,000, \$4,993, and \$10,000 respectively. Other salary and wage expenses include tuition reimbursement, payment in lieu of vacation, and a stipend, are budgeted at \$32,839, an increase of \$6,863.</p>	

Department Information  
DSR1

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

The fiscal year 2021 submission of \$1,161,620 is **\$117,865** higher than the current appropriation of \$1,043,755 or 11.3% more. The major driver for this increase is technology related, software licensing specifically, the increased expense for software use and support fees for FY2021 is \$102,090 or approximately 87% of the total increase. Other line items have either had no change or minor increases.

As stated, the driving force in the higher than usual increase in the Finance Department operating budget is due to a higher licensing expenses, as well as increased reliance on outside consultants, and communication services. The increase in licensing fees is a direct result of the Town's concerted effort to engage in cloud services for backup and business continuity, and enhanced security and redundancy.

The Information Technology Center is working with the Building Department, Public Works, and Health Department to design and put permits online. There is a reuse of budget dollars for the current on-premise permitting application to the new online application (Viewpoint Cloud), but there is also an increase cost of \$20,000 to utilize the application by all permitting departments. The application allows the Town to bring online all departments that issue property related permits, licenses, and certificates.

There is also an increase of \$15,000 for Microsoft Office 365 for 65 additional licenses. Last year the ITC purchased two types of Microsoft Office 365 licenses, one type for local on-premise licensing and a second for online licensing. It has become apparent that the online Office 365 applications are not as robust a product so we must upgrade to the on-premise licensing for those users to Office 365.

There is an \$11,000 increase in communications expense for the ITC division. There is a need to develop multiple pathways for redundancy and resiliency between buildings as well as out of buildings to the internet with specific need for Public Safety to have access to State and Federal agencies. This is being developed with technology that monitors the network traffic to determine what pathway is the best use. In the case where a building might go offline the technology finds a different pathway to communicate between buildings or find access to the internet. This requires that there be multiple ISP providers each with static IPs. There will be a greater expense for the upgraded Comcast lines with additional IPs at Town Hall and the public safety buildings as well as the Verizon FIOS and Verizon Wireless each with additional IPs to Town Hall and the public safety buildings. Town Hall would continue using RCN fiber and internet access as its primary ISP. Eventually the Rosemary Recreational Complex, Public Services Administration Building, and Fire Station 2 will have Comcast, Verizon FIOS, and Verizon Wireless lines with the Center at the Heights having a Verizon FIOS line. Another reason for the increase to the line item is enhancements to the Zetron and alarm bell system between Fire Station 1 and Fire Station 2. In its current form it is running on a copper wire network that historically has been maintained Comcast. That copper wire network is being abandoned by Comcast and is being replaced with updated technology that will run on the Town's network. Because of that the Information Technology Center will need to use additional IP addressing for communication between the Fire Station switching. The system requires redundancy and resiliency to ensure it is always operational.

The Town over the past two fiscal years has procured and installed six new multi-function printer/copiers and because they are on a maintenance plan with quarterly payments which

**Department Information  
DSR1**

<b>Department</b>	Finance Department
-------------------	--------------------

include consumables, we determine that the expense type is better reflected as maintenance agreements. An additional \$1,000 was also moved from the repairs and maintenance line item because it was showing there but that line item was never used. The dollars a better represented in the maintenance agreement line item.

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 FY2021. The table below shows the various dollar changes from FY2020.

Expense	Division	Description	Change from FY2020	Comment	Net Change
Repairs and Maintenance	ITC	Technology Hardware Agreements	2,800	Increase cost for Dell technology equipment maintenance due to pricing and number of units	<b>\$26,900</b>
	ITC	Technology Hardware Agreements	27,000	Shift of \$27,000 from computer supplies and equipment due to reflect the increase in the service contract for the six multiple printers and the use of printer fulfilment vendors.	
	ITC	Mailing Equipment Maintenance Contracts	300	Due to an anticipated increase in the maintenance agreements contract.	
	ITC	IBM Servers	(3,000)	Lower expense for IBM technology equipment maintenance due to pricing and number of units.	
	Assessing	Repair and Maintenance Agreements	(200)	Funds transferred to other supplies and equipment for the division expense	
Professional and Technical Services	Accounting	Employee Training	300	Accounts Payable staff member to attend the annual UMAS training.	<b>\$107,870</b>
	Assessing	Software Fee	16,845	Annual licensing and support fees for the new computer-assisted mass appraisal (CAMA) system.	
	Assessing	Property Valuation Services	(20,895)	Onetime expenses related to the state required five year reevaluation process.	
	Assessing	Legal Services	950	Increase allowance for ATB preparation and defense.	

Department Information DSR1						
Department		Finance Department				
	Collector	Contractual services	5,000	Increase in ambulance collection service fees which are based on percentage of collections		
	Collector	Contractual services	1,000	Increase in credit card and electronic payment fees. Implementation of payment at time of residential drop off at RTS.		
	Collector	Professional Training and Seminar Charges	1,025	Increase registration fees for staff training.		
	ITC	Software Licenses	67,090	Increase in annual fees for existing applications		
	ITC	Software Licenses	15,000	Microsoft Office 365 is for 65 additional licenses.		
	ITC	Software Licenses	20,000	Online permitting application ViewPoint Cloud.		
	Parking Clerk	Contractual services	975	Increase in parking ticket processing services new contract and increased in number of tickets.		
	Treasurer	Legal	1,000	Allowance for Bond Counsel expense not covered by debt issue.		
	Treasurer	Contractual services	(420)	Bank rating subscription expense now carried under dues and subscriptions.		
Communications	Accounting	Postage Expense	50	Based on increased expense.	\$7,195	
	Assessing	Postage Expense	(1,500)	Based on lowered expense		
	Assessing	Printing and Mailing	(1,400)	Declining expense allocation transferred to other supplies and equipment for onetime expense.		
	Assessing	Legal Notice	(100)	Legal notice expense for FY2020 related to five year reevaluation process.		
	Collector	Post Office Box Calling Fee	500	Transfer the expense from other services to communications.		

Department Information DSR1						
Department		Finance Department				
	Parking Clerk	Printing, Mailing and Postage Expenses	(55)	Reduced based on history.		
	Treasurer/Collector	Courier Service	200	Increased reliance on next day courier service delivery,		
	Treasurer/Collector	Printing, Mailing and Postage Expenses	(1,500)	Changes made over the past couple of years allow for a continued reduction in these expenses.		
	ITC	Wireless	1,500	Verizon Wireless Charges		
	ITC	Cable Internet	9,500	Increase charges for redundancy and system reliability		
Other Purchased Services	Treasurer	Armor Car Service	100	Projected increase in annual cost for service.		\$100
Office Supplies	Treasurer	Office Materials	300	Increase based on usage.		\$300
Other Supplies and Equipment	Assessing	Computer Supplies and Equipment	2,000	The increase is for equipment to be used while conducting property inspections. The increase is partly offset by reduction and transfer of 200 from repairs and maintenance and 1,400 from communication expenses		(\$24,300)
	Treasurer	Parking Permits	700	Increased cost for the permits; increased number of sales		
	ITC	Computer Supplies and Equipment	(27,000)	Transferred to the repairs and maintenance repair account which more accurately reflects the type of contract with the copier vendor.		
Travel and Mileage	Assessor	Conference Travel and Mileage	715	Based on projected spending to this point and the need for Field Assessor's need to complete two courses for certification in FY2021.		\$415
	Parking Clerk	Mileage	(100)	Eliminated allocation based on history.		

Department Information DSR1						
Department		Finance Department				
	Purchasing	Mileage	150	Increased attendance at monthly meetings and site visits. Attendance at Massachusetts Association of Public Purchasing Officials (MAPPO)		
	Treasurer/Collector	Conference Travel	(350)	Decrease based reflects a change in the Central Square user group training location.		
Dues and Subscriptions	Assessor	Annual Dues	(900)	Community Software Consortium		(\$615)
	Finance Director	Annual Dues	(15)	Lowered the allocation for dues.		
	Treasurer	Bank Rating Subscription	300	Expense previously carried under professional services moved to more accurately reflect the expense type		
<b>TOTAL</b>						<b>\$191,897</b>

**Operational Capital**

The FY2021 base submission is \$95,000 or \$15,000 more than FY2020. 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.

Because of the increased number of Information Technology Users (ITU) over the past several years there is a greater demand for hardware and hardware replacement. Over the years the Information Technology Center has seen our annual replacement of desktops go from 20 to over 50 a year which does not include tablets, iPads, and laptops. Furthermore, with the sunsetting of Microsoft support of the Windows 7 operating systems the Town is pressed to replace even more of these items. Many of the Town’s desktops last five to seven years and with more online collaboration and use of the hardware become bloated with all kinds on items that eventual limit the processing power and render then sometimes useless. Also because of the increase in buildings over the years there has been a need to replaces more switches as well as trying to develop redundancy in switching for fail over purposes.

Expense	Division	Description	Change from FY2020	Comment	Net Change
Operating Capital	ITC	Technology Equipment	15,000	Shift to Windows 10 has caused an increase in hardware upgrades of older computers.	\$15,000

**Other Requests for Funding (DSR4):**

The Finance Department is submitting three DSR4 forms for FY2021, all three submitted by ITC. Two requests involve new systems, one for improved network security and the other for an Applicant Tracking/Management application requested by Human Resources. The third is for a summer intern for the ITC. The network security request is for \$218,800 and the request from

**Department Information**  
**DSR1**

Department: Finance Department

Human Resources is for \$7,500. The Intern request is for \$2,900. Additional information and justification for each of the requests is included in the DSR4's.

**Other Funding Resources**

Although the Finance Department must track and account for numerous revolving funds and grants, it does not have any for its own operations. All monies generated by the department go to the general treasury. No position in the Finance Department is funded by a revolving fund, but the department has used the services of senior volunteers in past years.

**Accomplishments and Activities**

Accounting Division Recap

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

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

Results:

Year	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
FY15	88%	87%	90%	89%
FY16	90%	90%	91%	90%
FY17	91%	90%	92%	92%
FY18	93%	93%	94%	94%
FY19	94%	95%	95%	95%

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

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

Results:

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%

**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.



**Department Information**  
**DSR1**

Department | Finance Department

Results:

Fiscal Year Audited	Comments	Prior Year Comments
FY2014	1	1
FY2015	3	1
FY2016	4	1
FY2017	4	2
FY2018	4	0

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, 2014. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,003 properties were inspected. The amount of New Growth certified by the Department of Revenue for **FY2015** was \$222,499,179 (\$105,086,051 was residential property)

One hundred percent of the permits issued by the building department that had progressed to the point of adding value to the property 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 Information  
DSR1**

<b>Department</b>	Finance Department
-------------------	--------------------

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).

(Continues on Next Page)

Approximately 90% 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, 2019. This was the statutory deadline for the collection of New Growth information for the following fiscal year. A total of 1,835 properties were inspected. The estimated New Growth for **FY2020** 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 10,740 Real and Personal property accounts billed in **FY2014**, the value of 22 of those properties, or 0.20% saw changes in their value through the abatement process vs 0.56% in FY2013. The average adjustment in tax dollars for FY2014 was \$5,033 vs. \$2,184 for FY2013.

Of the 10,701 Real and Personal property accounts billed in **FY2015**, the value of 38 of those properties, or 0.35% saw changes in their value through the abatement process vs 0.20% in FY2014. The average adjustment in tax dollars for FY2015 was \$2,626 vs. \$5,033 for FY2014.

Of the 10,755 Real and Personal property accounts billed in **FY2016**, the value of 29 of those properties, or 0.27% saw changes in their value through the abatement process vs 0.35% in FY2015. The average adjustment in tax dollars for FY2016 was \$15,041 vs. \$2,626 for FY2015.

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

**Department Information**  
**DSR1**

<b>Department</b>	<b>Finance Department</b>
-------------------	---------------------------

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.

Other Assessing Accomplishments and Activities

As a member of the Community Software Consortium Board of Directors, Needham was also a Beta town that was part of a team that collaborated with the staff of MassIT, Tyler Technologies and the DOR's Division of Local Services IT bureau in conjunction with the two other beta towns. The staff of our office has 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 37 towns in the process of converting to the IAS system. As a result of the improvements to the software made through the beta testing process, several the current Massachusetts users of an older Tyler system are requesting conversion to the product that has emerged from this process.

The office also took part in negotiations with NBC Universal to determine the amount of business personal property that resulted in a very significant amount of tax revenue that will be coming into the Town's coffers for the foreseeable future.

The Assessor's office also managed to resolve a dispute with the Town's highest value property for less than 20% of the \$772,000 tax dollars sought by the appellant in two ATB filings.

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.

**Department Information  
DSR1**

**Department** Finance Department

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

Fiscal Year	2015	2016	2017	2018	2019
Escrow Service Payments	17,146	17,689	17,786	22,700	15,936
Customer Payment by Check/Cash	52,317	52,666	50,823	44,066	52,803
Customer Payment by ACH	1,085	1,447	2,595	2,264	2,801
<b>Total Payments</b>	<b>70,548</b>	<b>71,802</b>	<b>71,204</b>	<b>69,030</b>	<b>71,540</b>
<b>Total Payments by Customer</b>	<b>53,402</b>	<b>54,113</b>	<b>53,418</b>	<b>46,330</b>	<b>55,604</b>
<b>Percentage of Customer Payments by ACH</b>	<b>2.03%</b>	<b>2.67%</b>	<b>4.86%</b>	<b>4.89%</b>	<b>5.04%</b>
Escrow Service Amount Paid	\$40,622,619	\$42,818,683	\$44,942,065	\$47,546,434	\$46,402,811
Check/Cash Amount Paid	\$79,405,898	\$80,647,691	\$85,040,081	\$92,296,018	\$101,581,374
ACH Amount Paid	\$1,256,871	\$1,466,323	\$2,479,183	\$1,903,280	\$2,560,083
<b>Total Amount Paid</b>	<b>\$121,285,387</b>	<b>\$124,932,697</b>	<b>\$132,461,329</b>	<b>\$141,745,732</b>	<b>\$150,544,268</b>
<b>Total Amount Paid by Directly by Customers</b>	<b>\$80,662,768</b>	<b>\$82,114,014</b>	<b>\$87,519,264</b>	<b>\$94,199,298</b>	<b>\$104,141,457</b>
<b>Percentage of Amount Paid by Customers via ACH</b>	<b>1.56%</b>	<b>1.79%</b>	<b>2.83%</b>	<b>2.02%</b>	<b>2.46%</b>

Utility Payments (Water and Sewer Service)

Fiscal Year	2015	2016	2017	2018	2019
Customer Payment by Check/Cash	30,253	28,287	27,701	25,997	25,533
Customer Payment by ACH	8,688	8,320	8,245	8,588	8,454
Customer Payment Online	2,235	3,046	4,433	5,552	6,635
<b>Total Payments</b>	<b>41,176</b>	<b>39,653</b>	<b>40,379</b>	<b>40,137</b>	<b>40,622</b>
<b>Percentage of Payments by ACH or Online</b>	<b>26.53%</b>	<b>28.66%</b>	<b>31.40%</b>	<b>35.23%</b>	<b>37.14%</b>
Check/Cash Payment Amount	\$12,221,402	\$11,933,730	\$11,480,767	\$10,698,751	\$10,299,780
ACH Payment Amount	\$2,605,203	\$2,476,178	\$2,475,747	\$2,531,418	\$2,633,760
Online Amount Paid	\$662,902	\$890,654	\$1,502,689	\$1,854,878	\$2,249,617
<b>Total Payment Amount</b>	<b>\$15,489,506</b>	<b>\$15,300,562</b>	<b>\$15,459,203</b>	<b>\$15,085,047</b>	<b>\$15,183,157</b>
<b>Percentage of the Amount Paid by ACH or Online</b>	<b>21.10%</b>	<b>22.00%</b>	<b>25.74%</b>	<b>29.08%</b>	<b>32.16%</b>

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

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

Measure: Needham average investment yield compared to MMDT index.

Results:

Needham average investment yield for **fiscal year 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%

**Department Information  
DSR1**

<b>Department</b>	<b>Finance Department</b>
-------------------	---------------------------

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 %

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

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

Results:

Percent change in the year-end delinquent tax receivables for FY2016 increased by 0.12% compared to FY2015, only then to decrease by 0.08% for FY2017. The year-end delinquent rate for FY2018 declined by 0.01%. The year-end delinquent rate for FY2019 increased by 0.27% compared to the prior year.

<b>Year</b>	<b>1<sup>st</sup> Qtr</b>	<b>2<sup>nd</sup> Qtr</b>	<b>3<sup>rd</sup> Qtr</b>	<b>Year End</b>
FY2015	1.31%	2.22%	1.47%	0.55%
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%

\*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.

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.

**Department Information**  
**DSR1**

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

- (FY2015) Public Safety – 2210.0 out of 2,218.5 = 99.62%
- (FY2016) Public Safety – 2,227.0 out of 2,227.0 = 100%
- (FY2017) Public Safety – 2,219.0 out of 2,219.0 = 100%
- (FY2018) Public Safety – 2,205.0 out of 2,210.0 = 99.77%
- (FY2019) Public Safety – 2,223.0 out of 2,227.0 = 99.82%

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

- (FY2015) 2,218.5 out of 2,218.5 = 100%
- (FY2016) 2,227.0 out of 2,227.0 = 100%
- (FY2017) 2,219.0 out of 2,219.0 = 100%
- (FY2018) 2,210.0 out of 2,210.0 = 100%
- (FY2019) 2,225.0 out of 2,227.0 = 99.91%

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

- (FY2015) 2,218.5 out of 2,218.5 = 100%
- (FY2016) 2,227.0 out of 2,227.0 = 100%
- (FY2017) 2,219.0 out of 2,219.0 = 100%
- (FY2018) 2,210.0 out of 2,210.0 = 100%
- (FY2019) 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:

- FY2015: 0 hours were proposed, and no hours provided.
- FY2016: 50 hours were proposed, and the department provided 129 hours.
- FY2017: 50 hours were proposed, and the department provided 30 hours
- FY2018: 50 hours were proposed, and the department provided 30 hours
- FY2019: 50 hours were proposed, and the department provided 30 hours

Other Information Technology Center Accomplishments and Activities

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

During Fiscal Year 2019 the department finalized the upgrade to the Town’s data centers. The second, currently located at the Public Services Administration Building, of the three data centers upgrade was finished before the end of December 2018.

The department has been involved in many software projects during Fiscal Year 2019. A major upgrade was done to Microsoft Office by moving to Office 365 which is a cloud based licensing model. This is the model that Microsoft is moving to on multiple products which requires annual payments for products where in the past payments for products were only made as one time purchases. Other software that involved the Information Technology Center

**Department Information  
DSR1**

Department	Finance Department
------------	--------------------

was an major upgrade to the Town’s web site; assistance to the School Department with a procured time card system; assistance to both Town and School with Affordable Care Act processing; the installation and testing of a ticketing system, TrackIT, for use by the Information Technology Center to manage service requests; assisting the Town Clerk in transitioning to a new online dog registration, GoPetie, application; upgrades to the fleet maintenance application; assisting Fleet Maintenance in a GPS trial using Verizon Fleet Management; updates and training with Recycling and Transfer Station software, PC Scale; assisted Building Design and Construction with a lighting control project and the Needham High School; worked with Public Works Engineering on the West Street intersection

The Information Technology Center assisted with the installation of multi-function printers and Town Hall and the Public Services Administration Building; refresh multiple public safety mobile devices for both Police and Fire; setup tablets and laptops for Building Maintenance trades people to access building monitoring systems and work order application; assisted in security projects at the Snow Operations Office, Recycling and Transfer Station, and Rosemary Recreation Complex.

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

Parking Clerk Division Recap

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

Measure: Number appeals over number of parking tickets issued.

Results:

	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
Parking Tickets	5,116	5,047	3,988	5,382	6,074
Appeals	473	369	318	432	479
Appeal %	9.2%	7.3%	8.0%	8.0%	7.9%

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. Training sessions in procurement compliance, state contract purchasing, proper documentation and budget preparation and submission are offered in group settings as well as one-on-one basis. Guidance materials on these subjects is updated and distributed regularly. Staff understanding of procurement requirements is measured by the number of unapproved/returned purchase order requests submitted via the accounting software program that did not properly identified the procurement process used. In FY2019, and the division saw an overall reduction of 11.7 % over the number of requests that were returned in FY2018.

<b>Department Information</b>						
<b>DSR1</b>						

<b>Department</b>	Finance Department					
	<b>Activity</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
	Purchase Orders Reviewed	1,811	2,363	2,128	2,161	2,382
	Contracts Drafted	25	41	43	52	74
	Contracts Reviewed	326	307	306	347	341

In addition to the tasks associated with complying with the rules and regulations that govern public purchasing, the division seeks to offer streamlined solutions for day-to-day operations at all levels. Consolidation of processes, individual accounts, and determination of preferred vendors are all tasks associated with connecting departments with the best value and most convenient way to procure goods and services under the law.

In line with its purchasing streamlining efforts, the division implemented an Amazon Business account to provide an alternative for the procurement of goods that is more cost effective and/or difficult to obtain through traditional vendors. The Amazon business platform affords the Town visibility into purchases made through its website and convenience of purchase with their free shipping offerings.

An online surplus auction services website was also procured and implemented in FY2019. Municibid.com was selected through a competitive procurement process and put in place in March of this year and since then five (5) online auctions of vehicles and equipment have been conducted successfully and with a higher return than expected. The Town will continue to take advantage of this tool when possible to increase profits that result from the disposal of surplus items.

The completion of the procurement manual, a written guide for Town departments on the rules and regulations that govern public purchasing and an overview of Town policies and procedures is well underway. The division expects approval and distribution of this manual to be completed in FY2020.

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 27% over the previous year. The Town remains a valuable partner for the promotion of the State's Purchasing platform and is consistently featured among the three top users throughout the Commonwealth.

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

<u>Spending Request Recap</u>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	2,100,223	2,900	2,103,123
b) Expenses	1,161,620	226,300	1,387,920
c) Capital	95,000		95,000



Department Information DSR1			
Department	Finance Department		
d) [ ]	[ ]	[ ]	[ ]
e) [ ]	[ ]	[ ]	[ ]
f) [ ]	[ ]	[ ]	[ ]
g) Total DSR2 & DSR4 Request (a through f)	3,356,843	229,200	3,586,043
			V2021

Department Expenditure Detail DSR2																	
Department				Finance 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)								
	23	1	23.6	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										
Union Positions:		BCTIA		Fire A		Fire C		ITWA	14	NIPEA		Police		Police Superior		NA	10
<b>1. Salary and Wage Permanent Positions.</b>																	
a.	PRD1 Salary and Wages Base											1,951,375					
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity											10,607					
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation											19,842					
i.	PRD1 Budget Adjustments											9,031					
<b>PRD1 Sub Total</b>											<b>1,990,855</b>						
J	DSR3 Other Compensation											43,368					
<b>Sub Total 1</b>											<b>2,034,223</b>						
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Recording secretary various committees which work with the ATM/FD											1,377					
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																
<b>Sub Total 2</b>											<b>6,138</b>						
<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											10,000					
d.	Collector office overtime for seasonal demands											1,000					
e.	DSR3 Total											16,023					
<b>Sub Total 3</b>											<b>27,023</b>						
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave											23,839					
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		32,839
5. Total Salary and Wages (1+2+3+4)		2,100,223
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	ITC Dell equipment maintenance services (19,700); IBM hardware maintenance (8,000); Mailing equipment repairs (1,300); 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 (4,800) AC - Accounting consulting services (1,500) AC - Independent financial audits financial and internal controls; federal single audit; SSA; DOE compliance (65,000) AS - CAMA system (16,845) AS - Personal property interface (1,500) AS - Services related to residential, commercial, industrial, and personal property data collection and interpretation (28,200) 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 (13,000) CT - Ambulance billing and processing services (35,000) CT - Central Square training conference (525) CT - Collection service bureau fees (5,000) CT - Electronic payment processing (6,000) CT - Lockbox and payment deposit	878,745

Department Expenditure Detail DSR2	
Department	Finance Department
	processing (21,000) CT - MCTA seminar and training registrations fees (625) FD - Other professional Services (725) FD - Professional outside trainers internal control program (250) FD - State and professional related seminars (750) ITC - Conference registration and training fees (1,500) ITC - Software applications and support fees (558,600) 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; GoPetie; Heat Software/GoldMine CRM; IBM MaaS360; LogMeIn USA Inc (GoToMyPC); LogMeIn USA Inc (GoToAssist); LL Date Design; Maine Technical Source; PeopleGIS; Pitney Bowes; Quest Communications MyEOP; Relavent Systems Inc (FoodCode Pro); Aruba ClearPass Policy Manager; Barracuda Energizer Support; Bitdefender Desktop Protection; BMC TrackIT; Code42 Hosted Backup; Fortinet Security Gateway; Fortinet FortiAnalyzer; IPro/Blue Team Field; ManageEngine AD Manager; RSA SecureID Application Support; vRanger Backup & Replication; SPS VAR IBM OS Maintenance; Squirrels LLC; General Ledger (Infinite Visions); ViewPoint Permitting Software. ITC - Technical assistance consultants and vendors (45,000) PC - Parking ticket processing (20,475) PO - Procurement regulation (400) PO - Purchasing and procurement professional development (650) TC - Banking, credit card, and electronic

Department Expenditure Detail DSR2		
Department	Finance Department	
	payment fees (36,000) TC - Bond Counsel related expenses not otherwise funded (2,000) TC - Continuing Disclosure filings (3,000) TC - Debt administration fees (4,500) TC - Mass Collector and Treasurer conferences and annual school registration (250)	
Communications (534x)	AC - Postage (350) AS - Postage, certified notices, and printing and mailing (4,000) AS - Wireless communication (1,500) CT - Mailing permit and POB (500) CT - Postage for tax, excise, general, and collection notice billings (50,000) CT - Printing and mailing services for tax and other receivables (22,350) FD - Postage, printing, & mailing (110) ITC - FIOS, Internet IP, and POC line services (27,500) ITC - Wireless communication systems (7,500) PC - Postage (220) PO - Legal notices (600) TC - Courier services (700) TC - Postage for general notices, certified notices, compliance notices, and payments (13,000) TC - Printing and mailing services for non-collection communications (2,000)	130,330
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,	11,880

Department Expenditure Detail DSR2		
Department	Finance Department	
	and materials (4,000) 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 (2,000) ITC - Hardware supplies and equipment parts, standard computer supplies for other departments, forms, paper, toners cartridges, etc. (37,900) ITC - Mail equipment supplies (2,100) ITC - Wireless equipment (4,000) TC - Parking permits (2,400)	48,700
Governmental Charges (569x)	TC - ROD 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 (1,350); FD (700); ITC (2,950); PC (0); PO (650); TC (3,600)	17,150
Dues & Subscriptions (573X)	AC - Accounting related association dues and subscriptions (300) AS - Assessing related association dues and subscriptions (700) AS - Banker and tradesman subscription fees (500) 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 (200) TC - Collector and treasurer related	2,735

Department Expenditure Detail DSR2				
Department	Finance Department			
	association dues and subscriptions (200)			
Other Expenses (574 X - 579x)	Town Treasure and Tax Collector and Asst Treasurer/Collector bonds (2,500)			2,500
6. Total Expenses				1,161,620
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)				3,356,843
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 FY2021 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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"/>
				V2021

Department Personnel Supplement DSR3							
Department				Finance Department			
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Assessing office overtime provision for additional hours preparing the tax roll and processing abatement and exemption applications within the statutory timeframe.	1,030			X		
2	Technology Center overtime related to extended, evening callback, and weekend work.	10,000			X		
3	Parking enforcement appeals research and after hours support	4,993			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)	31,434	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	59,391					
Sections							
	Amount Reported Under DSR2A Section 1	43,368					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	16,023					
	Amount Reported Under DSR2A Section 4						
II	Total						





Performance Improvement Funding Request DSR4					
Department	Finance Department/ITC				
Title	Network Security	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		128,800	90,000	218,800	
3. Operating Capital					
4. Department Total (1+2+3)		128,800	90,000	218,800	
5. Other Costs					
6. Grand Total (4+5)		128,800	90,000	218,800	
Budgetary Considerations				Yes	No
Does this request address a goal of the Select Board or other Board or Committee?					
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 Town needs to update and tighten its networks and implement better security access systems. This will require the assistance of outside resources to complete the work in a timely fashion. This request is being driven by the critical need to upgrade and enhance the Town's network security, especially the public safety operations, in respect to communications, security, redundancy and resiliency of access to State and Federal agencies as well as local and national ransomware and malware events. These efforts are to benefit the Town operations which the Information Technology Center supports on the local area network (iNet). An increase of \$44,800 for Microsoft Azure network security licensing will allow the Information Technology Center to strengthen internet and network traffic through the firewalls and filters. This enhanced control will allow the Town to harden the security of each Town building limiting the movement of traffic along the network. This control and limitation of traffic along the network lets the Information Technology Center monitor activity on the network ensuring that only allowed traffic is traveling on that network. In conjunction with a \$65,000 increase for licensing of Microsoft Azure single sign on licensing and a \$19,000 increase for upgraded licensing for the Aruba ClearPass product the Information Technology Center will be able to control user logon for Town employees at their desktops and as mobile users plus control what Town provided devices have access to the network. The Information Technology Center plans on using the Azure single sign</p>					

Performance Improvement Funding Request DSR4			
Department	Finance Department/ITC		
Title	Network Security	Priority	1
<p>on licensing with a previously acquired Citrix product for mobile users to access all applications through a single portal. All the above licensing increases are the base for a long term plan to have all Town employees logging onto a single portal for access to applications. This movement along with investigating the use of soft token authentication and a second form of authentication will increase security and limit potential attacks to the network, data, and attached equipment.</p> <p>As part of the request, an increase for professional services from vendors is necessary. The services would be for consultants to assist in the installation of three systems. The Microsoft Azure network security licensing, Microsoft Azure single sign on, and upgrades to the Aruba ClearPass licensing would be covered. After speaking to various consultants about project we have estimated the cost for the services would be \$90,000. This will be a one-time expense. The annual licensing fees noted above will be ongoing and part of the Department’s operating budget.</p> <p>The first phase is to upgrade and define the separation and silo of the public safety functions from the other Town functions; this will increase the security of access in and out of the public safety buildings’ network.</p> <p>The second phase is to upgrade and define the separation and silo of non-public safety Town buildings; this will increase the security of access in and out of the non-public safety Town buildings.</p> <p>The third phase is to upgrade the Town’s network, both public safety and non-public safety, to secure access by Town hardware to the network; will limit the access of visiting vendors and consultants; will enhance software, Aruba Clear Pass, which was procured for the Rosemary Recreation Complex.</p> <p>Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? Assistance from public safety departments (police and fire), and possibly the Public Works Building Maintenance division.</p> <p>Does the request support activities which produce revenue for the Town? The Town’s billing and collection software application operate on the Town’s network, and failure of the network or a breach of the network could detrimentally impact the Town’s ability to bill and or collect receivables on a timely basis.</p> <p>Is there an increased exposure for the Town if the request is not approved? The increase in malware and ransomware attacks are on the upswing, and governmental operations are becoming more routinely the target of such attacks.</p> <p>Is specialized training or licensing required (beyond the initial purchase)? We anticipate annual refreshers for current and new staff will be necessary in order to keep current with changes to the software and means that networks are breached.</p>			
			V2021

Performance Improvement Funding Request DSR4					
Department	Finance Department/ITC				
Title	Applicant Tracking/Management Application	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage					
8. Expense		7,500		7,500	
9. Operating Capital					
10. Department Total (1+2+3)		7,500		7,500	
11. Other Costs					
12. Grand Total (4+5)		7,500		7,500	
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 Director of Human Resources requested \$7,500 for software licensing so that the Human Resources Department can move forward with an online applicant tracking application. Currently Human Resources uses a level of Indeed that has limitations on managing the application process. Applications are submitted as pdf attachments via email to the Human Resources Department. Staff then manually puts the applications together into one large pdf specific to the job and distributes the combined pdf to the department where the job is located. This procedure takes additional time and effort to the application and hiring process. An online application and applicant tracking process would streamline the entire event allowing for departments involved in hiring to fill vacancies quicker using work flows and access prior to the closing of the application. The Information Technology Center staff has attended some applicant tracking applications demonstrations during the year from which we understand the requested amount is consistent with estimated annual fees.</p> <p>Will the assistance of another department be required to provide support (personnel or financial) for this request to be implemented? Yes, the assistance and efforts of not only the ITC staff, but Human Resources staff will be necessary to successfully implement a system.</p>					
V2021					

Performance Improvement Funding Request DSR4					
Department	Finance Department/ITC				
Title	Student Intern	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage	.01	2,900		2,900	
14. Expense					
15. Operating Capital					
16. Department Total (1+2+3)	.01	2,900		2,900	
17. Other Costs		298		298	
18. Grand Total (4+5)	.01	3,198		3,198	
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 purpose of this position is two-fold. First it is to have an individual who can help with basic Information Technology Center (ITC) tasks during the summer months. These tasks can range from imaging new desktops and laptops, distributing new equipment to multiple locations, setting up printers, assisting non-IT staff with printing issues, helping non-IT staff with low level help desk request, inventory, short term IT projects and tasks, and any other task that is needed which matches the skills of the intern. Second is to work with the Needham Public School's Information Technology Services (ITS) staff to select a student, preferably a Junior stepping up to a Senior, to work during the summer to gain experience for future work opportunities. The Student Intern will also give a person the opportunity to see another side of local municipal government with hopes of encouraging their involvement in all aspects of municipal government. We have been in contact with Administrator of Information Technology Services for the Needham Public Schools who has stated their support of a student intern position which would be another opportunity for collaboration between the School and Town technology departments.</p> <p>The assistance of both the Needham Public Schools and the Town Human Resources departments will be required in the selection and hiring of an intern.</p>					
V2021					

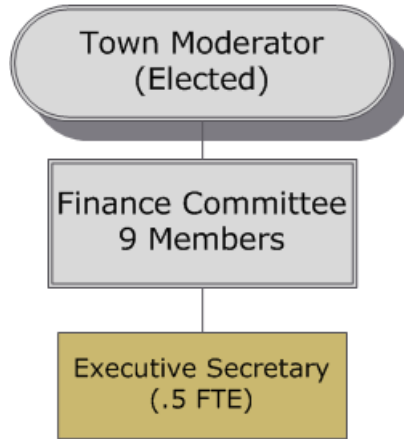
Performance Improvement Funding Request Supplement DSR4S						
Position Title	Student Intern				Priority	3
Classification	FT	<input type="checkbox"/>	PT	<input checked="" type="checkbox"/>	Seasonal	Sch C
Part Time /Seasonal	Hours Per Week		20		Number of Weeks Per Year	
Compensation Detail						
Base Rate	\$14.50 x 20 x 10				2,900	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						2,900
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 checked="" type="checkbox"/>	<input type="checkbox"/>				
Computer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Intern will work with a computer	0	0	
Software	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Intern will work on a computer with software	0	0	
Mobile Communication Device	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
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				0	0	
Estimated Annual Benefit Cost						298
Description and Explanation						
There will be no additional cost to provide a computer and software as the student intern would be using existing equipment in the department. The benefit cost is for the customary employer paid items such as Social Security, Medicare, and workers compensation. The position would not be eligible for pension or health insurance benefits.						
V2021						

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Finance Department</b>									
Salary & Wage Regular	1,641,687.86	1,693,913.30	1,805,078.67	1,992,054	2,034,223		2,034,223	42,169	
Salary & Wage Temporary	2,383.46	834.07	7,725.37	6,496	6,138	2,900	9,038	2,542	
Salary & Wage Overtime	11,854.92	18,880.94	12,961.26	16,665	27,023		27,023	10,358	
Salary & Wage Other	18,421.49	20,382.72	18,564.56	25,976	32,839		32,839	6,863	
Personnel	1,674,347.73	1,734,011.03	1,844,329.86	2,041,191	2,100,223	2,900	2,103,123	61,932	3.0%
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance	21,068.18	23,465.87	33,461.57	38,200	65,100		65,100	26,900	
Rental and Leases	1,269.00	171.00		1,000	1,000		1,000	-	
Other Property Related								-	
Professional & Technical	511,460.69	499,060.72	667,443.48	770,875	878,745	226,300	1,105,045	334,170	
Communications	80,044.22	112,906.67	108,735.62	123,135	130,330		130,330	7,195	
Recreation								-	
Other Purchased Services	25,045.96	35,737.50	2,595.13	2,400	2,500		2,500	100	
Energy Supplies								-	
Office Supplies	16,903.62	8,409.43	14,389.81	11,580	11,880		11,880	300	
Building & Equipment Repair Supplies	51.10		66.12					-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies	96.53							-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	90,275.69	84,597.37	60,099.60	73,000	48,700		48,700	(24,300)	
Governmental Charges	152.00	912.00	836.00	980	980		980	-	
Travel & Mileage	4,356.71	9,128.87	12,410.81	16,735	17,150		17,150	415	
Dues & Subscriptions	5,735.00	5,270.00	1,555.00	3,350	2,735		2,735	(615)	
Other - Expenses	3,233.00	2,313.00	2,313.00	2,500	2,500		2,500	-	
Expenses	759,691.70	781,972.43	903,906.14	1,043,755	1,161,620	226,300	1,387,920	344,165	33.0%
Operating Capital	68,025.01	68,475.00	89,995.61	80,000	95,000		95,000	15,000	
Operating Capital	68,025.01	68,475.00	89,995.61	80,000	95,000		95,000	15,000	18.8%
<b>TOTAL</b>	<b>2,502,064.44</b>	<b>2,584,458.46</b>	<b>2,838,231.61</b>	<b>3,164,946</b>	<b>3,356,843</b>	<b>229,200</b>	<b>3,586,043</b>	<b>421,097</b>	<b>13.3%</b>

### 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**

<b>Department</b>	Finance Committee
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**Department Mission**  
 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.

**On the Horizon**  
 The Finance Committee will continue to carry out its primary functions of recommending a balanced budget to Town Meeting and making recommendations on warrant articles that are deemed to have a financial impact. The Finance Committee also expects to continue to pay close attention to ongoing capital planning and to review the project scope and proposed financing methods for upcoming capital projects. The Committee will also review the Town’s operations in connection with spending plans, and continue its review of the purposes of the specialty reserve funds and the associated target balances.

**Budget Statement**  
 The Finance Committee’s FY 2021 budget has the following changes compared to FY 2020:

	Description	Change from FY20	Comments	Net Change
Prof/Tech	Annual Conferences of ATFC, MMA	\$40	Increased registration fees	\$40

**Accomplishments and Activities**

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.

Some of the Finance Committee’s most significant accomplishments during last year, FY2019, included:

- Development of the FY2020 operating budget to recommend to Town Meeting, after holding budget review hearings with heads of each Town department;
- Making recommendations to Town Meeting on capital requests and warrant articles with financial implications;
- Oversight of Reserve Fund and authorization for transfers to other budget lines as needed;
- Review of the FY2020-FY2024 Capital Improvement Plan;
- Review of the updated Facilities Financing Plan;
- Monitor costs of ongoing capital construction projects including the Sunita Williams School and the new Public Safety buildings;
- Review of planned expansion of services and related staffing increases for the Police and Fire Departments;
- Review of expanded School Department kindergarten program and associated increased staffing.



Department Information DSR1			
Department		Finance Committee	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	38,522	0	38,522
b) Expenses	1,400	0	1,400
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)	39,922	0	39,922
			V2020

Department Expenditure Detail DSR2									
Department				Finance Committee					
Object				Description				Amount	
DSR2A									
Permanent Personnel	Last Year (FY2018)			Current Year (FY2019)			Next Year (FY2020)		
	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)	FT Head Count	PT Head Count	Full Time Equivalent (FTE)
		1	.5		1	.5		1	.5
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count
							x		
Are all union positions covered by a contract for FY2020?						Yes	No	NA	x
1. Salary and Wage Permanent Positions.									
a.	PRD1 Salary and Wages Base							38,374	
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							148	
							PRD1 Sub Total		
J	DSR3 Other Compensation								
							Sub Total 1		38,522
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		
							Sub Total 4		
5. Total Salary and Wages (1+2+3+4)									38,522

Department Expenditure Detail				
DSR2				
Department		Finance Committee		
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)				
Rental & Leases (527X)				
Other Property Related Services (529x)				
Professional & Technical Services (530x - 531x)	Registration fees for Mass. Municipal Assoc. and ATFC Annual Meetings		930	
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)	Name plates, copies, supplies		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)	Dues for Assoc of Town Fin. Committees		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)			39,922	
Will the Department submit any Special Financial Warrant Articles? (DSR5 Form)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for the replacement or upgrade of technology or software to the Information Technology Center for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility for FY2020 or later?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
				V2020

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Finance Committee	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Finance Committee</b>									
Salary & Wage Regular	35,091.71	36,348.52	37,257.48	38,668	38,522		38,522	(146)	
Salary & Wage Temporary								-	
Salary & Wage Overtime								-	
Salary & Wage Other								-	
Personnel	35,091.71	36,348.52	37,257.48	38,668	38,522		38,522	(146)	-0.4%
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance								-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical	170.00	765.00	595.00	890	930		930	40	
Communications	6.65							-	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies		20.99		100	100		100	-	
Building & Equipment Rprs/Sp								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies								-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment			25.00					-	
Governmental Charges								-	
Travel & Mileage								-	
Dues & Subscriptions	333.00	345.00	345.00	370	370		370	-	
Other - Expenses								-	
Expense Total	509.65	1,130.99	965.00	1,360	1,400		1,400	40	2.9%
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>35,601.36</b>	<b>37,479.51</b>	<b>38,222.48</b>	<b>40,028</b>	<b>39,922</b>		<b>39,922</b>	<b>(106)</b>	<b>-0.3%</b>

**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
Department Mission	
<p>The Planning and Community Development Department includes three divisions namely, Planning and Economic Development, Conservation, and the Board of Appeals under a single Planning and Community Development budget. The Department is tasked with protecting and advancing the quality of life in Needham through the application of sound land use planning principles and development review standards; facilitating informed land use decisions through community participation and a collaborative process; protecting and enhancing safe, livable neighborhoods which reflect and preserve Needham's unique and historic character; supporting and encouraging healthy reinvestment in the community to provide for a strong local economy; and promoting smart planning and a sustainable future for generations to come.</p>	
On the Horizon	
<p>The key challenges facing the Planning Board and the Planning and Economic Development Division over the course of the next five years will be securing the successful implementation of the Needham Center Plan and the Land Use and Zoning Plan for the Needham Crossing area. The State has made mixed-use smart growth development, as envisioned in the Needham Center plan, a priority and has provided the financial assistance required to secure its implementation. A key priority and challenge is to ensure that Needham capitalizes on its key strategic advantage, namely having four commuter rail train stations, to access those funds and to promote plan objectives. Additionally, unlocking the economic potential of Needham Crossing remains an overarching goal of the Board and Department.</p> <p>As relates to Needham Crossing, the Planning and Economic Development Division continues to work with major Needham Crossing developers to foster economic development and to identify and secure associated state infrastructure grants. Further, the Division remains committed in its effort to renew and foster its work with the City of Newton in relation to Needham Street improvements and mass transit uses of the abandoned rail bed. Finally, creating a streetscape design for the New England Business Center Zoning District and securing its implementation remains a high departmental priority.</p> <p>Most specifically, the Planning and Economic Development Division continues to oversee the permitting and build-out which is occurring within the New England Business Center and in particular the Center 128 project. Plan review and permitting for Center 128 comprising three components was conducted by the Division as follows: Center 128 West, Center 128 East, and the 2<sup>nd</sup> Avenue Residences. The Center 128 West Development, approved by the Planning Board in April of 2013, includes 740,000 square feet of office space, a 128-room hotel, and two parking structures. The hotel was completed and opened in 2014. The 288,346 square-foot office building located at the corner of 1<sup>st</sup> Avenue and B Street was completed and occupied by its tenant, Trip Advisor, in July of 2015. The Center 128 East Development, approved by the Planning Board in November of 2015, includes 420,429 square feet of office space, 19,000 square feet of retail space, a 128-room hotel and surface parking area. Components of the Center 128 East project currently underway or recently completed also 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 new SharpNinja headquarters and the renovation of the building located at 189 B Street to accommodate the new NBC Universal headquarters. In summary, Center 128 at completion will include four new office buildings and two renovated buildings totaling 1,160,400 square feet, two 128-room hotels, 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</p>	

**Department Information  
DSR1**

<b>Department</b>	<b>Planning and Community Development</b>
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combination of elements is expected to be completed by June of 2021 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.

Securing grants for roadway improvements in the Needham Crossing area to complement the anticipated build-out continues to be a Departmental priority. Having successfully applied for grants with the City of Newton (MassWorks) to expedite the Highland Avenue corridor project, the Division continues to work with Newton, MassWorks and the Boston Region Metropolitan Planning Organization (MPO) to guide the project's implementation and to make sure that Needham's interests are represented and protected. Additionally, the Planning and Economic Development Division continues to work with Newton to try to locate funding for an engineering feasibility study of the unused MBTA rail running parallel to Needham Street and Highland Avenue. Both municipalities realize that mass transit is the only way to realize full economic development within the 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 Economic Division further continued with implantation of the Needham Center Planning effort providing staff support to the Planning Board where a meeting of all key property owners along the Chestnut Street corridor was organized to explore opportunities for partnership between the Town and owners to advance the recommendations of the Needham Center Plan. The meeting was well attended and offered an opportunity to present an overview of the Center plan recommendations and ascertain interest from key owners for moving forward with its recommendations through future investment and redevelopment. Follow-up to this meeting was held with several key landowners to assess their interest in acting upon the zoning incentives identified in the Chestnut Street Overlay District in particular, and to determine what if any constraints they feel would need to be addressed to incent the desired redevelopment. The feedback received at those follow-up meetings was constructive and has helped the Board and Department identify a number of regulatory constraints that will need to be addressed to assure Plan implementation.

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 a number of 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

Department Information DSR1	
Department	Planning and Community Development
<p>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. The first round of applications is due by November 1, 2019.</p> <p>Finally, the Conservation Division has identified the following primary goals for FY2020: (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; and (8) 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; (9) Organize themed trail walks with the public and Conservation Commissioners on Conservation lands; and (10) Continue to facilitate presentations to the public on interesting, timely topics.</p>	
Budget Statement	
<p>Fiscal Year 2010 saw the creation of a Planning and Community Development Department. Previously, the four community development and land use functions had been performed in three Departments namely, Planning, Conservation, and the Board of Appeals. Under the 2010 reorganization the Planning and Economic Development functions were retained under a single budget and the Conservation and Zoning Board of Appeals budgets were combined to create a new “Community Development” budget. A Director of Planning and Community Development was appointed with oversight of both the Planning and Economic Development budget and Community Development budget. A new Administrative Assistant position was created to support the Planning, Economic Development, Conservation and Zoning functions of the Department. The goal of the reorganization was to meet the identified needs of the then existing departments, to improve operational efficiency, and to enhance service delivery. In Fiscal Year 2013, the Planning and Economic Development Department added a part-time Community Housing Specialist position. The Housing Specialist provides administrative and technical support relating to affordable housing issues, coordinates the efforts of various town boards and committees in the development of affordable housing opportunities, and assists in the implementation of the Town’s Community Housing Plan. Finally, in Fiscal Year 2016 a further consolidation occurred with the merging of the Planning, Economic Development, Conservation and Board of Appeals budgets into a single Planning and Community Development budget. We believe that the reorganization has been successful in improving operational efficiency and interdepartmental coordination and thus has enhanced service delivery to Needham’s constituents.</p>	



**Department Information**  
**DSR1**

Department | Planning and Community Development

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 during the noted years thereby leaving sufficient CPA funds available to fund the position for an additional fiscal year. Accordingly, the Fiscal Year 2021 budget request again allocates 50 percent of position costs for the Housing Specialist to CPA and 50 percent to the general fund. Finally, increased funding for the Conservation Specialist position was approved in FY2020 so as to increase the hours of the position from 30 to 37.5. This allocation has been carried forward into FY 2021. As relates the operating component of the FY2021 budget an overall increase of 4.1% is requested for a total of \$1,350. This requested increase is reflective of increased costs in the following budget categories: professional and technical services, communications, office supplies, travel and mileage and dues and subscriptions all as further detailed in the table below.

**Table 1: Detail of FY 2021 Budget Changes**

Category	Change from FY 2020	Comments
Professional and Technical Services	\$500	Increase in Conservation seminars and training based on division needs.
Communications	\$300	Increase in wireless communication cost to accommodate cell phone service for full time Conservation Specialist (\$800). Decrease in printing and mailing costs for Planning based on FY 2019 (-\$500).
Office Supplies	\$100	Increase in office supply expense for Conservation based on FY2019.
Building and Equipment Supplies	No Change	
Other Supplies and Equipment	No Change	
Government Charges	No Change	
Travel and Mileage	\$300	Increase in mileage allocation for Conservation to serve Conservation Specialist and for Economic Development based on FY 2019.
Dues and Subscriptions	\$150	Increase in professional dues for Economic Development based on FY2019.

**Planning and Economic Development Division**

In FY2004, Needham, through its then Planning Department, joined the HOME Consortium based in Newton, which made available approximately \$67,000 annually for affordable housing purposes. Funding at the \$67,000 level continued through FY2012. In FY2013 the federal

**Department Information**  
**DSR1**

Department | Planning and Community Development

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 FY2020 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 Economic Development Application Fees & Grants**

	FY '17	FY '18	FY '19	FY '20*	FY '20**
Application Fees	\$14,813	\$10,445	\$26,168	\$2,921	\$12,700
Zoning By-Laws	\$120	\$60	\$15	\$0	\$15
Zoning Maps	\$45	\$0	\$15	\$0	\$15
Subdivision Regulations	\$20	\$0	\$0	\$0	\$0
Grants/Donations	\$2,896 <sup>a</sup>	\$3,004 <sup>b</sup>	\$5,369 <sup>c</sup>	\$2,194 <sup>d</sup>	\$3,500
Traffic Mitigation Fee					
Total	\$17,894	\$13,509	\$31,567	\$5,115	\$16,230

<sup>a</sup>Home Program (\$2,896 received).

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

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

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

\*Revenue received July 1, 2019 through October 22, 2019.

\*\*Projected revenue to June 30, 2020.

**Conservation Division**

During FY2019, the Conservation Commission met formally a total of twenty-two (22) times and held a total of thirty (30) public hearings. During FY2019 the Conservation Commission collected a total of \$10,810.00 in fees and there was one (1) fine issued. Permitting activity for FY2020 is expected to increase from FY2019 levels.

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

**Department Information**  
**DSR1**

Department: Planning and Community Development

Fiscal Year	Number of Public Hearings	Total Fees Collected (WPA & Town Bylaw)	Town Portion of State WPA Fee	Enforcement Order Fines Collected
FY 2016	37	\$16,917	\$ 4,867.00	\$3,200
FY 2017	48	\$22,340	\$ 6,790.00	\$8,800
FY 2018	35	\$20,812	\$ 5,062.00	0
FY 2019	30	\$10,810	\$ 3,350.00	\$300

**Board of Appeals Division**

In FY2019, the Board of Appeals met formally a total of eleven (12) times and held a total of thirty nine (39) public hearings and two (2) informal hearings. During FY2019, the Board of Appeals collected a total of \$9,300 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 2015	28	8	\$10,700
FY 2016	32	6	\$49,200
FY 2017	20	4	\$7,964
FY2018	30	2	\$4,900
FY2019	39	2	\$9,300

**Accomplishments and Activities**

**Planning and Economic Development Division**

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

**Review and Approval/Disapproval of:**

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

\* This includes Special Permit Decisions, with legal notices, public hearings, and written decisions.

**Review and Advisory Reports on:**

- Site Plans of certain smaller developments (minor projects)

**Department Information**  
**DSR1**

<b>Department</b>	<b>Planning and Community Development</b>
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- 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 FY2019 processed 17 applications as “Major Projects” under the Site Plan Review By-Law. In addition, the Board reviewed and approved 2 subdivision plans and 5 plans were endorsed “Approval-Not-Required (ANR)” under the Subdivision Control Law, meaning that the lots created or altered on such plans met minimum frontage requirements.

The Board of Appeals referred 39 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 Board of Selectmen in the fall of 2017. The Selectmen reviewed the report and secured citizen input on the rezoning initiative and decided to proceed with only a portion of the recommended rezoning presently, namely, the Industrial-1 District located south of the MBTA right-of-way.

The Planning Board held zoning hearings on the draft zoning articles prepared by the CEA to implement the study recommendations in February of 2019 and had planned to present these zoning initiatives at the May 2019 Annual Town Meeting. However, 3D modeling of the project in preparation for Town Meeting and in the context of the surrounding neighborhood revealed the necessity for required further adjustments to building height and setback. A workshop was organized to present the findings of the 3D models to both the Board of Selectmen and Planning Board in early July so that policy objectives for the property as relates massing and scale could be confirmed in the context of these new findings and a zoning strategy supported by both

**Department Information  
DSR1**

Department	Planning and Community Development
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Boards moving forward could be determined. A fiscal impact analysis and an updated traffic study of the proposed Highway Commercial 1 district were completed. A revised zoning proposal supported by both Board’s has now been offered which will give the Planning Board authority to review and approve a broad range of development alternatives on the property provided they are compliant with a set of articulated design goals and have secured appropriate traffic mitigation. Public hearings on the zoning articles were held in September and Town Meeting action is planned for the end of October 2019.

Accessory Dwelling Units: There are no provisions to allow accessory apartments in Needham, although all neighboring communities allow them, as do most comparable municipalities in the state as such units are helpful in meeting a number of important policy objectives. The Needham Planning Board had presented a zoning article at the May 2019 Annual Town Meeting which would have established a special permit process to enable the Board of Appeals to permit accessory dwelling units 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.). This effort was a follow-up to the Senior Friendly Housing in Needham study completed in 2017 and the Accessory Dwelling Report commissioned by the Board of Health and completed last year. The report, *Accessory Dwelling Units: A Report for the Needham Public Health Division*, examined in some depth the experience of nine communities similar to Needham that have passed ADU bylaws. Their experiences, combined with recommendations from the Massachusetts Office on Energy and Environmental Affairs, had served as a guide as Needham assessed the impact of these bylaws on issues of importance to Needham, including cost, density, traffic, appearance, and meeting the changing needs of our residents. The Accessory Dwelling Unit zoning amendment was presented at the May 2019 Annual Town Meeting and received a number of questions and amendments and as a result was referred back to the Planning Board for further study. The Board has now made the necessary policy and language adjustments and Town Meeting action on the matter is planned for the end of October 2019.

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 2019 the Planning Board offered eight major zoning initiatives as described below.

Zoning articles prepared for presentation to the October 2018 Special Town Meeting are as noted below. All of the articles were adopted.

1. Amend Zoning By-Law-Wireless Communication Facilities.

The Town is currently designing a new public safety communications system. As currently planned, this new system involves a new 120 foot radio antenna monopole at the Police and Fire Station on Chestnut, Lincoln and School Street, and a new 199 foot tower located at the Recycling and Transfer Station. The Town is also working to secure an antenna location on an existing commercial wireless communication tower near Cabot Street, and a site for a new communication tower on Commonwealth-owned land located next to the Norfolk County Sheriff’s Office at 200 West Street in Dedham. The Zoning By-Law does not currently allow municipal public safety communications facilities anywhere in Town. Accordingly, the purpose of this zoning amendment is to allow by special permit, the three kinds of public safety communications facilities that would be proposed within the Town as noted above.

**Department Information  
DSR1**

Department	Planning and Community Development
------------	------------------------------------

Zoning articles 1, 2, 3, and 4 were prepared for presentation to the May 2019 Annual Town Meeting by the Planning Board as noted below. Article 5 was submitted by Citizens Petition for presentation to the May 2019 Special Town Meeting as noted below. Articles 1, 2, 3 and 4 were not adopted at the Annual Town Meeting. Article 5 was withdrawn by the Petitioner and was not acted upon by the Special Town Meeting. The Planning Board has revised Article 1 which relates to Accessory Dwelling Units and has placed it on the October 2019 Special Town Meeting warrant. No further action is planned currently on the remainder articles.

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 with the exception of 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 –Dimensional and Use Regulations for the Transit Oriented Development Sub-District of the Lower Chestnut Street Overlay District.

Articles 2-4 represent a package of proposed zoning by-law amendments that stem from more than two years of work by the Planning Board. The articles seek to secure implementation of the Needham Center Development Plan dated March 30, 2009, by enabling the development of housing at a location proximate to transit at the Needham Junction MBTA Commuter Rail Station and within walking distance to Needham Center and the Chestnut Street businesses. Article 2 proposes the creation of a new Transit Oriented Development Sub-District (TODD) within the Lower Chestnut Street Overlay District and lays out the regulatory framework for the new sub-district. Article 4 describes the geographical boundaries of the TODD. The affected area comprises 433 Chestnut Street and the land located directly to the south and the west of 433 Chestnut Street, owned by the M.B.T.A. The land located at 433 Chestnut Street is currently located in the Chestnut Street Business District and the Lower Chestnut Street Overlay District. The land located directly to the south and the west of 433 Chestnut Street and owned by the M.B.T.A., is currently located within the Single Residence B zoning district. This later parcel is proposed to be rezoned to the Chestnut Street Business District and the Lower Chestnut Street Overlay District under Article 3 so that the TODD provisions may be extended to that location. The planning goals for the sub-district and its key provisions are summarized below.

The rezoning seeks to allow a multi-family housing development of up to 150 units to be developed at 433 Chestnut Street and on the adjacent M.B.T.A. property. This gateway location at the southern end of Chestnut Street is challenged by the train tracks that surround the site, limited frontage and a difficult site configuration. These challenges have limited the desirability of the property to be utilized for retail development (due to a lack of visibility), condominium development (due to the adjacencies of the rail tracks and the Eversource electric transmission facility to the south), or an active commercial user other than the existing landscape business, which is a benefit to the Town, but which does not provide any benefit to the streetscape or activation for adjacent businesses. The Town's current zoning contributes to these problems

**Department Information**  
**DSR1**

Department	Planning and Community Development
------------	------------------------------------

further by posing use and dimensional barriers to redevelopment. Specifically, the existing zoning allows for multi-family development in the Chestnut Street Overlay District, but requires an increased frontage, limits height to 4 stories, and requires ground floor retail uses, which are all challenges for development at this location. Additionally, the existing zoning establishes minimum side and rear yard setback standards from residential district boundaries and the MBTA right-of-way which are inappropriate at a site where the proposed use is exclusively residential and does not include a commercial component. The proposed TODD is designed to address these development constraints by placing supplemental provisions on top of those which already exist in the Lower Chestnut Street Overlay District thereby creating additional opportunities for development at the subject location.

3. Amend Zoning By-Law –Map Change to Chestnut Street Business District and Lower Chestnut Street Overlay District.

Article 3 describes the geographical area located directly to the south and the west of 433 Chestnut Street proposed to be placed in the Chestnut Street Business District and the Lower Chestnut Street Overlay District. The affected area comprises land located directly to the south and the west of 433 Chestnut Street owned by the M.B.T.A. The land is currently located within the Single Residence B zoning district.

4. Amend Zoning By-Law –Map Change to Transit Oriented Development Sub-District of Lower Chestnut Street Overlay District.

Article 4 describes the geographical area proposed to be placed in the Transit Oriented Development Sub-District of the Lower Chestnut Street Overlay District. The affected area comprises 433 Chestnut Street and the land located directly to the south and the west of 433 Chestnut Street, owned by the M.B.T.A. The subject land located at 433 Chestnut Street is currently located in the Chestnut Street Business District and the Lower Chestnut Street Overlay District. The subject land located directly to the south and the west of 433 Chestnut and owned by the M.B.T.A. is currently located within the Single Residence B zoning district. This later parcel is proposed to be rezoned to the Chestnut Street Business District and the Lower Chestnut Street Overlay District under Article 3 above.

5. Amend Zoning By-Law – Self Storage Facility in Mixed Use 128 District.

This article was submitted on the petition of Michael Surprenan, et al. The petition proposes to add a definition of “self-storage facility” to the Zoning By-Law, and to allow such facilities to be constructed and operated in the Mixed-Use 128 District, upon receipt of a special permit issued by the Planning Board, at its discretion, and after notice and public hearing. Currently, self-storage facilities are not defined in the By-Law, and are not listed in the By-Law’s Use Regulations for any of Needham’s Zoning Districts, whether by right or by special permit.

Performance Factors

During the previous fiscal year the Planning Department had committed to tracking the turnaround time required on its Major Project Site Plan Special Permits and Subdivision applications. Monitoring of the timeline between application filing and the scheduling of the public hearing, issuance of the Decision following the close of the public hearing, and filing of the written decision with the Town Clerk following Board action were tracked. The goal was to schedule the public hearing within 5 weeks of application receipt, to issue the Special Permit Decision or Subdivision Decision within two weeks of the close of the public hearing, and to file the written decision within 5 business days of permit issuance by the Board. The articulated

Department Information	
DSR1	
Department	Planning and Community Development

goals were met in two of three studied criteria in FY2019. During the affected timeline 17 new Special Permit applications and 2 Subdivision applications were processed. Public hearings were held on average within 32 days of application receipt, decisions were issued within 18 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 63 days with a minimum of 27 days and a maximum of 101 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 Board of Selectmen to staggered three-year terms. The Commission's primary responsibility involves ensuring compliance with the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131 Section 40) and the local Wetlands Protection Bylaw (Needham General Bylaws Article 6). As the administrative and technical support agency to the Commission, the Conservation Division undertakes the following tasks pertaining to wetlands permitting:

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

In addition to wetland permitting, the Conservation Division undertakes broader environmental and land management functions including the following:

- Oversees/carries out management tasks such as trail building and maintenance, signage, and cleanup.
- Participates in various committees, including Trail Advisory Group and the Town's Integrated Pest Management Committee.



**Department Information  
DSR1**

<b>Department</b>	<b>Planning and Community Development</b>
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- 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 FY2019, all applications were completed within the noted time line with no requests for additional time requested.

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

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

FY2019 Achievements

The implementation of the new Town of Needham Stormwater Bylaw was an educational experience for the public, the Commission, as well as, the staff. Several opportunities were provided for staff to receive training and education regarding NPDES and the new Bylaw. Coordination and communication with the Engineering and Building Departments during the implementation of the Bylaw was vital in ensuring the public was given consistent information.

Fiscal year 2019 was a busy year for Town projects whether they were beginning, in progress or finishing up. The Mitchell School Modular classroom project required several site meetings and continued oversight. The Conservation portion of the Sunita Williams School project namely the Knoll Trail and the interactive bond area has been on-going. The final walkthrough for the Needham Accessible Reservoir Trail project occurred and the trail is considered a great success with people of all capabilities. The permitting for the new DPW Storage Building located on Central Avenue next to the Needham RTS was completed and the project initiated. Several modifications to the Permit have been required as the project progresses.

The Conservation Department staff and the Commission continue to work with Eagle Scout candidates and other groups on projects on conservation properties that are beneficial to the public such as a recently constructed stream crossing footbridge in the Town Forest off of Central Street by an Eagle Scout candidate.

Department Information DSR1	
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Department	Planning and Community Development
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Meetings and discussions with the Walker Pond watershed neighbors 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. 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 increased from five (5) in FY 2018 to eighteen (18) in FY 2019. 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 FY2019, the Conservation Commission met formally a total of twenty-two (22) times and held a total of thirty (30) public hearings.

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

Type of Application Filing/Request	FY 2017	FY 2018	FY2019
Notice of Intent <sup>1</sup>	28	22	23
Request to Amend Order of Conditions <sup>1</sup>	3	1	1
Request for Determination of Applicability <sup>1</sup>	17	8	4
Abbreviated Notice of Resource Area Delineation <sup>1</sup>	0	2	0
Extension Permit <sup>1</sup>	2	2	2
Emergency Certification	1	0	3
Certificate of Compliance	30	24	27
Minor Modification Request	9	15	10
Enforcement Order	5	4	1
Trail Maintenance Notification Form	2	0	0
DPW Generic Permit Activity Notification Form	2	0	0
Exemption Letter	13	5	18
Conservation Restriction	0	25	0
Notice of Non-significance	0	0	0
<b>TOTAL</b>	<b>112</b>	<b>108</b>	<b>89</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 forty (40) 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

Department Information DSR1	
Department	Planning and Community Development
<p>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 FY2019, one (1) project required the issuance of an Enforcement Order in order to restore or protect wetland resource areas.</p> <p>During FY 2019, 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.</p> <p><b>Zoning Board of Appeals Division</b></p> <p>The Zoning Board of Appeals is a quasi-judicial body that hears and renders decisions on: 1) Appeals from Building Inspector administrative decisions; 2) Applications for Special Permits or Variances under M.G.L. Chapter 40A and the Needham Zoning By-Laws; and 3) Requests for Comprehensive Permits under M.G.L. Chapter 40B (affordable housing) as well as hearing amendment and de minimis change requests. The Board of Appeals consists of three regular members and two associate members appointed by the Board of Selectmen as authorized and established by General Laws, Chapter 40A, the Home Rule Charter Act and Article VIII of the General By-Laws.</p> <p>The Division provides guidance to applicants on all zoning matters, including assistance with the application and hearing process; reviews and analyzes applications for completeness and compliance to established zoning guidelines; coordinates the interdepartmental administrative review process, conducts site reviews; organizes the production of Special Permits and Board determinations post-public hearings; provides professional staffing to Board members, provides management and coordination of Comprehensive Permits projects, designs procedures for any new zoning review processes, produces technical reports, conducts research, and maintains and manages all Board data bases, communications and legal documents. Virtually all matters that come before the Board are initiated by residents or businesses seeking relief from the Zoning By-Law. Each application is processed in accordance with the legal requirements and timetables established under the Massachusetts Zoning Act, the Town of Needham Zoning By-Law, and Zoning Board of Appeals Rules and Regulations.</p> <p><u>Performance Factors</u></p> <p>In FY2019, the Board of Appeals met formally a total of twelve (12) times and held a total of thirty nine (39) public hearings and two (2) informal hearings (refer to Table 4). The informal matters consisted of permit renewals, document reviews, plan substitutions or corrections. The Board of Appeals received twenty-six (26) applications relating to Special Permits; one (1) for a Comprehensive Permit Amendment; five (5) of which were withdrawn (refer to Table 6). In addition, there was no Appeal of a Building Inspector's Decision or application for a Variance. The Board issued twenty-three (23) Decisions in FY2019, two were continued to FY2020.</p> <p>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</p>	

**Department Information  
DSR1**

Department | Planning and Community Development

units are affordable, and the project is now substantially completed. The developer granted a Pedestrian Easement on the property which was accepted by Town Meeting. The Kendrick Residences, 295 Second Avenue, a 390-unit apartment complex consisting of 98 affordable units was issued a Certificate of Occupancy. In FY2019, the ZBA granted a Comprehensive Permit Amendment to the Lofts on Charles River, 300 Second Avenue, a 300-unit residential development consisting of 88 affordable units, to construct a dog-exercise area located on the top floor of their parking garage.

**Table 6: Number of Permit Application Filings FY2014 - FY2019**

Fiscal Year	Number of Meetings	Special Permit Applications	Variance Applications	Appeals of Building Inspector Decisions	40B Applications	Withdrawals	Decisions
2015	12	26	1	2	0	2	28
2016	14	24	2	4	2	5	29
2017	11	21	0	1	0	3	19
2018	11	19	1	1	0	3	18
2019	12	25	0	0	1	5	23

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	576,051	6,200	582,251
b) Expenses	34,400	6,000	40,400
c) Capital			
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	610,451	12,200	622,651

V2021

Department Expenditure Detail DSR2																	
Department				Planning and Community Development													
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)								
	4	3	6.3	4	3	6.3	5	2	6.4								
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	3	NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							537,153									
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							2,068									
							PRD1 Sub Total										
J	DSR3 Other Compensation																
							Sub Total 1		539,621								
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Recording Secretary							6,700									
b.	Housing Specialist							23,600									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		30,300								
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Additional Hours of Part-time staff							1,030									
d.																	
e.	DSR3 Total																
							Sub Total 3		1,030								
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave							5,100									
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	DSR3 Other Compensation																
							Sub Total 4		5,100								
							Sub Total 4		5,100								
5. Total Salary and Wages (1+2+3+4)									576,051								

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 (\$4,000) Con Comm (\$2,700) BOA(\$500)		7,200	
Communications (534x)	Wireless Communications (\$2,400) Printing & Mailing (\$2,350) Legal Notices (\$5,200) Postage (\$5,100)		15,050	
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)		500	
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)				
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Planning (\$1,300) Con Comm (\$600)		1,900	
Governmental Charges (569x)	Planning (\$300) Con Comm (\$300) BOA (\$100)		700	
Travel & Mileage (571x - 572x)	Conf In-State (\$700) Mileage (\$1,200) Conf Out-State (\$1,300)		3,200	
Dues & Subscriptions (573X)	Planning (\$1,300) Con Comm (\$1,300) BOA (\$100) Eco Dev (\$150)		2,850	
Other Expenses (574 X - 579x)				
<b>6. Total Expenses</b>			<b>34,400</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>610,451</b>	
Does the Department depend on any Federal or State grants to				
YES			NO	X

Department Expenditure Detail DSR2				
Department	Planning and Community Development			
provide services?				
Did the Department submit any requests for FY2021 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 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"/>
				V2021

Performance Improvement Funding Request DSR4					
Department	Planning and Community Development				
Title	Recording Secretary	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		6,200		6,200	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		6,200		6,200	
5. Other Costs		479		479	
6. Grand Total (4+5)		6,679		6,679	
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>For FY2021 one staffing change is requested. The Department is seeking funding for a new part-time, non-benefitted position of Recording Secretary for the Design Review Board. This position would be responsible for taking meeting minutes according to the requirements of the Massachusetts Open Meeting Law and generating draft and final meeting minutes. Attendance would be required at all Design Review Board meetings which are usually held on Monday evenings at least twice per month as well as additional meetings that may be scheduled as needed. The position supports the permitting function of the Design Review Board which in FY2018 collected review fees of \$2,800 under the Town's zoning by-law. The position is to be paid on an hourly basis and is anticipated to require up to 25 hours per month of staff time. Funding in the amount of \$6,200 is requested. Not funding this position will place the Town at risk for a violation under the Massachusetts Open Meeting Law as the Design Review Board is composed of volunteer members without capacity to generate meeting minutes of Board activities.</p>					
V2021					



Performance Improvement Funding Request Supplement										
DSR4S										
Position Title	Recording Secretary					Priority	1			
Classification	Sched. C	FT	PT	X		Seasonal				
Part Time /Seasonal	Hours Per Week		5.77		Number of Weeks Per Year			52		
Compensation Detail										
Base Rate	5.77 X 20.65 X 52 = \$6,195.82					6,200				
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Other										
Salary and Wage Total						6,200				
If Funded the Position Will Require the Following Additional Items										
Description	No	Ye s	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					479					
Description and Explanation										
Benefit costs for this part time position are estimated at \$479.00. It is further expected that the person filling the position will either use an existing departmental computer for on-site work or will complete the tasks from an off-site location using their personal equipment.										
V2021										

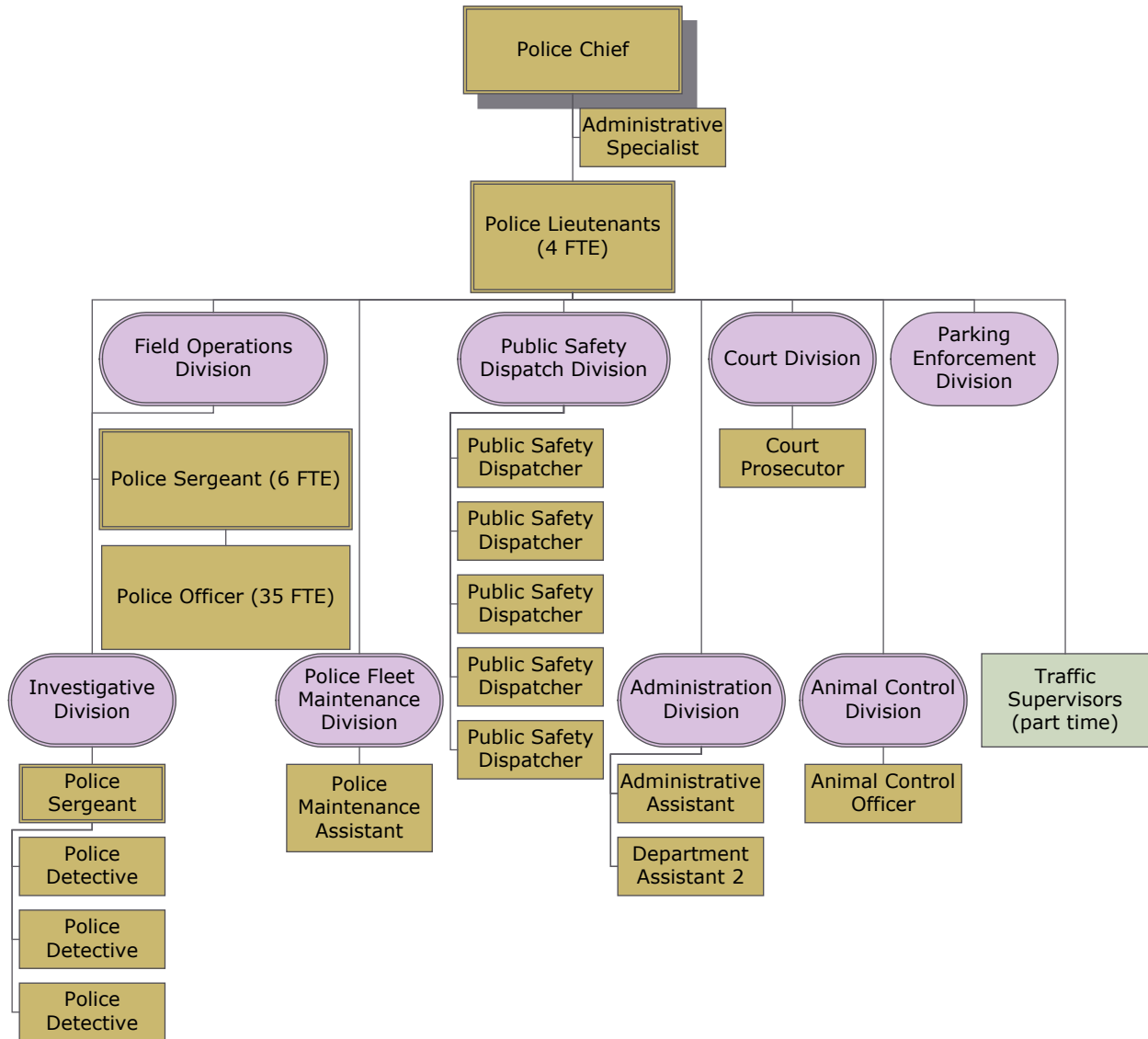
Performance Improvement Funding Request DSR4					
Department	Planning and Community Development				
Title	Professional Design Services – Trail Mapping and Identification	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage					
8. Expense			\$6,000	\$6,000	
9. Operating Capital					
10. Department Total (1+2+3)					
11. Other Costs					
12. Grand Total (4+5)				\$6,000	
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?		Conservation			
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 funding request looks to address a long-standing goal of the Conservation Commission. If this request is funded, the Town would look to hire a pre-approved Design and Engineering firm to help the Commission with the following goals:</p> <ul style="list-style-type: none"> <li>Options for graphic presentation of standardized trail mapping</li> <li>Developing a system of identification signage for the trail heads and options for trailhead information kiosks and directional signage including trail markers.</li> </ul> <p>*Please see the attached proposal from Tighe &amp; Bond</p> <p>Once design of a standardized trail entrance signage system, trail markers, and trailhead information kiosks are finalized, the department will be seeking construction funding to replace and renovate the existing trail entrance signage system, trail markers, and trailhead information kiosks on both Conservation and Park and Recreation properties. Funding for this second phase effort is expected to come from either a subsequent operating cost request or CPA allocation. Additionally, private donations will be utilized when available.</p>					
V2021					

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Planning & Community Development	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Planning &amp; Community Development</b>									
Salary & Wage Regular	449,392.27	468,113.99	442,685.58	526,129	539,621		539,621	13,492	
Salary & Wage Temporary	36,005.11	34,550.37	38,781.50	28,922	30,300	6,200	36,500	7,578	
Salary & Wage Overtime		3,512.58	216.67	1,030	1,030		1,030	-	
Salary & Wage Other	4,636.86	9,110.39	6,899.81	4,900	5,100		5,100	200	
Salary and Wage Total	490,034.24	515,287.33	488,583.56	560,981	576,051	6,200	582,251	21,270	3.8%
Energy				-				-	
Non Energy Utilities				-				-	
Repairs and Maintenance				-				-	
Rental and Leases				-				-	
Other Property Related				-				-	
Professional & Technical	4,810.00	889.00	9,320.00	6,700	7,200	6,000	13,200	6,500	
Communications	10,066.59	6,984.73	9,386.66	14,750	15,050		15,050	300	
Recreation		6,269.40		-				-	
Other Purchased Services				-				-	
Energy Supplies				-				-	
Office Supplies	4,005.10	868.90	1,463.26	2,900	3,000		3,000	100	
Building & Equipment Repair Supplies	1,222.70			500	500		500	-	
Custodial Supplies				-				-	
Grounds Keeping Supplies				-				-	
Vehicular Supplies				-				-	
Food & Service Supplies				-				-	
Medical Supplies				-				-	
Educational Supplies				-				-	
Public Works Supplies				-				-	
Other Supplies & Equipment	3,102.01	8,553.42	1,822.74	1,900	1,900		1,900	-	
Governmental Charges	152.00	60.00	76.00	700	700		700	-	
Travel & Mileage	346.25	522.57	1,015.12	2,900	3,200		3,200	300	
Dues & Subscriptions	2,188.00	2,365.00	2,074.00	2,700	2,850		2,850	150	
Other				-				-	
Expense Total	25,892.65	26,513.02	25,157.78	33,050	34,400	6,000	40,400	7,350	22.2%
Capital Equipment				-				-	
Capital Equipment Total				-				-	
<b>TOTAL</b>	<b>515,926.89</b>	<b>541,800.35</b>	<b>513,741.34</b>	<b>594,031</b>	<b>610,451</b>	<b>12,200</b>	<b>622,651</b>	<b>28,620</b>	<b>4.8%</b>

## 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				
Department	Police Department			
<b>Department Mission</b>				
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.				
<b>On the Horizon</b>				
We continue to expand our training program based on need and environmental factors that dictate increased training. For example, we completed the International Association of chiefs of Police (IACP) One Mind Pledge where we established a partnership with a community mental health organization; new policy trained 100% of staff in mental health first aid and continued our Critical Incident Training (CIT) team.				
We are in year two of a three to four-year period where we will see an above average turnover rate as a large group will hit retirement eligibility. This will lead to increased training requirements with younger officers who lack experience. We will continue to focus on current trends, high risk low frequency events such as firearm, pursuit, use of force, mental health and substance abuse related calls.				
Construction has started in phase one of the public safety building project. In FY2021 we will be moving to our temporary location at the Hillside School. FY2021 will be a difficult year logistically for our department as we hit the transition period until the completion of the Public Safety Building.				
The department is requesting two additional officers in FY2021. The current staffing level for the police department is fifty-one. The request for new officers will increase salary, operational and legacy costs.				
<b>Budget Statement</b>				
	<b>FY19</b>	<b>FY18</b>	<b>FY17</b>	<b>FY16</b>
<b><i>Calls</i></b>				
Calls for Service	47,033	48,098	42,217	33,610
Priority 1 Calls	4,140	4,178	3,750	4,020
<b><i>Records Management</i></b>				
Total Offenses Committed	900	1,032	970	978
Total Felonies	275	254	291	253
Total Crime Related Incidents	507	568	430	475
Total Non-Crime Related Incidents	904	819	733	608
Total Adult On View Arrests	93	100	95	108
Total Adult Summons/Hearing	196	254	229	158
<b>Total Arrests/Summons/Warrants</b>	<b>289</b>	<b>354</b>	<b>324</b>	<b>266</b>
Total Protective Custodies	16	21	14	15
<b><i>Traffic</i></b>				
Total Motor Vehicle Crashes	424	463	456	461
Total Citations	4,873	5,203	5,529	3,519

**Department Information**  
**DSR1**

<b>Department</b>	<b>Police Department</b>
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**FY 2021 Budget Request**

The FY2021 Budget request is \$7,490,850 which is \$ 427,110 above the FY2020 actual budget (7,063,740). Included in the overall budget is a DSR 4 request for two additional officer positions at a cost of \$147,154.

**Salary and Wages**

The salary and wage amount requested is \$6,612,868. The increase of \$62,844 is a result of the following;

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

Cola increases for administrative staff and step increases for public safety dispatchers.

Division	Description	Change From FY20	Comments
ADMIN	SEMINARS & TRAINING	\$1,000.00	JR LT'S FOR LEADERSHIP TRAINING
TRAIN & DEV	SEMINARS & TRAINING	\$1,000.00	SEVERAL NEW OFFICERS TO TRAIN
P P & E	SEMINARS & TRAINING	\$1,000.00	SEVERAL NEW OFFICERS TO TRAIN
ANIMAL CNTRL	SEMINARS & TRAINING	\$500.00	ADDITIONAL TRAINING FOR RECERTIFICATION
COURT	MILEAGE COURT P/P	\$600.00	UPDATED TO CORRECT COST
ADMIN	POSTAGE	\$800.00	NEW POSTAGE MACHINE/SUPPLIES/COST
ADMIN	COMM-LANDLINE	\$500.00	NEW DISPATCH CONNECTIONS
ADMIN	COMM-WIRELESS	\$500.00	INCREASE IN NUMBER OF TABLETS IN CRUISERS
ADMIN	PRINTING & MAILING	\$500.00	NEW OFFICERS/PROMOTIONS/ETC
B G & M	VEH SUPPLIES	\$425.00	TIRES/SUPPLIES FOR NEW VEH IN FLEET
B G & M	FUEL	\$9,054.00	Gas- 3 yr Avg (24,255 @ \$3.03/ gallon ADDING NEW VEHICLHLE TO FLEET)
ADMIN	UNIFORMS	\$1,700.00	NEW DEPUTY CHIEF AND VESTS
DISPATCH	UNIFORMS	\$500.00	NEW DISPATCHERS
P P & E	UNIFORMS	-\$2,500.00	VEST REPLACEMENT PLAN – NOT AS MANY REPLCEMENTS NEEDED IN FY2021
		\$15,579.00	TOTAL INCREASE
		\$396,312.00	FY21 EXPENSE REQUEST
		\$380,733.00	FY20 EXPENSES
		4.1%	% INCREASE FROM FY20
		1.7%	%INCREASE W/O FUEL

Department Information DSR1			
Department	Police Department		
<b>Operating Capital Equipment Replacement</b>			
<b>2021 Vehicle request</b>			
<p>There are several changes to the vehicle replacement submission that impact our request. Traditionally we have preferred gas only cruisers as they were more reliable and efficient for our needs. In the past several years there have been improvements in the hybrid vehicle as it pertains to law enforcement. In FY2021 we will be requesting 2020 Ford Police Interceptor Utility AWD Hybrids. There is a slightly higher purchase price for the Hybrid, but we believe that the fuel cost savings will surpass the difference. The second cost that will increase the overall price will be outfitting the cruisers with new equipment (i.e. cage for prisoner transport, console, lightbars and other equipment) to fit the new cruisers. For the past several years (8), we have transferred the equipment from the old to the new cruiser. The 2020 Ford model year changed the Ford Police Interceptor body style making the old equipment non-transferable. In the future we will continue to swap out the equipment from the old cruiser to the new. After looking at the vehicle replacement schedule we have changed the replacement schedule for front line cars from every year to every other year. This will allow us to cycle cars out less frequently while being able to maintain operational needs.  </p>			
<b>Accomplishments and Activities</b>			
<p>Five officers received the State 911 lifesaving awards last June. We held our third annual Jr. Police Academy that was attended by 30 rising 7th and 8th graders. During the week long academy the kids watched the Metro-Lec K-9 division demonstrate the how the K-9's work, took a tour of the Norfolk Jail, worked with our detective bureau on crime scene and finger print evidence, learned medical first responder and worked with members of the Metro-Lec Swat team and took a tour of Gillette Stadium. We continued our Active Threat/Asher Training with the Needham Fire department during April vacation. In February 2019 we received our certificate of completion from the IACP recognizing our completion of the one mind pledge, which required us to establish a clearly defined and sustainable partnership with one or more community mental health organization(s); develop and implement a model policy addressing police response to persons affected by mental illness and train and certify 100 percent of my agency's sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid or other equivalent</p>			
<b>Spending Request Recap</b>			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	6,612,868	139,154	6,752,022
b) Expenses	396,312	8,000	404,312
c) Capital	334,516		334,516
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	7,343,696	147,154	7,490,850

Department Expenditure Detail DSR2																	
Department				Police 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)								
	60	1	60	61	1	61	63	1	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	2	NIPEA		Police	46	Police Superior	4	NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base												4,346,466				
b.	PRD1 Differentials (Conditions, Requirements, Shifts)												238,257				
c.	PRD1 Education												545,540				
d.	PRD1 Extra Holiday												12,068				
e.	PRD1 Longevity												53,594				
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation												57,130				
i.	PRD1 Budget Adjustments												20,427				
												PRD1 Sub Total	5,273,482				
J	DSR3 Other Compensation																
												Sub Total 1	5,273,482				
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Matrons												1,600				
b.	Parking Enforcement												53,690				
c.	Traffic Supervisor												206,158				
d.	Det Mullins Evidence/Records Support												31,616				
e.	DSR3 Total																
												Sub Total 2	293,064				
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)												567,322				
b.	Training and Development												180,000				
c.	Vacation and NOSL backfilling												255,000				
d.	Elections 4												16,000				
e.	DSR3 Total																
												Sub Total 3	1,018,322				
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs												15,000				
b.	Pay In Lieu of Accrued Leave												13,000				
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																
												Sub Total 4	28,000				



Department Expenditure Detail DSR2		
Department	Police Department	
5. Total Salary and Wages (1+2+3+4)		6,612,868
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Photo Copier (1,200) Radar, Lidar, Bikes (6,000) Radio/Communications (18,700) CJIS Maintenance (3,000) Vehicle lift Inspection (1,500) Vehicle Repair & Maint.(8,500)	38,900
Rental & Leases (527X)	Postage/TTY/Cooler (1,500) Range Rental (3,000) Motorcycle (5,500) Dispatch Tower Rental (48,000)	58,000
Other Property Related Services (529x)	Animal Control Crematory (2,500)	2,500
Professional & Technical Services (530x - 531x)	Admin Training (6,000) PP&E Training/Testing Services (9,000) Seminars & Specialized Training (9,000) Animal Control Training (600)	24,600
Communications (534x)	Public Relations Comm. (4,800) General Postage (3,000) 911 & Landlines (7,500) Wireless (16,500) Printing & Mailing (3,500)	35,300
Recreational & Cultural Services (535x)	Youth Academy (2,500)	2,500
Other Purchased Services (538x)	Vehicle Cleaning (800) Towing (900) ACO Testing (800)	2,500
Office Supplies (542x)	Station Wide Office Supplies (9,000)	9,000
Building & Equipment Supplies (543x)	Hardware Supplies (1,000)	1,000
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Seasonal, Misc. Supplies (700)	700
Vehicular Supplies (548x)	Tires, Batteries & Accessories (15,500) Replacement Graphics (1,500) Vehicle Oil (2000)	19,000
Gasoline and Diesel Fuel (5481)	Gasoline (80,562)	80,562
Food and Service Supplies (549x)	Meetings, Incidents (700)	700
Medical Supplies (550x)	Station/Cruiser Kits (1,200) Narcans/Defib Supplies (4,600)	5,800
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Emergency Replacement (10,000) Range Supplies (14,200) Portable Radio Batteries Patrol, Traffic, Training Supplies (24,700) New/Replacement Uniforms (23,000) Lab Items & Evidence Supplies (1,900) Dispatch Uniforms (1,500)	74,300

Department Expenditure Detail				
DSR2				
Department	Police Department			
Governmental Charges (569x)	Police ID (350)			2,350
	EMT Lic (2,000)			
Travel & Mileage (571x - 572x)	Conferences, Seminars, Train & Court (3,600)			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				396,312
DSR2C				
Capital Equipment Replacement (587X)	Replacement of 4 frontline cruisers, Chiefs vehicle and 1 detective vehicle. 6 vehicles.			334,516
7. Total Operating Budget Capital				334,516
8. Total Base Request (Line 5 + Line 6 + Line 7)				7,343,696
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 FY2021 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 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"/>
V2021				

Performance Improvement Funding Request DSR4					
Department	Police Department				
Title	Police Officer	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	2	139,154		139,154	
2. Expense			8,000	8,000	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs		67,490		67,490	
6. Grand Total (4+5)	2	206,644	8,000	214,644	
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?					
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 Needham Police Department is requesting two additional officer's FY 2021. The current staffing level for the police department is Fifty-One. Prior to the addition of Officers in FY 2019 and FY 2020 this department had not seen an increase in staff since 2000.</p> <p>The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours.</p> <p>Needham is which is located along Route 128 and is closely situated near the Massachusetts turnpike (I-90) and Route 95. Needham has become an attractive location for both residential and commercial interests with its proximity to Boston. The growth in the Needham crossing area continues to expand the economic growth in the Town. The increased workforce and daytime population typically result in additional workload to Town services.</p>					

Performance Improvement Funding Request DSR4			
Department	Police Department		
Title	Police Officer	Priority	1
<p>The commercial growth does affect the Town and its police department with the increased daytime population which impacts our ability to deliver police services at the level that is expected by the Needham community.</p> <p>Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. This request is supported by a staffing study that was completed in 2016 explaining the operational needs of the department that would be supported by the additional officers.</p> <p>The officers would be placed in the patrol rotation in order to balance the patrol staff. Currently we usually have four sector cars and a unassigned car (UC) on the day and evening shift. The addition of the new officers would allow us to increase our minimum manning that would ensure a second UC car on all day and first half shifts. This would add a UC car to cover sector 3 and 4 which covers the lower end and Needham Crossing, the second UC would cover sector 1 and 2. Not only would this give us more coverage in the designated patrol areas it would provide a measure of bench strength that would allow us to cover patrol staffing vacancies due to illness, vacation, without paying overtime or ordering to the shifts.</p>			
			V2021

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Police officer					Priority	1			
Classification	<input checked="" type="checkbox"/>	FT	<input type="checkbox"/>	PT	<input type="checkbox"/>	Seasonal	<input type="checkbox"/>			
Part Time /Seasonal	Hours Per Week			[ 40 ]		Number of Weeks Per Year			[ 52 ]	
Compensation Detail										
Base Rate	53,768									
Other	EMT 2,420									
Other	Night Diff 7% 3,764									
Other	Mid 3, 1,040									
Other	Education 8,065									
Other	Health 520									
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Vehicle	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Computer	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Software	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Mobile Communication Device	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Uniform	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Academy and Patrol		4000					
Tools	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
Equipment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Included in uniform cost							
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Other	<input type="checkbox"/>	<input type="checkbox"/>								
Totals										
Estimated Annual Benefit Cost					33,745					
Description and Explanation										
<p>The Needham Police Department is requesting two additional officer's FY 2021. The current staffing level for the police department is Fifty-One. Prior to the addition of Officers in FY 2019 and FY 2020 this department had not seen an increase in staff since 2000.</p> <p>The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours.</p>										

Performance Improvement Funding Request Supplement  
DSR4S

Position Title	Police officer	Priority	1
<p>Needham is which is located along Route 128 and is closely situated near the Massachusetts turnpike (I-90) and Route 95. Needham has become an attractive location for both residential and commercial interests with its proximity to Boston. The growth in the Needham crossing area continues to expand the economic growth in the Town. The increased workforce and daytime population typically result in additional workload to Town services. The commercial growth does affect the Town and its police department with the increased daytime population which impacts our ability to deliver police services at the level that is expected by the Needham community.</p> <p>Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. This request is supported by a staffing study that was completed in 2016 explaining the operational needs of the department that would be supported by the additional officers.</p> <p>The officers would be placed in the patrol rotation in order to balance the patrol staff. Currently we usually have four sector cars and a unassigned car (UC) on the day and evening shift. The addition of the new officers would allow us to increase our minimum manning that would ensure a second UC car on all day and first half shifts. This would add a UC car to cover sector 3 and 4 which covers the lower end and Needham Crossing, the second UC would cover sector 1 and 2. Not only would this give us more coverage in the designated patrol areas it would provide a measure of bench strength that would allow us to cover patrol staffing vacancies due to illness, vacation, without paying overtime or ordering to the shifts.</p>			
			V2021

Performance Improvement Funding Request Supplement DSR4S										
Position Title	Police Officer					Priority	1			
Classification	X	FT		PT		Seasonal				
Part Time /Seasonal	Hours Per Week			40		Number of Weeks Per Year			52	
Compensation Detail										
Base Rate	53,768									
Other	EMT 2,420									
Other	Night Diff 7% 3,764									
Other	MID 3 1040									
Other	Education 8,065									
Other	Health 520									
Other										
Other	S&W Total 69,577									
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	Academy and Patrol		4000					
Tools	X									
Equipment		X	Included in uniform cost							
Other										
Other										
Other										
Totals										
Estimated Annual Benefit Cost					33,745					
Description and Explanation										
<p>The Needham Police Department is requesting two additional officer's FY 2021. The current staffing level for the police department is Fifty-One. Prior to the addition of Officers in FY 2019 and FY 2020 this department had not seen an increase in staff since 2000. The work performed by the Needham Police Department has become more complex. Calls concerning domestic violence, mental illness and substance abuse always tie up two units, often for protracted periods of time. Each of these call types requires a written report. When units are tied up on calls or reports, fewer units are on the road to respond to calls for service. Officers assigned to foot patrol are constantly called off their beats to handle radio calls because sector cars are tied up. The numbers of officers assigned to each shift are at or near minimum staffing levels. Because the numbers are close, the Department fills a lot of shifts on overtime when officers get injured, take vacation time, sick time or attend training. This is an expensive alternative and results in limited officers working more hours. Needham is which is located along Route 128 and is closely situated near the Massachusetts turnpike (I-90) and Route 95. Needham has become an attractive location for both residential</p>										

Performance Improvement Funding Request Supplement  
DSR4S

Position Title	Police Officer	Priority	1
<p>and commercial interests with its proximity to Boston. The growth in the Needham crossing area continues to expand the economic growth in the Town. The increased workforce and daytime population typically result in additional workload to Town services. The commercial growth does affect the Town and its police department with the increased daytime population which impacts our ability to deliver police services at the level that is expected by the Needham community.</p> <p>Needham has seen a steady and moderate commercial and residential growth. The residential growth, which appears to have increased slightly over time, has begun to show a steady increase over the last several years. This is due in part to the increase in residential developments, nursing home units and the commercial development in the Needham Crossing location. As we have outlined in this document, Needham is growing in all areas and the demand for service will continue to grow with it. Despite this growth, Needham Police staffing is not at the level it was prior to 1990. Since this growth is expected to continue, it is critical to ensure the Needham Police has the staffing levels necessary to maintain the safety of the community. This request is supported by a staffing study that was completed in 2016 explaining the operational needs of the department that would be supported by the additional officers.</p> <p>The officers would be placed in the patrol rotation in order to balance the patrol staff. Currently we usually have four sector cars and a unassigned car (UC) on the day and evening shift. The addition of the new officers would allow us to increase our minimum manning that would ensure a second UC car on all day and first half shifts. This would add a UC car to cover sector 3 and 4 which covers the lower end and Needham Crossing, the second UC would cover sector 1 and 2. Not only would this give us more coverage in the designated patrol areas it would provide a measure of bench strength that would allow us to cover patrol staffing vacancies due to illness, vacation, without paying overtime or ordering to the shifts.</p>			
			V2021

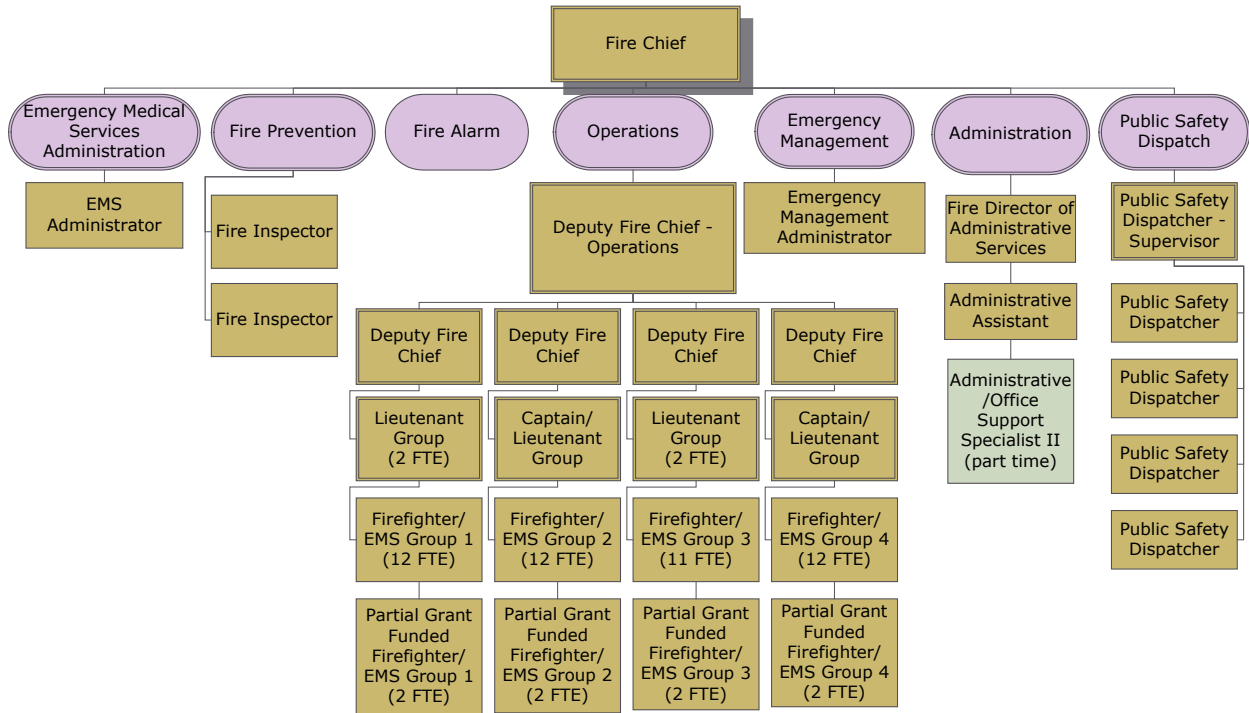


Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Police Department	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Police Department</b>									
Salary & Wage Regular	4,342,941.16	4,351,548.26	4,411,797.45	4,679,883	4,722,028	139,154	4,861,182	181,299	
Salary & Wage Temporary	19,021.25	185,231.07	197,921.34	272,758	293,064		293,064	20,306	
Salary & Wage Overtime	636,982.91	811,602.58	918,270.61	992,898	1,018,322		1,018,322	25,424	
Salary & Wage Other	487,139.77	567,377.62	748,840.56	604,485	579,454		579,454	(25,031)	
Salary and Wage Total	5,486,085.09	5,915,759.53	6,276,829.96	6,550,024	6,612,868	139,154	6,752,022	201,998	3.1%
				-					
Energy	1,175.99			-					
Non Energy Utilities				-					
Repairs and Maintenance	32,813.89	31,044.16	29,225.23	38,900	38,900		38,900		
Rental and Leases	12,120.00	7,480.00	8,428.40	58,000	58,000		58,000		
Other Property Related	81.75			2,500	2,500		2,500		
Professional & Technical	27,730.64	13,849.95	20,180.70	21,100	24,600		24,600	3,500	
Communications	20,311.11	27,503.07	22,405.58	33,000	35,300		35,300	2,300	
Recreation			1,399.98	2,500	2,500		2,500		
Other Purchased Services	8,120.15	3,102.50	2,561.00	2,500	2,500		2,500		
Energy Supplies				-					
Office Supplies	8,998.00	7,128.52	4,631.21	9,000	9,000		9,000		
Building & Equipment Rprs/Sp	600.00	2,189.29	1,790.72	1,000	1,000		1,000		
Custodial Supplies				-					
Grounds Keeping Supplies	176.17	330.18		700	700		700		
Vehicular Supplies	59,449.38	68,152.18	76,661.08	90,083	99,562		99,562	9,479	
Food & Service Supplies	116.06	2,001.56	710.44	700	700		700		
Medical Supplies	5,047.60	3,150.50	4,054.58	5,800	5,800		5,800		
Educational Supplies		8.00		-					
Public Works Supplies	1,500.00			-					
Other Supplies & Equipment	62,049.32	70,227.12	67,693.89	74,600	74,300	8,000	82,300	7,700	
Governmental Charges	2,192.15	1,360.60	1,788.40	2,350	2,350		2,350		
Travel & Mileage	1,504.79	4,284.81	4,555.55	3,000	3,600		3,600	600	
Dues & Subscriptions	9,289.00	14,054.00	10,494.00	15,000	15,000		15,000		
Other	8,214.14	1,288.02	17,612.27	20,000	20,000		20,000		
Expense Total	261,490.14	257,154.46	274,193.03	380,733	396,312	8,000	404,312	23,579	6.2%
				-					
Capital Equipment	218,079.32	172,503.35	137,515.67	132,983	334,516		334,516	201,533	
Capital Equipment Total	218,079.32	172,503.35	137,515.67	132,983	334,516		334,516	201,533	151.5%
				-					
<b>TOTAL</b>	<b>5,965,654.55</b>	<b>6,345,417.34</b>	<b>6,688,538.66</b>	<b>7,063,740</b>	<b>7,343,696</b>	<b>147,154</b>	<b>7,490,850</b>	<b>427,110</b>	<b>6.0%</b>

## 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
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 cost-effective manner possible.</p>	
On the Horizon	
<p>The Fire Department is going through a period of significant change that will result in greater response capabilities and increase safety and health for its personnel. In July of 2019, a second full time advanced life support (ALS) ambulance was staffed and stationed at Station II in Needham Heights. Now the department has 2 ALS ambulances to service the Town with the highest level of pre-hospital care there is. This was made possible by the department receiving a SAFER fire staffing grant from the Federal Government in the amount of 1.6 million dollars to hire an additional eight Firefighters/Paramedics. In addition to the enhanced EMS response capabilities associated with this increase in personnel, the department's first alarm firefighting ability will now meet the standards set out by the National Fire Protection Association's Standard 1710. This Standard calls for a minimum of 15 personnel to arrive on scene at a simple room and contents fire. The ability to meet this Standard makes for an overall safer community.</p> <p>The Public Safety Building and Station II projects are moving along at a brisk pace. Station II personnel will be moving to a temporary fire facility at the former Hillside School in December of 2019 to allow for the razing of the fire station at the corner of Highland Ave. and Webster St. Phase 1 of the Public Safety Building project is moving along, as well, with the construction of the new Fire Station Headquarters on Chestnut St. Once both buildings are finished, fire personnel will be housed in what has been designed as a building that recognizes and lessens the health risks associated with firefighting. Some of the improvements built into both stations will be a specialized washing machine to extract both carcinogens and biohazards from personal protective equipment and steam showers and a dry heat room to help remove contaminants from the skin of responding personnel. Each facility will have strength and conditioning rooms to help maintain personal fitness, thus keeping personnel healthy and reducing long term injury and disability retirement costs associated with strains, overexertion and firefighting related cancers.</p> <p>The new building will also offer additional space to house the fleet of firefighting apparatus and equipment. Station II will also have a repair bay for the department's mechanics. This will give them the opportunity to work on apparatus in a safe and well-equipped space enabling them to reduce repair costs that would be otherwise be incurred by sending apparatus out for repairs. Along with the building construction, the public safety radio network will be completely rebuilt with a system of engineered antennae that will ensure excellent reception for responding units throughout the Town. Finally, the Fire Headquarters will now have enough space for all administrative personnel and programs that have grown dramatically since the construction of the current facility in 1931. Along with this additional space, will be a state-of-the-art technological infrastructure, which will lead to greater efficiencies and customer satisfaction.</p> <p>Coinciding with the building project, the Town's hard-wired fire alarm system is being replaced by a lower maintenance radio box system which is scheduled to be completed by the summer of 2020. This will allow for a system that relies on radio waves instead of the original telegraph system that has been in place since the early 1900's.</p>	

Department Information DSR1	
Department	Fire Department
<b>Budget Statement</b>	
<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 FY19, we collected \$1,021,061 in revenue from the rescues, \$56,165 in revenue from fire inspection permits and \$52,415 from fire alarm master box fees and inspections.</p> <p>In FY19, we were awarded a SAFER grant. This grant allowed us to hire 8 additional firefighters. 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>In FY19, we were awarded a Student Awareness of Fire Education (SAFE) grant in the amount of \$4,354 and a Senior SAFE grant in the amount of \$2,600. This funding helps us to teach young children and seniors about fire safety.</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 FY19 salaries, as Local 1706 is still in salary negotiations. It does, however, include step and longevity raises. In addition, it does not include any cost of living raise for Civilian Fire Dispatchers. It does include contractual raises for members of ITWA/LIUNA Local 272.</li> <li>• The Emergency Management Administrator position is now a permanent position within the Fire Department budget. It was transferred to us from the Health and Human Services budget in FY19 as part of a reorganization.</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 \$225,000 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> <li>• Training and Development decreased by 7,691 because fewer personnel need to recertify.</li> <li>• Fire Administration Overtime increased slightly in order to cover the cost of on-going projects and Dispatch Overtime increased because three of the dispatchers have increased vacation hours.</li> <li>• Working-Out-of-Grade decreased by 1,259 based on FY19 figures.</li> </ul>	

**Department Information**  
**DSR1**

Department | Fire Department |

**DSR2: Services and Supplies**

	Description	Change from FY19	Comments	Net Change
Repair and Maintenance Services	Copier maintenance contract	(\$95)	Decrease based on monthly cost and estimated overages	(\$3,404)
	Repair/maintain FF equipment	\$2,111	Maintenance contracts increased for recharging vehicle fire extinguishers and hydrostatic testing	
	Outside vehicle repairs	\$346	Used 5 year avg, plus 1/2 difference between avg and high	
	Municipal fire alarm outside repairs	(\$3,348)	Decrease based on historical spending	
	Radio maintenance contract	(\$1,818)	Decrease since Quantar repeaters and Astrotac satellite receivers are going into non-support status 12/31/20	
	Defibrillator maintenance contract	(\$600)	Removal of Lifepak 12 – new Lifepak 15 under warranty	
Rental and Lease	Medical oxygen tank rental	\$166	Based on number of tanks used	\$166
Professional and Technical Services	New Hire Psychological, PAT, FFI and FFII and Haz Mat Certification	\$590	Change from 6 new hires to 7	\$9,567
	Attendance at various conferences	\$1,900	Based on conferences/seminars offered and cost spent in FY2019	
	Emergency Management conference	(\$500)	Included in general attendance at various conferences	
	Emergency Management full scale exercise	\$3,000	Increase due to limited grant funds	
	Medical Oxygen	(\$181)	Based on 2 year average	
	EMT/Paramedic Refresher	\$2,600	Based on number attending and quote	

Department Information DSR1				
Department		Fire Department		
	EMS continuing education program	\$277	Fee based on additional personnel	
	EMD Software and maintenance for new Dispatch Center	\$1,398	Based on requirement and quote	
	Civilian Dispatch continuing education	(\$420)	Mandated training required for dispatchers, changes every 2 years	
	RAVE - Emergency Notification System	\$468	Contractual cost increase	
	Callback Staffing Solutions	(\$565)	Based on quote	
	Wellness Training	\$1,000	Based on quote	
Communications	Wireless Communication Printing/Mailing	\$2,715 \$55	Additional cost for wireless cards and printing/ mailing	\$2,770
Other Purchased Services	Tailoring/Embroidery	\$930	Cost of embroidery on uniforms	\$930
Vehicular Supplies	Vehicle Supplies	(\$1,085)	Based on 3 year average	(\$1,085)
Gasoline and Diesel Fuel	Gasoline and Diesel Fuel	\$739	Increase based on FY2019 consumption for unleaded and diesel fuel	\$739
Food and Service Supplies	Meeting and Occasion refreshments	\$300	Based on anticipated spending for opening of new stations	\$300
Medical Supplies	Medical Supplies	\$5,000	Increased call volume; more supplies being used; keep all rescues stocked at Station 1 and 2 and have back-up supplies	\$5,000
Other Supplies and Equipment	General Firefighting Supplies	\$14,141	Purchasing of new SCBA bottles	\$3,154
	Uniforms	(\$10,987)	Out to bid for new uniform contract. Used same prices as last year, but changed personnel numbers. Structural Firefighting Gear	

**Department Information  
DSR1**

<b>Department</b>	<b>Fire Department</b>
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			removed and placed in operating capital.	
Governmental Charges	EMT/Paramedic State/National recertification	(\$815)	Recertification fee changes yearly based on the number of EMT/Paramedics needing to recertify	(\$815)
Travel	Hotels, airfare, mileage	(\$154)	Decrease in travel cost to FCAM Professional Development	(\$154)
Dues and Memberships	IAFC NFPA	(\$84) \$250	Based on level of membership	\$166

**Accomplishments and Activities**

Over the past year, the Fire Department has seen eighteen new personnel arrive, undoubtedly the greatest influx of personnel in any given year perhaps in the history of the department. This was due in part to the retirements of Deputy Chief John Krawiecki and Firefighters John Benedict, Alan Hopkins and Steven McKay. To fill these vacancies, Matthew Bagnell was promoted to Deputy Fire Chief, Brian Stark was promoted to Fire Captain and Nicholas Ceurvels was promoted to Fire Lieutenant. In addition, eight new personnel were hired as a result of a three-year SAFER Firefighter staffing grant the department received from FEMA. All the new personnel were trained at the Massachusetts Fire Academy or the first Metro Fire Academy hosted by the Boston Fire Department prior to beginning service for the Town. This training prior to service provides for greater safety of personnel and superior emergency response for residents.

The department responded to 4,029 emergency incidents including twelve structure fires, resulting in an estimated total loss of \$1,083,510. The Fire Prevention and Inspection division logged 1,717 service calls. Emergency Medical Services responded to 2,063 medical related emergency incidents. The Department also responded to 113 calls for mutual aid to our surrounding communities. As part of the replacement of the Town's hardwired fire alarm reporting system to a new wireless radio alarm notification system, many of the Town's public buildings, as well as some privately owned buildings have been converted. The remaining are scheduled to be changed in the next fiscal year.

The construction of the Public Safety Building project and the temporary Station II quarters began and is moving along as scheduled.

The department purchased a new rescue boat to be used on the Charles River and for mutual aid when called.

Department Information DSR1			
Department		Fire Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	8,378,394		8,378,394
b) Expenses	407,464		407,464
c) Capital	24,983		24,983
d) [ ]			
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	8,810,841		8,810,841
			V2021



Department Expenditure Detail DSR2																	
Department				Fire 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)								
	71		71	79.67		73.67	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							5,753,573									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)							427,859									
c.	PRD1 Education							398,592									
d.	PRD1 Extra Holiday							511,387									
e.	PRD1 Longevity							116,003									
f.	PRD1 Snow Program																
g.	PRD1 Uniform							7,100									
h.	PRD1 Other Compensation							49,337									
i.	PRD1 Budget Adjustments							(277,236)									
							PRD1 Sub Total		6,986,615								
J	DSR3 Other Compensation																
							Sub Total 1		6,986,615								
2. Salary and Wage Seasonal & Temporary Positions (Itemized Below)																	
a.	Temporary Department Coverage - Fire Admin (6hrs/wk x 24.63/hr)							7,685									
b.	Temporary Part-time Support - Fire Alarm (5hrs/wk x 40/hr)							10,400									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		18,085								
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							977,958									
b.	Training and Development							301,237									
c.	Fire Alarm Overtime							10,000									
d.	Fire Administration (9,616) and Civilian Dispatch Overtime (68,362)							77,978									
e.	DSR3 Total																
							Sub Total 3		1,367,173								
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend							1,500									
d.	Tuition Reimbursement																
e.	Working Out of Grade							5,021									
f.	DSR3 Other Compensation																
							Sub Total 4		6,521								

Department Expenditure Detail DSR2		
Department	Fire Department	
5. Total Salary and Wages (1+2+3+4)		8,378,394
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Copier maintenance contract (360) Repair/maintain FF equip including, but not limited to: self-contained breathing apparatus (SCBA) flow and hydrostatic testing; air compressor maintenance contract; service for Amkus tools; annual calibration of CO monitors; recharging fire extinguishers; and, small equipment repair (14,731) Vehicle inspections (5,990) 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 (19,146) Municipal fire alarm outside repairs (7,500) Radio maintenance contract (2,723) Radio repairs (1,800) Defibrillator maintenance contract (8,724)	60,974
Rental & Leases (527X)	Acetylene tank rental (156) Medical oxygen tank rental (250)	406
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 MetroFire Chiefs, Fire Chiefs' Association of MA, and Fire Prevention Association (1,320) 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 (15,395) Emergency Management training for schools and town personnel (2,000) Emergency Management full scale exercise (16,000) ESO - Emergency Medical Services	88,305

Department Expenditure Detail DSR2		
Department	Fire Department	
	reporting and billing software license and user fee (7,874) Medical oxygen (962) EMT/Paramedic Refresher Course/ACLS/CPR (9,100) Monthly EMS continuing education program (4,757) Police details (328) Instructor fees (4,500) EMD Software and maintenance for new Dispatch Center (1,398) Civilian Dispatch required continuing education (1,570) RAVE – Emergency Notification System (7,160) Callback Staffing Solutions – computer generated callback system (4,611) Wellness training (6,000)	
Communications (534x)	All wireless communication (7,665) All phone repeater lines (4,105) Postage (600) Printing and mailing (1,280)	13,650
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Uniform tailoring/embroidery (2,130)	2,130
Office Supplies (542x)	General office supplies including, but not limited to: pens, paper, envelopes, file folders, paper clips, tape, staples, notebooks, etc. (2,100)	2,100
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)	Mulch and plantings (285)	285
Vehicular Supplies (548x)	Vehicle parts including, but not limited to: fluids, mechanical parts, electrical components, lighting, tires, etc. (30,555)	30,555
Gasoline and Diesel Fuel (5481)	Unleaded fuel (19,007) Diesel fuel (22,414)	41,421
Food and Service Supplies (549x)	Meeting and special event refreshments (700)	700
Medical Supplies (550x)	Medical supplies to stock rescues at both stations – including, but not limited to: gloves, saline, sharps, syringes, electrodes, cervical collars, splints, suction units, laryngoscopes, masks, nasal cannulas, EPI-pens, Narcan, defib pads, EZ-IO needles, bandages, etc. (40,000)	40,000
Public Works Supplies (553x)		

Department Expenditure Detail DSR2		
Department	Fire Department	
Other Supplies & Equipment (558x)	FF supplies including, but not limited to: SCBA bottles; SCBA facepieces and accessories; foam; thermal imager and flashlight batteries, rescue sled; trailer for Polaris; highway vehicle stabilization kit; saws, gas meter, etc. (52,656) 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. (39,579) NFPA codes online (1,495) Fire Prevention supplies (400) Public education supplies (2,000) Fire Alarm supplies (2,175) Emergency Management supplies (1,100)	99,405
Governmental Charges (569x)	License for rescues (1,200) Food and drug license (600) EMT/Paramedic State Recertification (5,935)	7,735
Travel & Mileage (571x - 572x)	Hotels, airfare, mileage, parking and tolls for all conferences and meetings (10,893) Mileage for Emergency Management seminars and conferences (500) Hotels, airfare and parking for Emergency Management Administrator out of state travel (1,500)	12,893
Dues & Subscriptions (573X)	Fire Chiefs' Association of MA (500) Norfolk County Fire Chiefs' Association (500) International Association of Fire Chiefs' (1,730) National Fire Protection Association (1,125) Fire Prevention Association (100) MetroFire (2,500) MetroFire Haz Mat Team (120) International Municipal Signalmen's Association (80) International Association of Emergency Managers (250)	6,905
Other Expenses (574 X - 579x)		
<b>6. Total Expenses</b>		<b>407,464</b>
<b>DSR2C</b>		
Capital Equipment Replacement (587X)	Personal Protective Structural Firefighting Gear for Promotions and New Hires	24,983

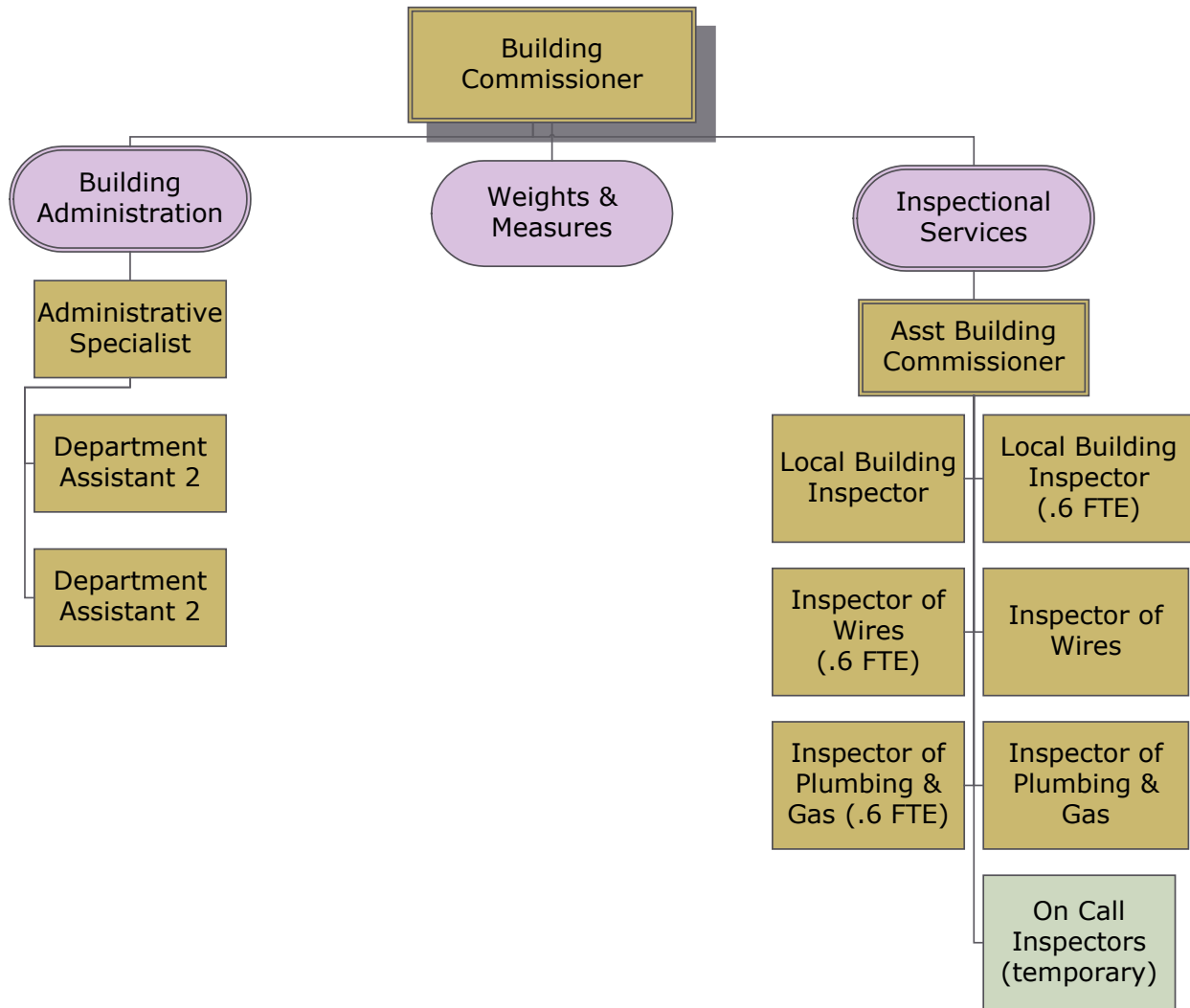
Department Expenditure Detail DSR2				
Department	Fire Department			
7. Total Operating Budget Capital				24,983
8. Total Base Request (Line 5 + Line 6 + Line 7)				432,447
Does the Department depend on any Federal or State grants to provide services?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
Did the Department submit any requests for FY2021 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 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"/>
				V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Fire Department</b>									
<b>Fire Department</b>									
Salary & Wage Regular	5,360,601.47	5,585,664.32	5,660,101.93	6,438,360	6,538,687		6,538,687	100,327	
Salary & Wage Temporary	7,660.20	5,172.30	6,891.73	26,636	18,085		18,085	(8,551)	
Salary & Wage Overtime	1,067,372.75	1,146,262.96	1,263,159.60	983,610	1,065,936		1,065,936	82,326	
Salary & Wage Other	526,528.75	699,036.77	785,270.00	836,809	755,686		755,686	(81,123)	
Salary and Wage Total	6,962,163.17	7,436,136.35	7,715,423.26	8,285,415	8,378,394		8,378,394	92,979	1.1%
Energy									-
Non Energy Utilities									-
Repairs and Maintenance	44,313.86	37,622.35	50,910.71	64,378	60,974		60,974	(3,404)	
Rental and Leases	661.55	246.00	421.00	240	406		406	166	
Other Property Related									-
Professional & Technical	50,638.28	53,138.58	55,831.78	78,738	88,305		88,305	9,567	
Communications	12,978.91	11,944.43	30,994.44	10,880	13,650		13,650	2,770	
Recreation									-
Other Purchased Services	1,959.90	2,193.00	2,805.00	1,200	2,130		2,130	930	
Energy Supplies									-
Office Supplies	2,724.85	10,149.36	1,725.00	2,100	2,100		2,100	-	
Building & Equipment Rprs/Sp									-
Custodial Supplies									-
Grounds Keeping Supplies	295.99	219.11	250.00	285	285		285	-	
Vehicular Supplies	52,934.20	58,572.05	70,145.48	72,322	71,976		71,976	(346)	
Food & Service Supplies	454.60	347.81	313.34	400	700		700	300	
Medical Supplies	47,704.83	44,332.07	53,365.55	35,000	40,000		40,000	5,000	
Educational Supplies									-
Public Works Supplies									-
Other Supplies & Equipment	93,212.27	104,277.74	85,930.85	96,251	99,405		99,405	3,154	
Governmental Charges	4,325.00	6,825.00	5,705.00	8,550	7,735		7,735	(815)	
Travel & Mileage	2,909.72	9,783.32	7,297.72	13,047	12,893		12,893	(154)	
Dues & Subscriptions	4,443.00	4,743.00	5,423.00	6,739	6,905		6,905	166	
Other		0.11							-
Expense Total	319,556.96	344,393.93	371,118.87	390,130	407,464		407,464	17,334	4.4%
Capital Equipment	23,701.00	29,999.00	23,778.00		24,983		24,983	24,983	
Capital Equipment Total	23,701.00	29,999.00	23,778.00		24,983		24,983	24,983	
<b>TOTAL</b>	<b>7,305,421.13</b>	<b>7,810,529.28</b>	<b>8,110,320.13</b>	<b>8,675,545</b>	<b>8,810,841</b>		<b>8,810,841</b>	<b>135,296</b>	<b>1.6%</b>

### 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 Town continues to replace existing housing with new residential construction in all districts throughout the community. Remodeling, additions, and accessory structures are also a large percentage of the permits issued. This building trend appears not to be slowing down in the near future and all signs indicate vibrant building and remodeling for both Residential and Commercial in the next few years. Municipal projects have also started this year with the start of the Police/ Fire Stations, DPW storage facility, and capital improvements to numerous public buildings.</p>	
Budget Statement	
<p>The Building Department is funded by its fiscal operational budget.</p> <p>The FY18 Budget was               \$745,770  The FY19 Budget was               \$756,753  The FY20 Budget was               \$793,620  The FY21 Budget submittal is \$795,800</p> <p>The increase of \$2,180 is Union Contract &amp; Step Increases</p>	
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 FY16- \$1,995,869  Total Fees collected in FY17- \$4,157,536  Total Fees collected in FY18- \$2,259,771  Total Fees collected in FY19- \$2,311,966</p>	



Department Information DSR1			
Department		Building Department	
<b>Building Activity – New Construction:</b>			
FY17 Residential Single-Family Dwellings – 96			
FY17 Residential Two-Family Dwellings – 10			
FY17 Residential Apartment Units – 474			
FY17 Residential Condo/Town-House Unit – 52			
FY17 Non-Residential Buildings – 2			
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			
<b>Demolition:</b>			
FY17 Residential – 93			
FY17 Commercial – 3			
FY18 Residential – 91			
FY18 Commercial – 8			
FY19 Residential – 78			
FY19 Commercial – 3			
<b>Number of permits issued:</b>			
FY17 – 4,922			
FY18 – 4,692			
FY19 – 4,596 This does not include 79 Certificates of Inspection, 64 Sign Permits, & 14 Swimming Pool permits.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$744,760		\$744,760
b) Expenses	\$51,040		\$51,040
c) Capital			
d)			
e)			
f)			
g) Total DSR2 & DSR4 Request (a through f)	\$795,800		\$795,800
V2021			

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											\$710,231					
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											\$2,733					
<b>PRD1 Sub Total</b>											<b>\$713,364</b>						
J	DSR3 Other Compensation																
<b>Sub Total 1</b>											<b>\$713,364</b>						
<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.																	
e.	DSR3 Total																
<b>Sub Total 2</b>											<b>\$20,842</b>						
<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																
<b>Sub Total 3</b>											<b>\$10,554</b>						
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																

Department Expenditure Detail DSR2		
Department	Building Department	
f. DSR3 Other Compensation		
	Sub Total 4	\$0
5. Total Salary and Wages (1+2+3+4)		\$744,760
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)		
6. Total Expenses		\$51,040
DSR2C		
Capital Equipment Replacement (587X)		
7. Total Operating Budget Capital		
8. Total Base Request (Line 5 + Line 6 + Line 7)		

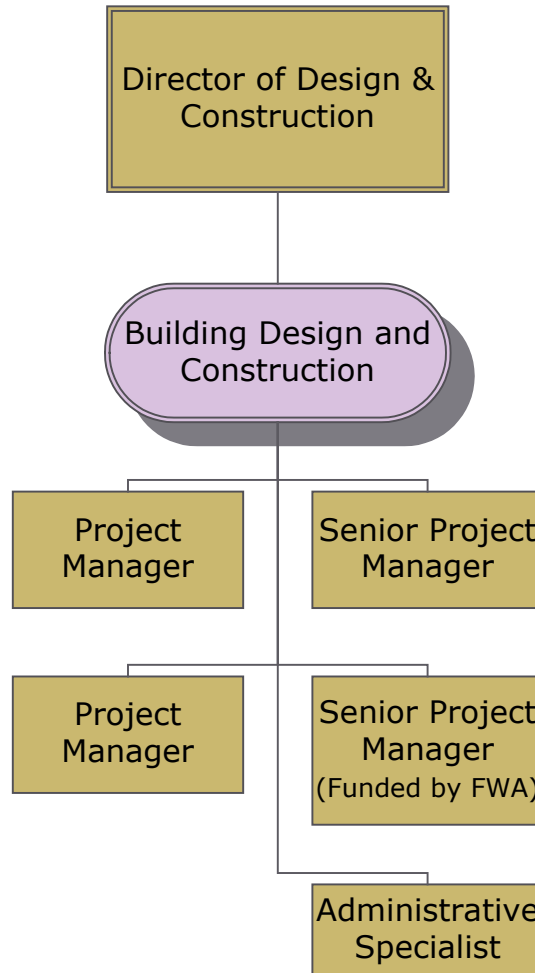
Department Expenditure Detail DSR2				
Department	Building Department			
Does the Department depend on any Federal or State grants to provide services?	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
Did the Department submit any requests for FY2021 for the replacement or upgrade 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 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"/>
				V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Building Department	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Building Department</b>									
Salary & Wage Regular	576,076.67	600,136.44	572,681.10	711,184	713,364		713,364	2,180	
Salary & Wage Temporary	5,525.00	8,489.00	9,795.50	20,842	20,842		20,842	-	
Salary & Wage Overtime	11,069.98	16,670.85	20,016.73	10,554	10,554		10,554	-	
Salary & Wage Other		7,940.12	9,024.20					-	
Personnel	592,671.65	633,236.41	611,517.53	742,580	744,760		744,760	2,180	0.3%
Energy	40.00							-	
Non Energy Utilities								-	
Repairs and Maintenance			500.00					-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical	11,430.00	11,707.50	11,055.00	25,231	25,231		25,231	-	
Communications	6,452.79	5,838.37	5,232.10	6,169	6,169		6,169	-	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies	1,090.64	1,438.42	610.67	3,149	3,149		3,149	-	
Building & Equipment Rprs/Sp								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies								-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	1,230.90	3,343.88	5,369.44	1,500	1,500		1,500	-	
Governmental Charges	12,000.00	12,000.00	12,000.00	12,000	12,000		12,000	-	
Travel & Mileage	494.07	565.35	539.98	2,111	2,111		2,111	-	
Dues & Subscriptions	140.00	740.00	320.00	880	880		880	-	
Other - Expenses								-	
Expense Total	32,878.40	35,633.52	35,627.19	51,040	51,040		51,040	-	
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>625,550.05</b>	<b>668,869.93</b>	<b>647,144.72</b>	<b>793,620</b>	<b>795,800</b>		<b>795,800</b>	<b>2,180</b>	<b>0.3%</b>

### 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 & 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 will be overseeing future upcoming projects as outlined by the Master Plan including the DPW Complex reconfiguration, School Administration, the Pollard Middle School science classrooms and auditorium renovations as well as modular replacement, the Mitchell Elementary School Rebuild, and the Hillside School for use as swing space. The department will continue to oversee the Public Safety Complex and Fire Station 2 project, the Emery Grover School Administration study and the comprehensive School(s) Master Plan Study.</p>	
Budget Statement	
<p>The Salary &amp; Wages costs for current staff have increased for FY21. The increase in Salary &amp; Wages from last year is <u>\$7,120</u>, an increase of <u>1.4%</u> from FY20. Part of the increase is due to the addition of a vehicle allowance for the Department Director of \$3,600.</p> <p>In FY2019 47% of Salary &amp; Wages was allocated to capital projects. During FY2020 it is anticipated that a smaller amount of the Salary and Wage line item currently budgeted will be charged to project funds, and it is anticipated that this will be further reduced in FY2021.</p> <p>The Department requests the following reallocation in the department expenses based on actual spending in the wireless communications line item and reduction in the mileage reimbursement line item. The changes do not increase the expenses budget.</p>	

Department Information DSR1					
Department		Building Design & Construction Department			
Line	Div.	Description	Change from FY20	Comments	Net Change
Wireless Communication	Bldg Design & Construction	Cell phone & iPad charges	\$2,000	Based on actual spending in FY19 and anticipated FY20 spending	\$2,000
Mileage Reimb	Bldg Design & Construction	Mileage Reimb	(\$2,000)	Reduction in Mileage as vehicle allowance was assign to Dept. Director in FY21 budget	(\$2,000)
Accomplishments and Activities					
<p>The Department oversaw the construction of the Sunita L. Williams Elementary School on Central Avenue. The project reached substantial completion in July 2019 and welcomed students and staff in September 2019 for the opening of the 2019-2020 school year.</p> <p>The Memorial Park Field House Project construction started in July 2018 and was completed in September 2019. The Central Avenue Seasonal Storage Facility construction started in February 2019 and is anticipated to be complete by November 2019.</p> <p>Construction of Modular Classrooms at the Mitchell Elementary School resulted from the Full Day Kindergarten Study and capacity issues. Construction started in the spring of 2019 and was complete by September 2019 for the beginning of the 2019-2020 school year.</p> <p>The override for the Public Safety Complex and Fire Station #2 Project was passed in November of 2018 and construction began in March 2019 with the demolition of 43 Lincoln Street and 66 Chestnut Street. Fire Department Headquarters is currently under construction and is anticipated to be complete in July 2020. Demolition of the existing Fire/Police Headquarters is anticipated in August 2020. Demolition of Fire Station 2 is anticipated in January 2020. The interior of the Hillside School site is being readied for the Police Department and the temporary quarters for Fire Station 2 is being installed in the Hillside School parking lot. Completion of the project is anticipated in early 2022.</p> <p>A feasibility study for placement of School Administration at the Emery Grover or elsewhere is underway and will be completed in May 2020. The comprehensive School(s) Master Plan Study is underway and will be completed in mid 2020.</p>					



Department Information DSR1			
Department		Building Design & Construction Department	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	525,164	0	525,164
b) Expenses	19,495	0	19,495
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)	544,659	0	544,659
			V2021

Department Expenditure Detail DSR2																
Department				Building Design & Construction 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)							
	5		5	5		5	5		5							
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count							
							X									
Union Positions:	BCTIA		Fire A		Fire C		ITWA	1	NIPEA		Police		Police Superior		NA	
<b>1. Salary and Wage Permanent Positions.</b>																
a.	PRD1 Salary and Wages Base											509,952				
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											12,600				
i.	PRD1 Budget Adjustments											2,012				
<b>PRD1 Sub Total</b>											<b>525,164</b>					
J	DSR3 Other Compensation															
<b>Sub Total 1</b>											<b>525,164</b>					
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																
a.																
b.																
c.																
d.																
e.	DSR3 Total															
<b>Sub Total 2</b>																
<b>3. Salary and Wage Overtime (Itemized Below)</b>																
a.	Scheduled Overtime (contractually obligated)															
b.	Training and Development															
c.																
d.																
e.	DSR3 Total															
<b>Sub Total 3</b>																
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																
a.	Incentive Programs															
b.	Pay In Lieu of Accrued Leave															
c.	Program Stipend															
d.	Tuition Reimbursement															
e.	DSR3 Other Compensation															
<b>Sub Total 4</b>																
<b>5. Total Salary and Wages (1+2+3+4)</b>											<b>525,164</b>					

Department Expenditure Detail				
DSR2				
Department		Building Design & 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)				
Medical Supplies (550x)				
Public Works Supplies (553x)				
Other Supplies & Equipment (558x)	Other Supplies & Equipment (\$300)			\$300
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Conferences (\$2,000) Mileage Reimbursement for use of personal vehicle (\$1,000)			\$3,000
Dues & Subscriptions (573X)	Dues & Subscriptions (\$1,895)			\$1,895
Other Expenses (574 X - 579x)				
6. Total Expenses				\$19,495
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				544,659
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 FY2021 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 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"/>

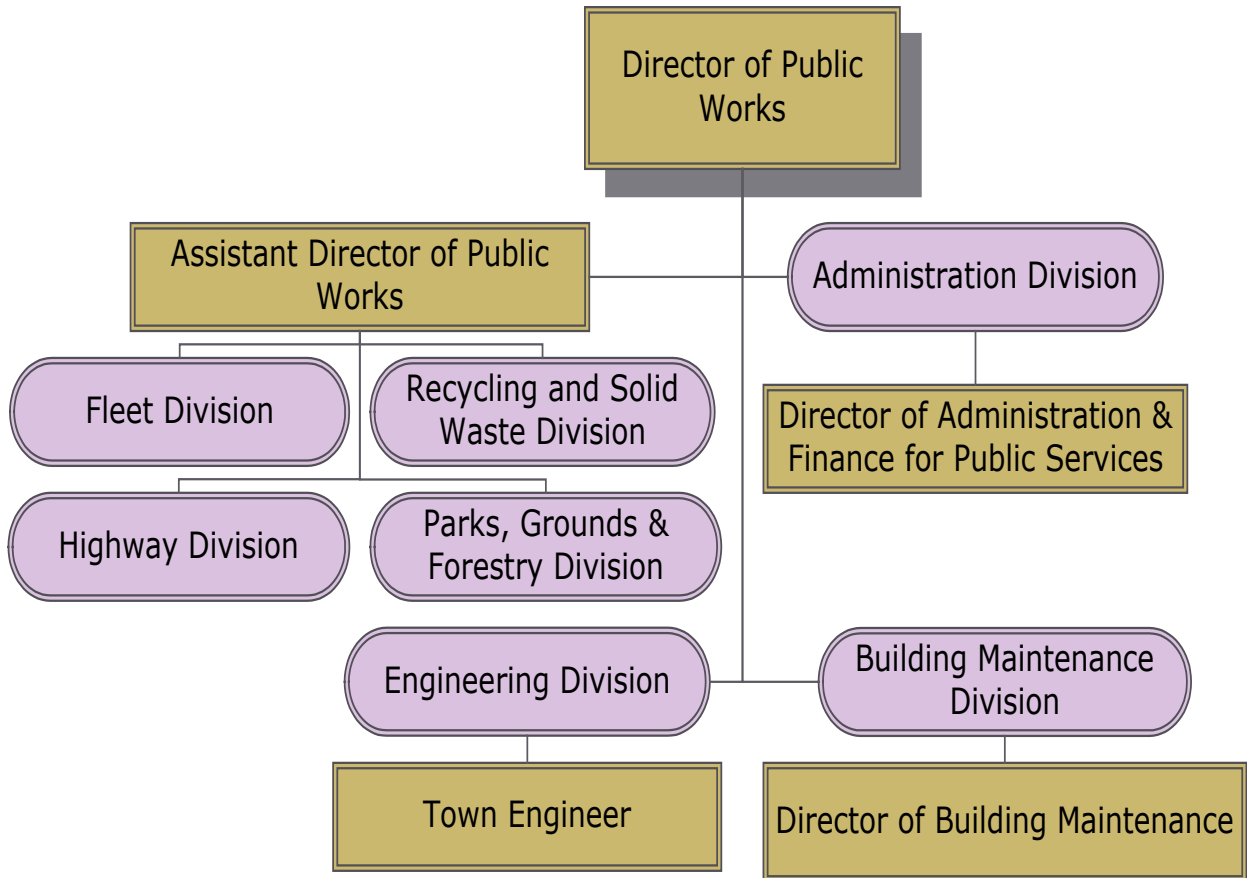
V2021

Fiscal Year 2021 Proposed Budget

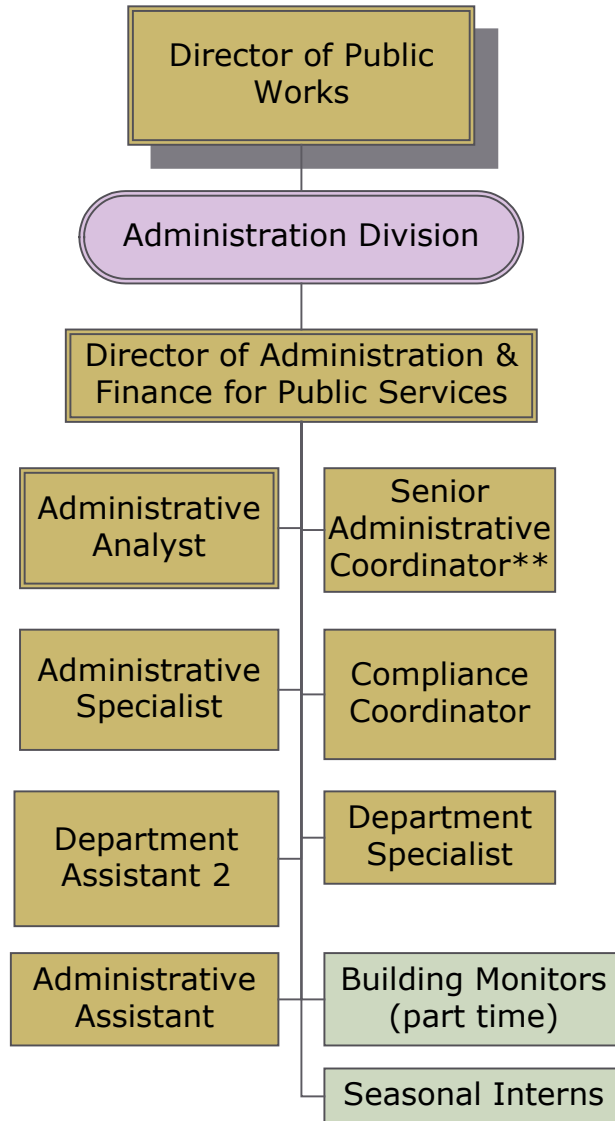
Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Building Design & Construction	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Building Design &amp; Construction</b>									
Salary & Wage Regular	3,093,015.23	3,002,534.32	254,235.55	509,044	512,564		512,564	3,520	
Salary & Wage Temporary	19,753.71	12,735.37						-	
Salary & Wage Overtime	481,170.84	621,754.31	492.14					-	
Salary & Wage Other	64,208.15	65,385.39	17,503.94	9,000	12,600		12,600	3,600	
Salary and Wage Total	3,658,147.93	3,702,409.39	272,231.63	518,044	525,164		525,164	7,120	1.4%
Energy	65,672.64	86,001.00						-	
Non Energy Utilities								-	
Repairs and Maintenance	610,272.51	764,201.82						-	
Rental and Leases	74,919.20	50,136.20						-	
Other Property Related	669,605.95	697,543.18						-	
Professional & Technical	137,278.19	129,711.45	4,520.00	6,200	6,200		6,200	-	
Communications	161,907.51	157,512.43	7,443.33	3,500	5,500		5,500	2,000	
Recreation								-	
Other Purchased Services	13,895.20	7,885.00		1,600	1,600		1,600	-	
Energy Supplies								-	
Office Supplies	12,191.20	1,950.28	651.37	1,000	1,000		1,000	-	
Building & Equipment Rprs/Sp	500,284.79	465,480.62						-	
Custodial Supplies	125,004.72	212,217.22						-	
Grounds Keeping Supplies	12,615.00	1,950.00						-	
Vehicular Supplies	20,773.51	26,590.82						-	
Food & Service Supplies	130.77	1,105.61						-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies		934.90						-	
Other Supplies & Equipment	38,528.81	5,846.57	18.49	300	300		300	-	
Governmental Charges	2,855.00	5,962.00	1,113.00					-	
Travel & Mileage	5,495.28	6,744.12	3,084.20	5,000	3,000		3,000	(2,000)	
Dues & Subscriptions	498.75	275.00		1,895	1,895		1,895	-	
Other		1,409.39	500.00	-				-	
Expense Total	2,451,929.03	2,623,457.61	17,330.39	19,495	19,495		19,495	-	
Capital Equipment	10,000.00			-				-	
Capital Equipment Total	10,000.00			-				-	
<b>TOTAL</b>	<b>6,120,076.96</b>	<b>6,325,867.00</b>	<b>289,562.02</b>	<b>537,539</b>	<b>544,659</b>		<b>544,659</b>	<b>7,120</b>	<b>1.3%</b>

### Department Organizational Chart

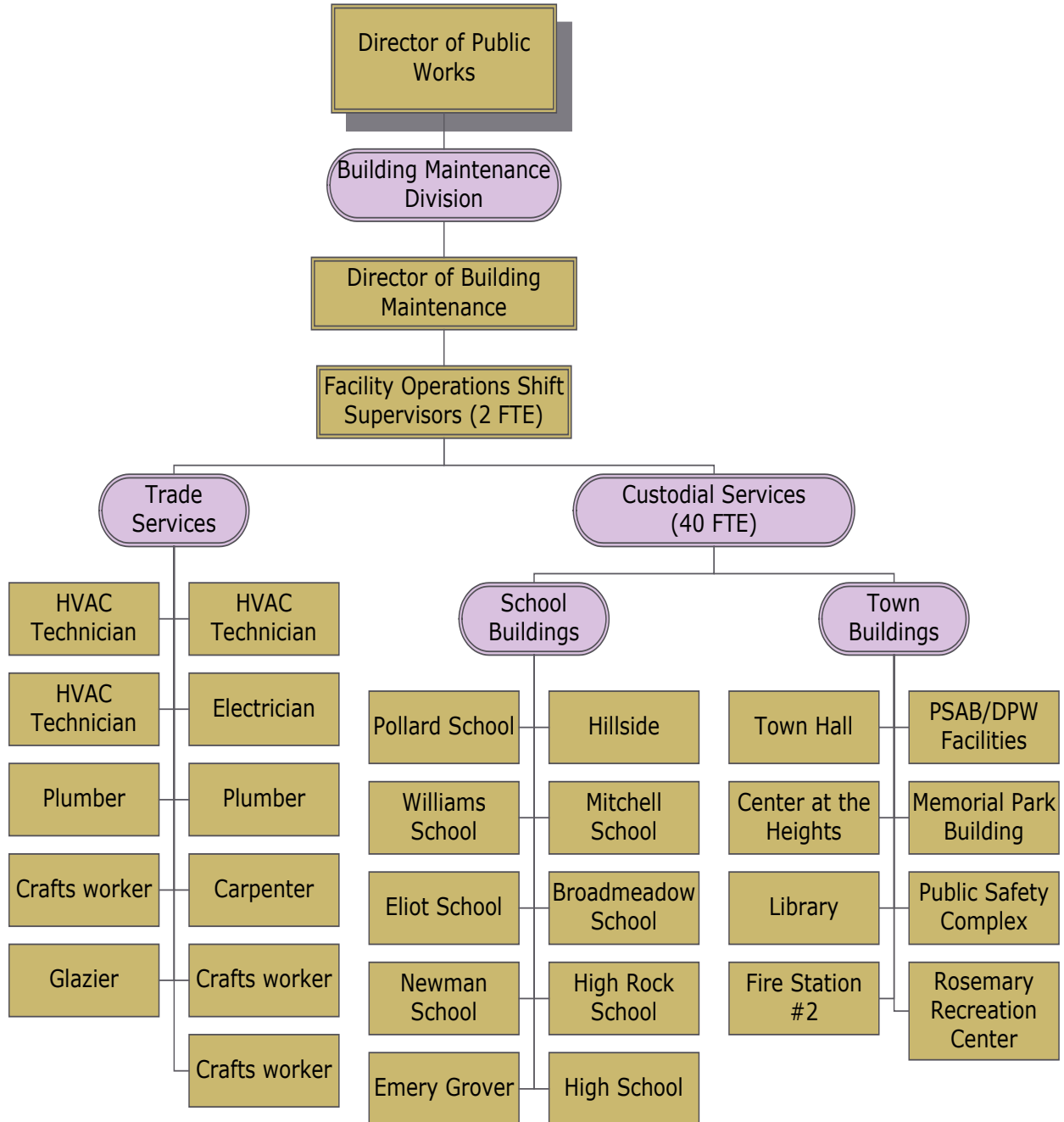
#### Public Works Department



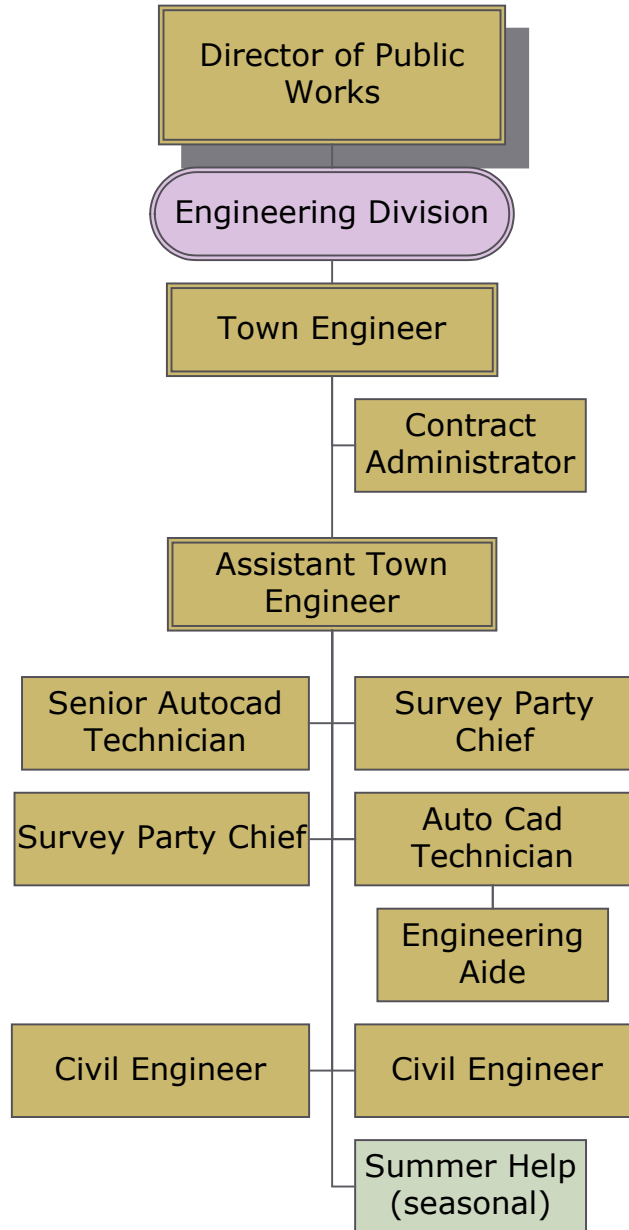
**Administration Division**



**Building Maintenance Division**

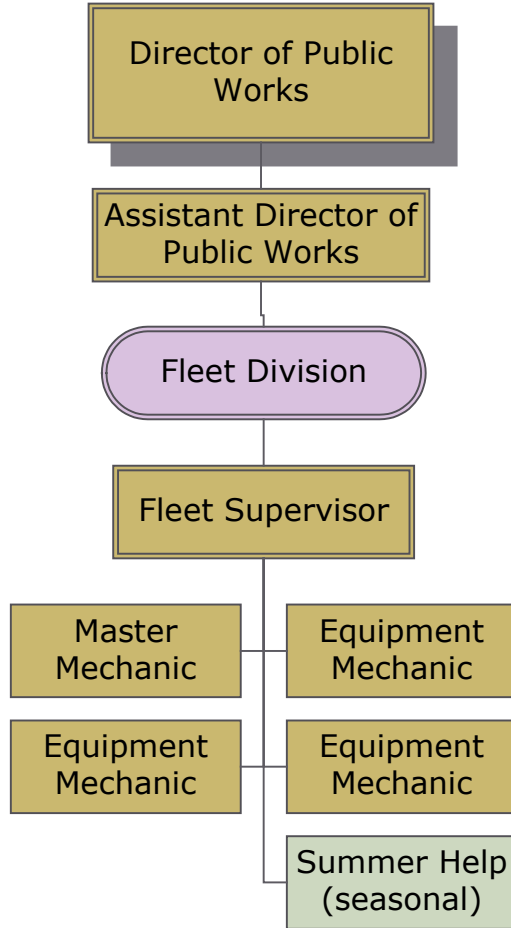


### Engineering Division

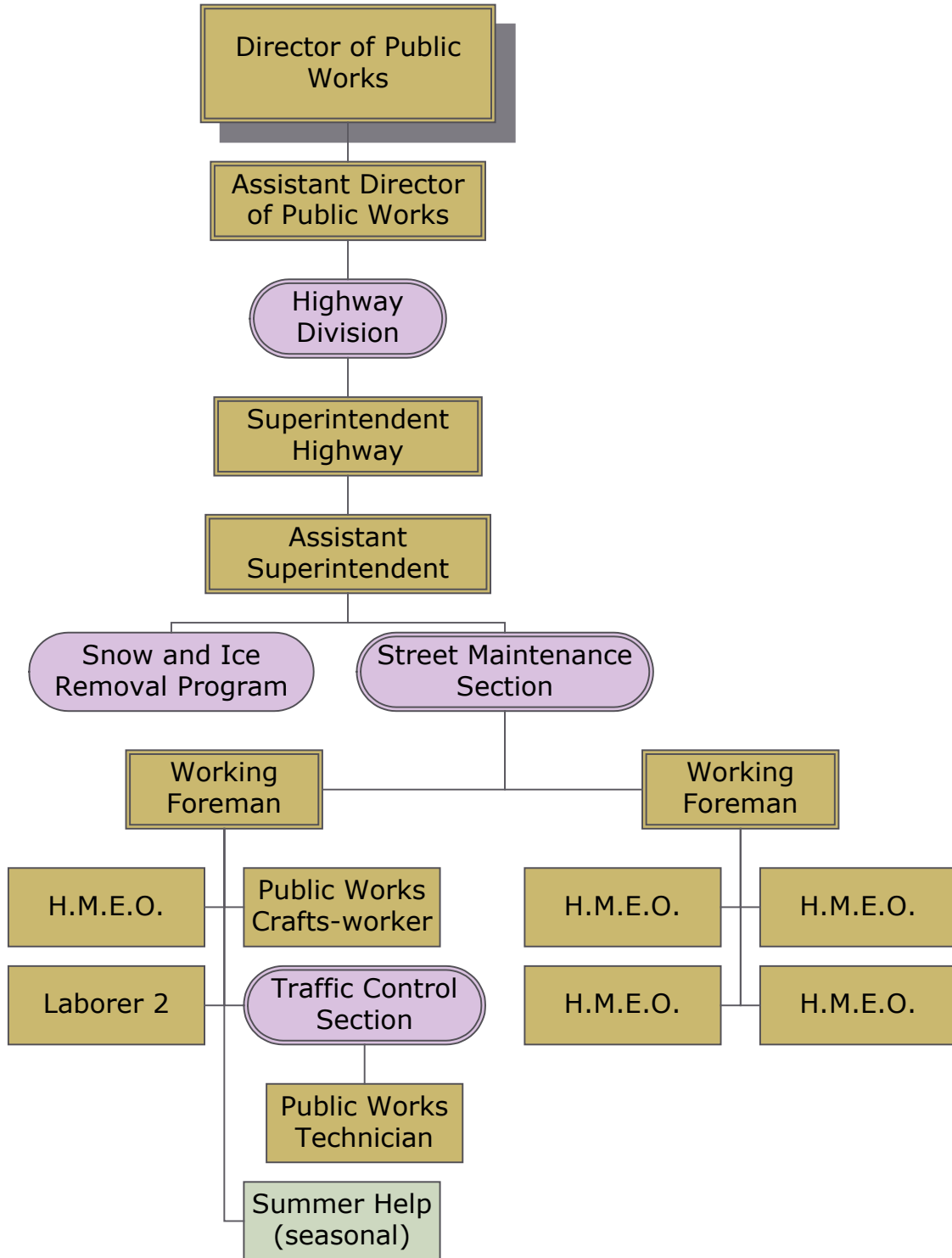




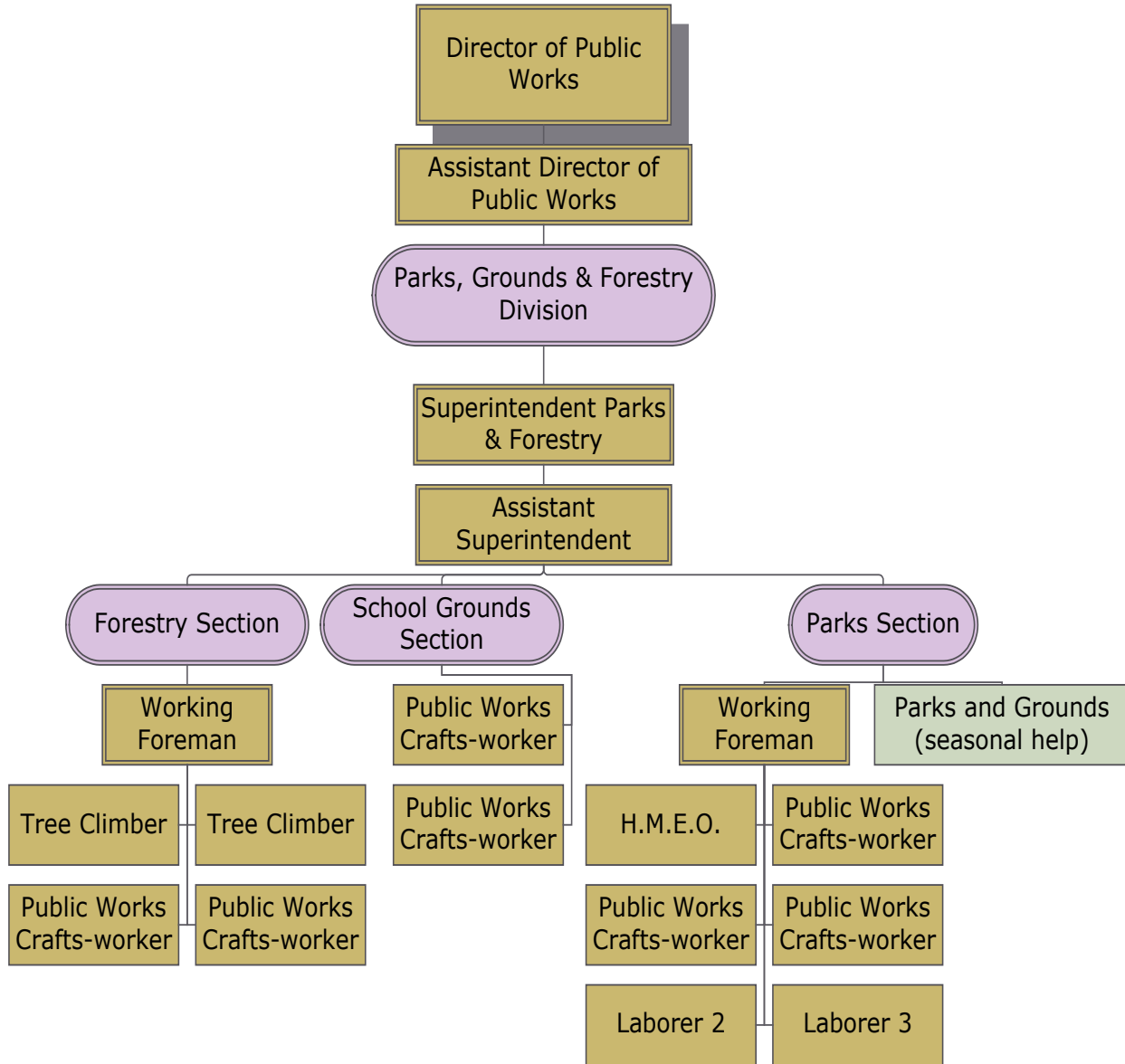
**Fleet Division**



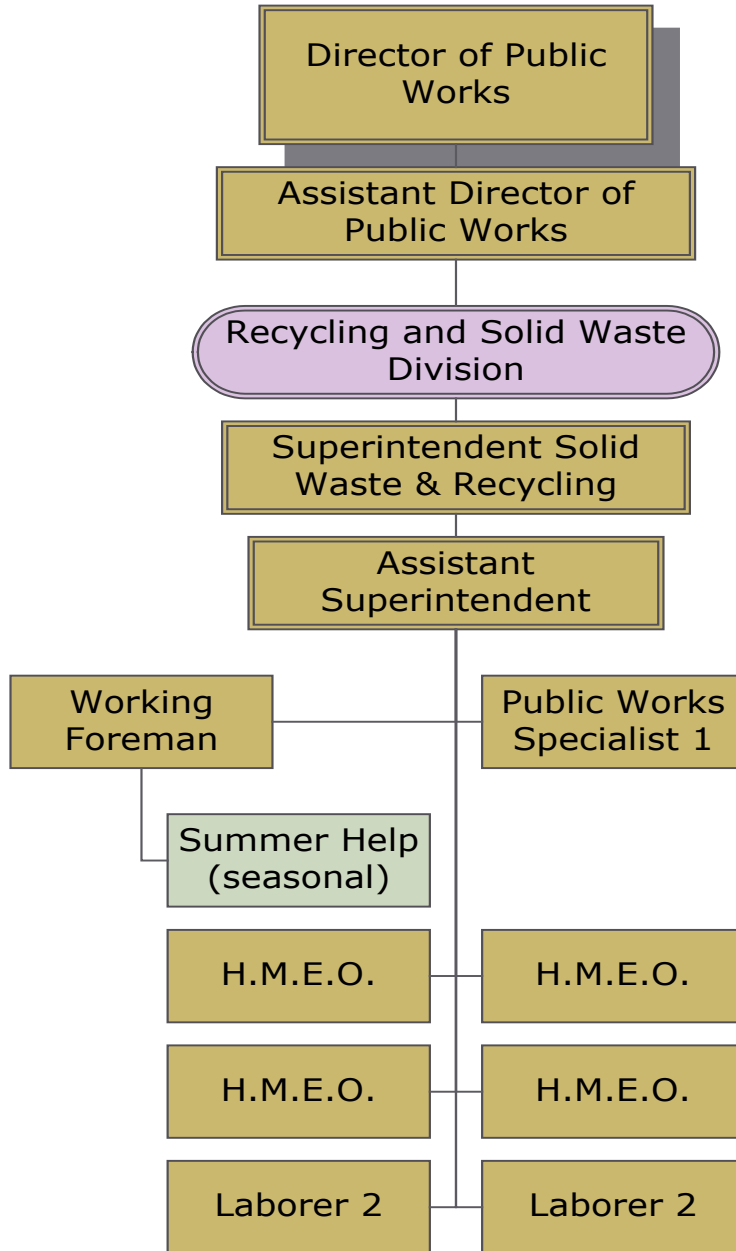
### Highway Division



### Parks and Forestry Division



**Recycling and Solid Waste Division**



Department Information DSR1	
Department	Department of Public Works General Fund
Department Mission	
<p>The Department of Public Works is responsible for maintaining the physical infrastructure of the Town excluding building projects over \$500,000. The infrastructure includes: roads, bridges, sewer systems, water systems, trash disposal, recycling, parks, trees, sidewalks, etc. The Department is also responsible for providing scheduled and routine maintenance to all of the School and Town buildings. Additionally, it is responsible for all Town custodial operations and permitting spaces to Town, School, and non-profit organizations.</p> <p>The Department of Public Works consists of nine different divisions, seven of which are budgeted under the general fund and two of which are independent enterprise funds. Within the general fund, there are three support divisions (Administration, Engineering, and Fleet) which provide support services to all of the operating divisions of the DPW regardless of their funding source, and four operations divisions (Building Maintenance, Parks &amp; Forestry, Highway, and Recycling &amp; Solid Waste).</p>	
On the Horizon	
<p>Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year.</p> <p><b><u>Administration</u></b>                      The Administration Division will be working on applying for additional grants through Green Communities. The Division will continue to monitor the Complete Streets grant and project status. The Division will work on making improvements to the budget process year long for the entire Department. Administration will continue to work to maximize contractual value within the Department and utilize the state contract more effectively. The Division will take on project management for projects that do not specifically fall within one division of DPW, continuing the effort to help manage interdivisional coordination.</p> <p><b><u>Building Maintenance</u></b>                      The Building Maintenance Division will be taking over responsibility of the Jack Cogswell Building and the new Fire Station 1, which both come online in FY2021. The Division is looking to incorporate building preventative maintenance programs into bid specifications for upcoming bids to include roof preventative maintenance, roof top unit filter change outs, and electrical switch gear and transformers. In the last year, the Division completed the Building Maintenance Best Practices Study and will be working on implementing the recommendations, including updating the preventative maintenance programs, automating work order analytical reports, improving the use of SchoolDude, and working on improving communication. The Division is also looking to update and increase the use of Standard Operating Procedures.</p> <p><b><u>Engineering</u></b>                      The Engineering Division is working on many major projects in FY2021. These projects include: improvements to the water distribution system, transfer station building repairs, final design and construction of phase two of the Downtown Improvements project, and Eversource Reliability/Redundancy project. Additionally, the Division is undertaking an improvement project based on a town-wide pedestrian safety audit to address concerns. The biggest project Engineering will be working on is continuing to comply with the National Pollutant Discharge Elimination System (NPDES) permit, which will partner Engineering with all other divisions to comply.</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Department of Public Works General Fund</b>
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**Fleet**

The Fleet Division will seek options for increased data input into the fleet software for improved reporting of individual technician efficiencies, parts, and overall asset repair costs. These reports will help the Division target areas of improvement and possible cost reductions. The Division will increase efforts to keep technicians current with fast emerging vehicle technologies (EV, PHEV, Hybrid, Telematics, and Autonomous). The Division will work on establishing a proactive maintenance, refurbishment, and replacement program for high value garage equipment and assets, such as lifts, compressors, welders, tire machines, etc.). The Division will continue to seek options to encourage technician certifications to increase efficiency and reduce potential liabilities.

**Highway**

The Highway Division with a DPW team is analyzing the new Pavement/Sidewalk Management Program data to revise the 5-year rehabilitation/reconstruction plan. In addition, Highway is working with other divisions and consultants to develop long-range (15 to 20 year) construction plan. A long-range construction plan will provide opportunity to apply for Federal and State funds. Existing traffic signals are being evaluated for compliance, repairs, upgrades and replacement. Needham will incorporate pedestrian count down lights with sound for the sight impaired and smart technologies into existing traffic signal systems in the coming years. Rectangular rapid flashing beacons (RRFB) and other systems are under review and will be installed in a prioritized manner as funding allows at schools, business zones and other high use pedestrian crossing town wide. The Town will purchase a stand on zero-turn sidewalk snow removal unit and pilot a business area sidewalk snow and ice removal plan. The information from the Pedestrian Safety Audit and Complete Streets Study will be used to develop a priority implementation plan. The plan incorporates new design elements to better balance vehicle, bicycle, public transit and pedestrian concerns town wide. Traffic calming design and construction will be supplemented and incorporated where possible. Traffic marking and sign improvements are being implemented in the next few years that include: incorporating complete street marking designs and bicycle lanes where possible; incorporating continental style cross walk markings on main roads and within schools and business zones; town wide traffic lane markings; and new pedestrian crossing signs and systems.

**Parks & Forestry**

This year the Division will continue to help with the merging of Building Maintenance with Public Works by managing additional landscaping contract workloads in and around Town buildings. This is the second year of building a variety of contracted programs to ensure the visual appeal of outdoor spaces. The Division looks forward to its' goal of maintaining Tree City USA status. This year will mark the 25th anniversary of this prestigious designation. This year the Division will look forward to celebrating Arbor Day with the Mitchell school children. Parks & Forestry will work on creating an outdoor classroom space for the Elliot Elementary School. In addition, the Forestry staff will work with the High School principal and students to plant a remembrance tree at the High School in the Fall of 2019. The Division will monitor the new synthetic turf field replacements at Memorial Field and DeFazio as well as ensuring that the new natural grass fields at Cricket maintain appropriate turf cover through its first growing year following renovation. The Parks Division will help finish the new creation of the lacrosse throwing wall at DeFazio. The Division continues to look forward to its ongoing efforts to maintain safe playing surfaces throughout Town and communicating this shared responsibility with its community partners in this mission. The Division looks forward to working on Designing

**Department Information**  
**DSR1**

<b>Department</b>	Department of Public Works General Fund
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improvements to the Town Common as well as Claxton Field.

**Recycling & Solid Waste**

The Recycling and Solid Waste Division will continue its new organics recycling program at all eight schools. The Division will also continue to make improvements to the facility based on the RTS Efficiency Study and continue to make improvements to the REX building. The Swap Shop will be relocated to a more functional space within the 3-Bay Building. The Division is looking to paint the exterior of all of the buildings at the facility. The Division would like to pave the road behind the Salt Shed, construct covered storage over the concrete pads on which the trash trailers are stored to minimize exposure to extreme cold weather, and to install a ring of jersey barriers around the perimeter of the compost area.

**Budget Statement**

Salaries & Wages increasing \$192,258, 2.17%  
 Expenses & Services increasing \$451,663, 7.01%  
 Operating Capital increasing 13,518, 9.9%  
 Total Budget Submission Increase by \$657,439, 4.26%  
 \*not including snow

**Salaries**

There are presently contracts signed for all representative groups within DPW. For FY2021, all union employees are receiving a 3% COLA as negotiated. All non-represented and management employees are level funded. There also 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 being brought in towards the bottom of the pay scale to replace them. The total increase for regular salaries is \$114,114, 1.43%.

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 increased based on the Town's Schedule C, and an assumed increase of 2.5% based on the state's increased minimum wage. Additionally, a seasonal worker previously budgeted under the Department of Park & Recreation has been transferred over to DPW for operational efficiency (\$12,000) Temporary salaries are increasing by \$18,243, 12.54%.

The overtime programs from the prior year remain in place. Additional overtime programs that have been added or expanded in order to maintain service include custodial coverage at the CATH for Saturday programs (\$12,591), custodial coverage at Memorial park for weekend coverage (\$10,291), the annual removal of pool equipment at the RRC (\$3,859). This has contributed to the increase in the overtime budget. The Overtime Budget has increased by \$59,901, 8.34%.

**Expenses & Services**

**Energy**

Fuel Type	5 Year Average Consumption*	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Oil	36025	\$3.62	\$130,411	-\$2,153

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

**Department Information**  
**DSR1**

Department	Department of Public Works General Fund
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Vehicular Supplies

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Building Maint.	Gasoline	7,536	\$3.03	\$22,834	\$773
Parks & Forest	Gasoline	7,209	\$3.03	\$21,843	\$5,975
Parks & Forest	Diesel	7,137	\$3.58	\$25,549	-\$4,799
Highway	Gasoline	1,257	\$3.03	\$3,809	-\$2,072
Highway	Diesel	15,653	\$3.58	\$56,036	\$653
Fleet	Gasoline	4,568	\$3.03	\$13,841	-\$2,603
Fleet	Diesel	1,258	\$3.58	\$4,504	-\$737
Admin	Gasoline	541	\$3.03	\$1,639	-\$140
Engineering	Gasoline	1,318	\$3.03	\$3,994	\$334
RSW	Gasoline	734	\$3.03	\$2,223	\$326
RSW	Diesel	17,003	\$3.58	\$60,871	-\$7,070

Administration

There are only incremental changes in the FY21 budget submission. There is a minor increase to postage, and decreases to Wireless Communication, and Gasoline based on historical spending and current prices.

Net Decrease -\$380

Building Maintenance (BMD)

There are only incremental changes in the FY21 budget submission. The addition of the Jack Cogswell Storage Building and the opening of Fire Station 1 has resulted in an increase of \$53,000. Contractual increases for services have resulted in an increase of \$31,776. The cleaning contract for the Newman, High School, and Pollard is increasing in FY21 (\$23,427). Maintenance items from Park & Recreation related to playground maintenance are being transferred to DPW (\$19,000). The costs for maintaining the physical structure at the Recycling and Transfer Station have been switched from RSW to BMD (\$37,500).

Net Increase \$170,451

Engineering

There are only incremental changes in the FY21 budget submission. There are minor decreases to Wireless Communication, and Gasoline based on historical spending and current prices.

Net Decrease -\$526

Fleet

There are only incremental changes in the FY21 budget submission. The main change is an increase of \$20,000 to perform a refurbishment of the existing lift in the garage facility. This is a one-time cost, that will repeat every five years or so. This is offset by a decrease of \$20,000 that was utilized in the prior year to purchase equipment for a GPS monitoring program.

Net Decrease -\$3,340



**Department Information  
DSR1**

Department	Department of Public Works General Fund
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Highway

There are only incremental changes in the FY20 budget submission that are related to incremental increases in contracts (\$32,195).

Net Increase \$30,776

Parks & Forestry (P&F)

The main change is related to the outsourcing of mowing, mulching, and weeding services that are managed by this division. Over the past few years the cost of this service has greatly increased due to the increase in minimum wage, availability of temporary foreign workers, and a strong economy. All of these items will be bid during part or all of FY 21. The pricing was calculated on the median bid price received during the last public procurement. With these contracts the division has found that the lowest bidders are often not qualified based on the Town's requirements (\$112,075). The other increases are largely based on increased need like Irrigation Repairs (\$10,000), Tree Spading (\$3,000), Craning Work - Trees (\$10,400), and Xeriscape (\$2,000). These needs have been established by an aging infrastructure and increased concerns over liability of the Town's tree network. There are also small increases related to contractual increases.

Net Increase \$151,408

Recycling & Solid Waste Division (RSW)

The increase in RSW is largely due to fluctuations in the market and volumes for MSW and Recycling. The impact is listed below. The increase in MSW is driven by an anticipated increase in tonnage that was already beginning in the Summer of 2019 as a result of a facility closure in Dedham. The increase in recycling is due to the volatility of the recycling market. Needham is still able to negotiate a competitive price because of source separation, but that price is becoming an increasingly larger share of the budget due to external pressures on the recycling markets (\$113,213). Expenses related to the building have been transferred to BMD (\$37,500).

MSW Disposal & Hauling

3 Year Average Tons	FY 20 Anticipated Tipping Fee	MSW Disposal Budgeted Amount	Difference from Prior Year Submission
9,582*	\$70.10**	\$671,697	\$11,060

\*Due to increased usage in early FY20, the 3-year average of 8,400 tons had an additional 1,182 tons added to it for budgeting purposes. This reflects the 2016 usage, which was highest tonnage volume of usage at the RTS in the past 10 years. This increase is largely due to the shutting down of the transfer station in Dedham in the summer of 2019.

\*\*Increase from prior year's tipping fee of \$69.43

Cost per Load	Est. Number of Loads	MSW Hauling Budgeted Amount	Difference from Prior Year Submission
\$372*	417	\$154,976	\$30,233

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

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

**Department Information**  
**DSR1**

Department | Department of Public Works General Fund

Recycling

Material	3 Year Average Tons	Est. Cost Per Ton	Estimated Value	Difference from Prior Submission	from Year
Corrugated Cardboard	387	-\$3.00*	-\$1,161	\$16,087	
Mixed Paper	1,269	\$40.00**	\$50,760	\$6,833	
Commingle Containers	820	\$67.00***	\$54,940	\$49,720	
Single Stream Recycling	275	\$69.00****	\$18,975	\$4,400	
Rigid Plastics	0	\$85.00	\$0	\$0	

\*Decrease in revenue from prior year's revenue value of \$44 per ton  
 \*\*Increase in cost from prior year's budgetary value of \$31 per ton  
 \*\*\*Increase in cost from prior year's budgetary value of \$6 per ton  
 \*\*\*\*Increase in cost from prior year's budgetary value of \$55 per ton

Cost per Load	Est. Number of Loads	Recycling Hauling Budgeted Amount	Difference from Prior Year Submission
\$390.00*	266	\$103,740	-\$6,420

\*Increase from prior year's budgetary value of \$382.50

Net Increase \$103,274

Snow

There has been an additional increase of 1% (\$4,209) over the prior year's submission.

Line Item	Div.	Description	Change from FY 20	Comments	Net Change
Energy	BMD	Oil	(\$2,153)	Based on 5 year Average	(\$2,153)

**Department Information**  
**DSR1**

Department | Department of Public Works General Fund

Line Item	Div.	Description	Change from FY 20	Comments	Net Change
Repairs & Maint. Services	BMD	Alarm and Sprinkler Servicing	\$4,421	3.5% increase based on contractual changes & addition of CSB & FS1	\$100,704
	BMD	Building Repairs	\$29,990	3.5% increase based on contractual changes; addition of CSB & FS1; & transfer from RSW	
	BMD	Door Access Systems	\$1,266	3.5% increase based on contractual changes	
	BMD	Door Repairs	\$27,081	3.5% increase based on contractual changes; addition of CSB & FS1; transfer from RSW	
	BMD	Electrical Repair	\$1,850	3.5% increase based on contractual changes	
	BMD	Elevator Maintenance	\$3,700	1% increase based on contractual changes & addition of FS1	
	BMD	Extinguisher Service	\$442	Addition of CSB & FS1	
	BMD	Generator Repair	\$2,239	3.5% increase based on contractual changes & addition of CSB & FS1	
	BMD	Hardware Maint. Agree	\$1,769	3.5% increase based on contractual changes	
	BMD	HVAC Maintenance	\$8,056	8% increase based on contractual changes	
	BMD	Masonry Repair	\$2,300	3.5% increase based on contractual changes	
	BMD	Mech. Electric. Plumb.	\$6,893	Addition of FS1	
	BMD	Plumbing Repairs	\$1,304	3.5% increase based on contractual changes	
	BMD	Roof Repairs	\$800	3.5% increase based on contractual changes	
	Fleet	Lift Refurbishment	\$20,000	Service to be conducted every 5 years to ensure safety of lifts	
	HWY	Roadway Markings	\$3,093	7% increase based on contractual changes	
	P & F	Irrigation Repairs	\$10,000	Based on current service, utilizing more to ensure certified technician is working on these systems	
	RSW	Facility Services	(\$9,500)	Transferred to BMD	
	RSW	Replacement of Overhead Door	(\$20,000)	Transferred to BMD	
	RSW	Building Repairs	(\$8,000)	Transferred to BMD	
RSW	Tire Repairs & Install	\$7,000	Transferred from Vehicular Supplies		
RSW	Loader Repair	\$6,000	New loaders are no longer under		

Department Information					
DSR1					
Department			Department of Public Works General Fund		
				warranty	
Line Item	Div.	Description	Change from FY 20	Comments	Net Change
Other Property Related Services	BMD	Contract Cleaning	\$23,427	Actual contract prices for Newman, Pollard, and NHS	\$311,433
	BMD	Other Prop Related Service	\$3,855	Based on increased costs for misc items such as grease trap cleaning, hood exhaust, etc.	
	BMD	Pest Control Services	\$4,416	Increase based on enhanced services & addition of CSB	
	BMD	Playground Repairs	\$6,000	Transferred from Park & Recreation	
	HWY	Disposal of Street Sweepings	\$1,374	5% increase based on contractual changes	
	HWY	Street Sweeping	\$1,379	5% increase based on contractual changes	
	HWY	Crack Seal	\$2,632	4% increase based on contractual changes	
	HWY	Sidewalk Curb, and HP Improvements	\$4,277	6% increase based on contractual changes	
	HWY	Road Surface Treatments	\$2,054	2% increase based on contractual changes	
	HWY	Roadway Paving	\$11,681	4% increase based on contractual changes	
	P & F	Tree Spade	\$3,000	Increased need for spading	
	P & F	Crane Work - Trees	\$10,400	Increased need for tree removal in difficult to reach areas due to liability	
	P & F	Xeriscape Plantings	\$2,000	Additional demand for beautification around town	
	P & F	Contracted Mowing & Mulching	\$112,075	Based on current contract pricing	
	P & F	Fertilizer & Grub Control	\$7,854	6% increase based on contractual changes	
	P & F	Field Work	\$1,796	5% increase based on contractual changes	
	RSW	Recycling & Hauling	\$70,620	Based on forecasted contract pricing and 3 year average tonnage	
	RSW	Landfill Mowing	\$1,300	Based on current charges for service	
	RSW	MSW Hauling	\$11,060	Increased usage of facility is resulting in higher tonnage in FY 20 which is predicted to continue	
	RSW	MSW Disposal	\$30,233	Increased usage of facility is resulting in higher tonnage in FY 20	

Department Information DSR1					
Department			Department of Public Works General Fund		
				which is predicted to continue	
Line Item	Div.	Description	Change from FY 20	Comments	Net Change
Prof. & Technical Services	BMD	HVAC Programming	\$4,889	Addition of Cogswell Storage Bldg & FS1	\$4,314
	RSW	PC Scale Annual Contract	\$25	Pricing increase	
	RSW	Soil & Compost Testing	(\$600)	No longer required	
Communications	Admin	Postage	\$210	Based on Prior Years Spending	\$1,160
	BMD	Landline Telephone	\$950	Addition of Cogswell Storage Bldg	
Other Purch. Services	RSW	Tire Disposal	\$500	Based on Prior Years Spending	\$25,780
	RSW	E-Waste	\$1,500	Based on Prior Years Spending	
	RSW	Welding Services	(\$4,000)	Purchased welder and providing work in house	
	RSW	Pest Control Services	(\$1,820)	Transferred to BMD	
	RSW	Septic Tank Pumping	\$3,000	Based on Prior Years Spending	
	RSW	Log & Brush Grinding	\$200	Increased based on new contract	
	RSW	Tailings Disposal	\$3,000	Service levels require 6 additional pick-ups annually	
	RSW	Medical Waste Disposal	(\$600)	Transferred to BMD	
	RSW	HH Hazardous Waste	\$2,000	Increased utilization of one-day collection event	
	RSW	Mattress Recycling Program	\$14,500	Received grant in prior years, grant is no longer available	
	RSW	Waste Oil Burner Maintenance	\$1,000	Maintenance of new heating system in REX building	
	RSW	Police Detail	\$1,000	New, to facilitate the flow of traffic on busy Saturdays	
	RSW	Line Painting	\$2,500	New, refreshing lines in facility	
	RSW	Granite Curbing Maintenance	\$2,000	New, repairs to curbs within the facility	
RSW	Crack Sealing Pavement	\$1,000	New, application of crack sealing to existing pavement		

Department Information DSR1					
Department			Department of Public Works General Fund		
Building & Equip. Supplies	BMD	Misc. Supplies	\$14,316	Addition of CSB	\$14,316
<b>Line Item</b>	<b>Div.</b>	<b>Description</b>	<b>Change from FY 20</b>	<b>Comments</b>	<b>Net Change</b>
Custodial Supplies	BMD	Custodial Supplies	\$7,557	Addition of Fire Stat 1	\$7,557
Grounds Keeping Supplies	P & F	Seed	\$2,817	6% increase based on contractual changes	\$2,817
Vehicular Supplies	Fleet	GPS Equipment	(\$20,000)	One-time expenses for equipment	(\$33,325)
	HWY	Sweeper Brooms & Wear Parts	\$126	2% increase based on contractual changes	
	HWY	Cutting Edges and Related Accessories	\$209	2% increase based on contractual changes	
	RSW	Additives & Fluids	\$500	Based on Prior Years Spending	
	RSW	Cutting & Rubber Edges	\$2,200	Funds required to replace 3 edges per year	
	RSW	Tires	(\$7,000)	Moved to Tire Repair/Install	
	All	Diesel	(\$11,953)	Based on 3 year Average	
	All	Gasoline	\$2,593	Based on 3 year Average	
Public Works Supplies	HWY	Granite Curbing	\$265	5% increase based on contractual changes	\$5,370
	HWY	Asphalt	\$4,017	3% increase based on contractual changes	
	HWY	Traffic Marking Paint	\$122	3.5% increase based on contractual changes	
	HWY	Traffic Signal Equipment & Supplies	\$194	3.5% increase based on contractual changes	
	HWY	Traffic Signs	\$772	3.5% increase based on contractual changes	
Other Supplies & Equip.	BMD	Playground Supplies	\$5,000	Transferred from Park & Recreation	\$13,000
	BMD	Wood Fiber Surfacing	\$8,000	Transferred from Park & Recreation	

Department Information DSR1					
Department			Department of Public Works General Fund		
Govern. Charges	P & F	Licenses and Certifications	\$290	New certification for ISA Certified Arborist	\$690
	RSW	Hoisting & CDL Licensing	\$400	Increased number of employees getting licenses	

**Operating Capital**

Highway - Unit 121 – Message Board Trailer

This message board is beyond its useful life. The technology is outdated and the display screens are too large for use on many projects. This request is to replace the existing message board trailer with a newer board more appropriately sized and with newer technology that allows them to be programmed remotely. These message boards are used for traffic, construction, and other alerts throughout Town.

Highway - Unit 122 – Message Board Trailer

This message board is beyond its useful life. The technology is outdated and the display screens are too large for use on many projects. This request is to replace the existing message board trailer with a newer board more appropriately sized and with newer technology that allows them to be programmed remotely. These message boards are used for traffic, construction, and other alerts throughout Town.

Parks & Forestry - Stand Up Ride On Leaf Blower

This funding request looks to add a single small equipment piece to our Town wide fall leaf clean up toolbox. This piece of equipment is new to the landscape industry and offers the ability to save time by its unique power and maneuverability. With almost a hundred acres of open space to support for annual leaf clean up, any operational efficiencies make a large difference.

Parks & Forestry - Synthetic Turf Brush

This funding request will support the in-house maintenance efforts needed to compliment the new synthetic turf at DeFazio and Memorial Fields. Currently, the Town owns one brush. This would allow the Division to have a brush at each location so that this piece does not become damaged by the loading and moving of this piece from site to site. The new fieldhouse at Memorial Park has enough space to house this unit there.

RSW - Open Top Trailer

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.

RSW - Roll Off Containers

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.

**DSR4s**

Admin – Project Manager

This request is for a Project Manager to oversee projects throughout DPW.

Department Information DSR1	
Department	Department of Public Works General Fund
<p><u>BMD – Assistant Director of Building Maintenance</u> This request is for an Assistant Director of Building Maintenance to add a level of managerial staff to the Division.</p> <p><u>BMD – Custodian</u> This request is for an additional custodian at the new Fire Station 1 to compensate for the additional square footage.</p> <p><u>BMD – HVAC Technician</u> This request is for an additional HVAC Technician to properly maintain HVAC systems throughout the Town as new buildings come online and systems become more complex.</p> <p><u>BMD – Roof PMs</u> This request is to fund a preventative maintenance program on the roofs of all Town and School buildings.</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>Fleet – NPDES</u> This request is to fund annual vehicle washing in accordance with the NPDES permit.</p> <p><u>Highway – Roadway Markings</u> This request is to fund a second set of roadway markings to address safety concerns.</p> <p><u>Parks – Garden Bed Maintenance</u> This request is to fund the maintenance of the garden beds at the Schools that were previously planted.</p> <p><u>RSW – OT Monday Maintenance</u> This request is to fund additional overtime on Mondays to fix the ornamental barrels and refurbish the 40 yard trailer.</p> <p><u>RSW – OT Sunday Pick Up</u> This request is to fund additional overtime to accommodate an extra Sunday trash pick-up throughout Town. ]</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><b><u>Administration</u></b> The Administration Division successfully merged into two separate areas of PSAB and merged staff. The Division started the process of implementing time clocks. The Division applied for the Green Communities program through the Commonwealth of Massachusetts, committing the Town to making energy reduction improvements over the next five years and opening up the</p>	



Department Information DSR1	
Department	Department of Public Works General Fund
<p>Town to the availability of state grants to make these improvements. The Division completed the LED Streetlight Conversion project. The Division worked on the Complete Streets grant to make improvements to the infrastructure that make the streets more accessible for all types of transportation. Additionally, the Division added the Compliance Coordinator position in order to help manage compliance across the entire Department.</p>	
<p><b><u>Building Maintenance</u></b></p> <p>The Building Maintenance Division added the Newman Elementary School to its cleaning services contract. The Division successfully assumed responsibility of the Williams Elementary School and the Memorial Park Field House. The High School Auditorium was renovated, including replacing the seating, replacing the flooring, upgrading the lights to LEDs, and painting. A Night Shift Supervisor was successfully hired. The Division completed the Building Maintenance Best Practices Study. The Division replaced variable frequency drives (VFDs) and motors throughout the Town as they aged out, increasing energy efficiency. The Division also upgraded the transformer at the Pollard after an emergency loss of power.</p>	
<p><b><u>Engineering</u></b></p> <p>The Engineering Division has completed the inflow removal plan, the Alden Road Sewer Pump Station construction, and the Greendale Ave drain and water main project. The Division is currently on target for completion of the Downtown Phase 2 design and the Highland/West traffic signal design. The Division has conducted personnel reviews in a timely manner. The Division is approximately 35% complete with the electronic property files. Engineering also handled a number of impromptu projects, including but not limited to: designing the Central Ave layout at the Williams School, conducting the High Priority Areas Pedestrian Safety Audit, completing the design and bid documents for the RTS bin wall, conducting a compost area survey and spoil pile volume analysis, participating in the RTS Efficiency Study, submitting a stormwater paper for the APWA Summer Conference, analyzing the news rack boxes, analyzing the Dedham &amp; South traffic signal intersection, overseeing design and construction for Fisher St. trail head, and redesigning the railroad crossing at Great Plain Ave.</p>	
<p><b><u>Fleet</u></b></p> <p>The new fleet software was initiated and is available for use by all applicable town departments. Vehicle PM and State inspection reminders have been initiated for all DPW serviced vehicles. The Supervisor completed renewal of ASE "Brake &amp; Electrical" as well as EVT "Electrical" certifications. The Division prepared and opened a repair facility at the RTS for improved maintenance and technician efficiency of the division's vehicles and equipment.</p>	
<p><b><u>Highway</u></b></p> <p>The Highway Division began to analyze the new Pavement and Sidewalk Management System data to revise the Town's five year work plans. The existing 20 year plan developed in 2002 included incorporating roadway surface treatment strategies to improve the network surface rating and extend the useful life. Over 110,000 square yards of roadway were surface treated, providing significant cost benefit savings to the roadway network. Sidewalk, granite curbing, handicap ramps, and drain improvements were completed on Highland Ave (Oakland Ave to May St), Oakland Ave, and Central Ave (Great Plain Ave to Hunnewell St). These locations were also reconstructed to provide safer travel for pedestrians and bicyclists. The Highway Division is</p>	

**Department Information**  
**DSR1**

<b>Department</b>	<b>Department of Public Works General Fund</b>
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working with local officials and a consultant to develop plans to qualify for complete street, intersection improvement, and major infrastructure funding sources. New traffic systems are being implemented to provide safer pedestrian crossings. Highway began to use continental pavement markings on newly treated roads and plans to expand this program.

**Parks & Forestry**

The Parks & Forestry had a busy year designing and bidding two major capital improvements. Both designs were completed prior to Annual Town Meeting and both funding requests were granted. Both the Synthetic turf replacement project as well as the Cricket Field reconstruction project were completed and came in under the budgeted amounts. In addition many members of the team offered insight and landscape design guidance to the PPBC for the landscaping designs of the new Williams School as well as the Memorial Park fieldhouse. The team worked with an Eagle scout on creating a new front entranceway landscaping at Mitchell School. The Division created a new stone riverway with the Elliot PTC and worked with the Needham Physical Education Department on creating and forming a brand-new outdoor adventure classroom space at the Pollard School. The Division celebrated Arbor Day with the faculty, staff and students of both the Newman and Hillside Elementary Schools. Lastly the Parks & Forestry Division continued to work with Building Maintenance and the staff at the Newman School on its' historic Oak tree preservation program. The Division worked with volunteers to remove and recreate all the landscaping beds at the Heights Common. Parks & Forestry helped create and establish a formal seating and planted landscape area for families visiting Greene's Field Playground. Forestry staff and volunteers planted a gifted tree from the Needham Women's Club, at the Heights Common, for a community celebration of Arbor Day. The Town earned its' 24 year being recognized as a Tree City USA community. In addition to maintaining level service with respect to its' annual operation the Parks & Forestry Division responded to over 200 work orders from various sources included but not limited to See Click Fix. The Forestry Division planted 115 trees in the community. Many of these were front yard set-back plantings as part of a campaign to get more trees back into the community. As part of this program the Town worked extensively with one neighborhood, Warren St., to plant as many trees as possible.

**Recycling & Solid Waste**

The Recycling and Solid Waste Division finished improvements to the REX building, including new electric bay doors, new exterior siding, new downspouts and gutters, new ceiling foam insulation, new fire-resistant interior ceiling, new LED lighting, new tool suite, new interior paint, new waste oil heat burner, and new electrical. The Division is starting a new organics recycling program at all schools, which included working with key stakeholders (school senior leadership, various teachers, student groups, food service staff, custodians, vendors, and other DPW staff). The Division continued working on the RTS Efficiency Study. The Division hired and trained new staff, conducted monthly toolbox safety trainings, including first aid and OSHA protocols. The Division completed cleaning and clearing the materials processing area of all debris.

Department Information DSR1			
Department		Department of Public Works General Fund	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	9,056,244	453,635	9,509,879
b) Expenses	6,893,485	180,422	7,073,907
c) Capital	150,018		150,018
d) Snow	424,604		424,604
e) [ ]			
f) [ ]			
g) Total DSR2 & DSR4 Request (a through f)	16,524,351	634,057	17,158,408
			V2021

Department Expenditure Detail DSR2																	
Department				Department of Public Works General Fund													
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)								
	106	0	106	117	0	117	117	0	117								
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 checked="" type="checkbox"/>	Fire A	<input type="checkbox"/>	Fire C	<input type="checkbox"/>	ITWA	<input checked="" type="checkbox"/>	NIPEA	<input checked="" type="checkbox"/>	Police	<input type="checkbox"/>	Police Superior	<input type="checkbox"/>	NA	<input type="checkbox"/>
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							7,850,272									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday							10,446									
e.	PRD1 Longevity							73,985									
f.	PRD1 Snow Program							103,000									
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							9,900									
i.	PRD1 Budget Adjustments							32,150									
							PRD1 Sub Total		8,079,753								
J	DSR3 Other Compensation																
							Sub Total 1		8,079,753								
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)																
b.	Training and Development							74,156									
c.																	
d.																	
e.	DSR3 Total							704,169									
							Sub Total 3		778,325								
4. Other Salary and Wage Expenses - (Itemized Below)																	
a.	Incentive Programs							34,400									
b.	Pay In Lieu of Accrued Leave																
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	DSR3 Other Compensation																
							Sub Total 4		34,400								
5. Total Salary and Wages (1+2+3+4)							9,056,244										

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
DSR2B		
Object	Description	Amount
Energy (521x)	BMD: • Oil (130,411)	130,411
Repairs & Maintenance Services (524x - 525x)	BMD: • Alarm & Sprinkler Servicing (79,145) • Building Repairs (99,800) • Door Access Systems (37,300) • Door Repairs (54,242) • Electrical Repair (55,100) • Elevator Maintenance (100,585) • Equipment Repair (16,200) • Extinguisher Service (14,210) • Fence Repairs (12,400) • General Repair (14,500) • Generator Repair (25,571) • Hardware Maint. Agree. (53,100) • HVAC Maintenance (107,000) • Masonry Repair (67,800) • Mech. Electric. Plumb. (31,393) • Plumbing Repairs (38,500) • Roof Repairs (22,500) • Welding Repairs (13,782) Parks: • Electrical Repair (4,000) • Equipment Repair (14,800) • Fence Repair (6,000) • Irrigation Repair (20,000) Admin: • Copier, Printer, & Typewriter Repair (6,000) Engineering: • Large Document Copiers & Survey Equip. Repair (930) Highway: • Repairs & Maintenance to Traffic Signals (17,999) • Roadway Markings (44,947) • Fence/Guardrail (20,000) Fleet: • Equipment Repair (10,000) • Fuel Tank Maintenance (2,000) • Lift Refurbishment (20,000) • Vehicle & Equipment Inspections (10,000) • Vehicle Repair (45,000) RSW: • Loader Repair (8,000)	1,129,604

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 (5,000)</li> <li>• Packer Repair (2,000)</li> <li>• Power Washer Repair (1,000)</li> <li>• Scale Calibration (1,600)</li> <li>• Scale Repair (700)</li> <li>• Trailer Inspection (1,500)</li> <li>• Trailer Tarp Repair (5,000)</li> <li>• Trommel Repair (10,000)</li> <li>• Tire Repair &amp; Install (27,000)</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 (10,000)</li> <li>• Oxygen &amp; Acetylene Tank Rental (250)</li> <li>• Water Cooler Rental (500)</li> </ul>	17,350
Other Property Related Services (529x)	BMD: <ul style="list-style-type: none"> <li>• Energy Upgrade (32,000)</li> <li>• General Services (25,200)</li> <li>• Hazardous Waste Disposal (5,500)</li> <li>• Contract Cleaning (742,000)</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 (19,006)</li> <li>• Playground Repairs (6,000)</li> <li>• Window Washing (10,200)</li> </ul> Parks: <ul style="list-style-type: none"> <li>• Contracted Mowing/Mulching (242,374)</li> <li>• Crane Works – Trees (20,000)</li> <li>• Diamond Maintenance (10,000)</li> <li>• Fertilizer &amp; Grub Control (138,773)</li> <li>• Field Work (51,525)</li> <li>• Invasive Weed Control – Carol Brewster (4,900)</li> <li>• Rail Trail Maintenance (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> </ul>	3,137,250

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Wetting Agent (12,190)</li> <li>• Winter Moth Spray (1,200)</li> <li>• Xeriscape Plantings (4,000)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Crack Seal (68,442)</li> <li>• Disposal of Street Sweepings (28,859)</li> <li>• Road Surface Treatments (104,767)</li> <li>• Roadway Paving (280,217)</li> <li>• Sidewalk, Curb, &amp; HP Improvements (75,558)</li> <li>• Street Sweeping (28,962)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Landfill Mowing (3,800)</li> <li>• MSW Hauling (154,976)</li> <li>• MSW Disposal (671,697)</li> <li>• Organics Recycling Program (43,000)</li> <li>• Recycling &amp; Hauling (227,254)</li> </ul>	
Professional & Technical Services (530x - 531x)	BMD: <ul style="list-style-type: none"> <li>• Engineering Consulting (31,000)</li> <li>• HVAC Programming (64,189)</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 (22,500)</li> </ul> Parks: <ul style="list-style-type: none"> <li>• Consulting (4,000)</li> <li>• Seminars &amp; Training (2,000)</li> </ul> Admin: <ul style="list-style-type: none"> <li>• Annual Maintenance for SeeClickFix (4,900)</li> <li>• PeopleGIS - PeopleForm Licenses (5,225)</li> <li>• PeopleGIS - PeopleForms Development Support (5,225)</li> <li>• Seminars &amp; Training (8,000)</li> </ul> Engineering: <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> Highway: <ul style="list-style-type: none"> <li>• Seminars &amp; Training (2,500)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Annual Licensing for Electronic</li> </ul>	396,623

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>Diagnostic Tool (1,500)</li> <li>• Fuel Management Software (1,000)</li> <li>• GPS Monitoring Services (25,000)</li> <li>• Seminars &amp; Training (3,000)</li> <li>• Vehicle Maintenance Software (10,000)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Landfill Groundwater Monitoring &amp; Testing (37,000)</li> <li>• Seminars &amp; Training (3,200)</li> <li>• PC Scale Annual Contract (850)</li> <li>• Soil &amp; Compost Testing (1,000)</li> </ul>	
Communications (534x)	BMD: <ul style="list-style-type: none"> <li>• Cable/Internet (9,000)</li> <li>• Landline Telephone (135,400)</li> <li>• Legal Notices (1,500)</li> <li>• Postage (1,600)</li> <li>• Printing &amp; Mailing (400)</li> <li>• Wireless Communications (13,590)</li> </ul> Parks: <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> Admin: <ul style="list-style-type: none"> <li>• Wireless Communications (2,700)</li> <li>• Legal Ads (250)</li> <li>• Postage (500)</li> <li>• Printing (200)</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> 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 Books (250)</li> <li>• Telephones (600)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Cell Phones (2,170)</li> <li>• Legal Ads (50)</li> <li>• Postage (50)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Business Cards (100)</li> <li>• Cell Phones (2,500)</li> </ul>	191,150



Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Disposal Stickers (1,000)</li> <li>• Fax Line (2,500)</li> <li>• Legal Notices (535)</li> <li>• Other Printed Material (1,000)</li> <li>• Postage (150)</li> </ul>	
Recreational & Cultural Services (535x)		
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> Parks: <ul style="list-style-type: none"> <li>• Goose Management Program (20,000)</li> <li>• Police Details (3,000)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Police Details (20,520)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Towing Services (6,100)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Crack Sealing Pavement (1,000)</li> <li>• E-Waste (11,500)</li> <li>• Granite Curbing Maintenance (2,000)</li> <li>• HH Hazardous Waste (12,000)</li> <li>• Line Painting (2,500)</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) (5,000)</li> <li>• Police Detail (1,000)</li> <li>• Refrigerant Disposal (5,000)</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 (2,800)</li> <li>• Universal Waste Disposal (5,000)</li> <li>• Waste Oil Burner Maintenance (1,000)</li> </ul>	211,820
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> <li>• Glass &amp; Glazier Supplies (10,700)</li> <li>• HVAC Supplies (137,500)</li> <li>• Misc. Supplies (83,093)</li> </ul>	501,993

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Plumbing Supplies (64,000)</li> </ul> Parks: <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 (9,500)</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> Parks: <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 (1,200)</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> Highway: <ul style="list-style-type: none"> <li>• Seed &amp; Fertilizer (1,000)</li> </ul>	94,207
Vehicular Supplies (548x)	Parks: <ul style="list-style-type: none"> <li>• Parts &amp; Supplies, Fuel Additives (2,100)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Cutting Edges &amp; Related Accessories (10,663)</li> <li>• Sweeper Brooms &amp; Wear Parts (6,444)</li> </ul> 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> RSW: <ul style="list-style-type: none"> <li>• Additives &amp; Fluids (6,000)</li> <li>• Cutting &amp; Rubber Edges (5,200)</li> <li>• Trommel Parts (4,000)</li> <li>• Waste Handling Dozer Parts (5,000)</li> </ul>	164,407

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
Gasoline and Diesel Fuel (5481)	BMD: <ul style="list-style-type: none"> <li>• Gasoline (22,834)</li> </ul> Parks: <ul style="list-style-type: none"> <li>• Diesel (25,549)</li> <li>• Gasoline (21,843)</li> </ul> Admin: <ul style="list-style-type: none"> <li>• Gasoline (1,639)</li> </ul> Engineering: <ul style="list-style-type: none"> <li>• Gasoline (3,994)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Diesel (56,036)</li> <li>• Gasoline (3,809)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Diesel (4,504)</li> <li>• Gasoline (13,841)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Diesel (60,871)</li> <li>• Gasoline (2,223)</li> </ul>	217,143
Food and Service Supplies (549x)	BMD: <ul style="list-style-type: none"> <li>• Food &amp; Service Supplies (500)</li> </ul> Admin: <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)	Parks: <ul style="list-style-type: none"> <li>• First Aid Supplies (750)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Over the Counter Medical Supplies (100)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Vehicle First Aid Kits (2,000)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Medical Supplies (500)</li> </ul>	3,350
Public Works Supplies (553x)	Parks: <ul style="list-style-type: none"> <li>• Lumber, Paint, Tools, Parts &amp; Accessories, Misc. Hardware, Field Marking Supplies (16,800)</li> </ul> Engineering: <ul style="list-style-type: none"> <li>• Drafting, Engineering, &amp; Surveying Supplies (1,100)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Asphalt (129,933)</li> <li>• Concrete &amp; Masonry Supplies (2,100)</li> <li>• Dead Animal Supplies (106)</li> <li>• Granite Curbing (5,696)</li> <li>• Lumber &amp; Hardware (950)</li> <li>• Personal Safety Equipment (700)</li> <li>• Tools (2,250)</li> </ul>	314,964

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
	<ul style="list-style-type: none"> <li>• Traffic Marking Paint (3,617)</li> <li>• Traffic Control Supplies (5,000)</li> <li>• Traffic Signal Equipment &amp; Supplies (5,744)</li> <li>• Traffic Signs (22,843)</li> </ul> <p>Fleet:</p> <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> <p>RSW:</p> <ul style="list-style-type: none"> <li>• Carpentry Supplies (2,000)</li> <li>• Calcium Chloride, Speedy Dry, Etc. (1,000)</li> <li>• Gaylord Boxes for Paint (1,000)</li> <li>• Landfill Flare Parts (1,000)</li> <li>• Paint (500)</li> <li>• Pay-per-Throw Supplies (84,000)</li> <li>• Public Space Recycling Containers (2,000)</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)	<p>BMD:</p> <ul style="list-style-type: none"> <li>• Flags (780)</li> <li>• Playground Supplies (5,000)</li> <li>• Wood Fiber Surfacing (8,000)</li> <li>• Uniforms (7,200)</li> </ul> <p>Parks:</p> <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> <p>Admin:</p> <ul style="list-style-type: none"> <li>• Other Supplies &amp; Equipment (1,200)</li> </ul> <p>Engineering:</p> <ul style="list-style-type: none"> <li>• Plan Size Copy Paper, Large Toner Bar, Books, &amp; Manuals (1,000)</li> </ul> <p>Highway:</p> <ul style="list-style-type: none"> <li>• Clothing Supplies (2,345)</li> </ul> <p>Fleet:</p> <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> <p>RSW:</p> <ul style="list-style-type: none"> <li>• Employee PPE Gear &amp; Clothing (3,350)</li> </ul>	48,175

Department Expenditure Detail DSR2		
Department	Department of Public Works General Fund	
Governmental Charges (569x)	BMD: <ul style="list-style-type: none"> <li>• Boiler Inspection (2,500)</li> </ul> Parks: <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (1,800)</li> </ul> Engineering: <ul style="list-style-type: none"> <li>• Registry of Deeds Fees (1,000)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (505)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Licenses &amp; Certifications (250)</li> </ul> RSW: <ul style="list-style-type: none"> <li>• Hoisting &amp; CDL Licensing (600)</li> </ul>	6,655
Travel & Mileage (571x - 572x)	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> Parks: <ul style="list-style-type: none"> <li>• Travel &amp; Mileage (250)</li> </ul> Admin: <ul style="list-style-type: none"> <li>• In State/Mileage (1,500)</li> <li>• Out of State (5,000)</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> RSW: <ul style="list-style-type: none"> <li>• Conf. Out of State (2,500)</li> </ul>	13,050
Dues & Subscriptions (573X)	BMD: <ul style="list-style-type: none"> <li>• APWA (800)</li> <li>• MFAA (1,450)</li> </ul> Parks: <ul style="list-style-type: none"> <li>• Professional Association Memberships (2,000)</li> </ul> Admin: <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,200)</li> </ul> Engineering: <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,200)</li> </ul> Highway: <ul style="list-style-type: none"> <li>• Professional Association Memberships (1,000)</li> </ul> Fleet: <ul style="list-style-type: none"> <li>• Professional Association Memberships (900)</li> </ul>	11,096

Department Expenditure Detail DSR2				
Department	Department of Public Works General Fund			
	RSW:			
	<ul style="list-style-type: none"> <li>Professional Association Memberships (1,001)</li> <li>Recycling Industry Publications (1,545)</li> </ul>			
Other Expenses (574 X - 579x)				
<b>6. Total Expenses</b>				<b>6,893,485</b>
DSR2C				
Capital Equipment Replacement (587X)	Parks: <ul style="list-style-type: none"> <li>Stand Up Ride On Leaf Blower (15,000)</li> <li>Synthetic Turf Brush (7,500)</li> </ul> Highway: <ul style="list-style-type: none"> <li>Unit 121 - Message Board (18,009)</li> <li>Unit 122 - Message Board (18,009)</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>			150,018
<b>7. Total Operating Budget Capital</b>				<b>150,018</b>
<b>8. Total Base Request (Line 5 + Line 6 + Line 7)</b>				<b>16,099,747</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 FY2021 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 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"/>
V2021				

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



Department Personnel Supplement DSR3							
Department			Department of Public Works General Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	BMD - Sunday Coverage at Library	13,640			X		
2	BMD - Snow Program	72,698			X		
3	BMD - Man Out Coverage	64,320			X		
4	BMD - Additional Trades Work	33,399			X		
5	BMD - Non-Billable Permit Coverage	38,592			X		
6	BMD - Boiler Watch	26,730			X		
7	BMD - Saturday Program	127,522			X		
8	BMD - CATH Coverage	12,591			X		
9	BMD - Memorial Park Coverage	10,291			X		
10	BMD - Remove Pool Equipment	3,859			X		
11	P&F - Pruning, Removals, Planting	6,228			X		
12	P&F - Storm Damage Clean Up	8,303			X		
13	P&F - Mowing, Leaves, Watering, Diamond Work	23,526			X		
14	P&F - Carol Brewster Maintenance	8,303			X		
15	P&F - Problems Relating to Irrigation Systems or Bldgs, Electrical/Plumbing, & Vandalism	693			X		
16	P&F - Dog Park	5,535			X		
17	P&F - Special Events	1,384			X		
18	P&F July 4 Celebration	4,613			X		
19	Admin - Complete Overflow Work	9,407			X		
20	Engineering - Contractor Oversight	4,390			X		
21	Engineering - Complete Overflow Work	1,707			X		
22	Highway - Emergency OT	9,216			X		
23	Highway - Animal Pick-Up	4,608			X		
24	Highway - Street Sweeping	16,306			X		
25	Highway - Special Events	7,090			X		
I		Total	514,951	<b>X</b>			
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	514,951					
	Amount Reported Under DSR2A Section 4						
II		Total	514,951				

V2021



Department Personnel Supplement DSR3							
Department			Department of Public Works General Fund				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Highway - Construction Inspection	18,167			X		
2	Highway - Maintenance of Public Ways	6,203			X		
3	Highway - DPW Markings	12,318			X		
4	Highway - Street Sign Program	3,545			X		
5	Highway - Traffic Signal Repair	3,190			X		
6	Highway - Downtown Sweeping	9,216			X		
7	Fleet - Seasonal Equipment Services	9,432			X		
8	Fleet - RMV Pre-Inspection	3,144			X		
9	Fleet - PM Service	6,288			X		
10	RSW - Additional Staff Support on Saturday	34,076			X		
11	RSW - Additional Staff for Paint Collection Days	6,854			X		
12	RSW - Staffing for Household Hazardous Waste Day	734			X		
13	RSW - Absence Staff Support (Saturdays Only)	14,362			X		
14	RSW - Leaf Collection (Sundays)	7,834			X		
15	RSW - Monday Equipment Maintenance	34,076			X		
16	RSW - Landfill Flare Inspections & Maintenance	1,958			X		
17	RSW - Unscheduled Overtime	2,611			X		
18	RSW - Weekly Sweeping	6,365			X		
19	RSW - Monday Custodial Staff	8,519			X		
20	RSW - Town Fairs Container Assistance	326			X		
21							
22							
23							
24							
25							
I		Total	189,218	<b>X</b>			
Sections							
	Amount Reported Under DSR2A Section 1						
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3	189,218					
	Amount Reported Under DSR2A Section 4						
II		Total	189,218				

V2021

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Assistant Director of Building Maintenance	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	103,000		103,000	
2. Expense		2,150	5,000	7,150	
3. Operating Capital					
4. Department Total (1+2+3)	1	105,150	5,000	110,150	
5. Other Costs		37,150		37,150	
6. Grand Total (4+5)	1	142,300	5,000	147,300	
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>This request is for an Assistant Director of Building Maintenance.</p> <p>Currently, the Building Maintenance Division has one Director and two Shift Supervisors (one day and one night). They are responsible for overseeing 51 FTEs (both custodial and trades staff). Additionally, they are responsible for the oversight of all major construction projects under the Division and the day to day contractors throughout all Town and School buildings. On average, BMD has 8-12 major construction projects, mostly concentrated in the summer. BMD oversees approximately 13 on call contractors that come in to provide minor maintenance and repairs. There are anywhere from 2-6 contractors on site daily. The Assistant Director would provide additional support in managing and scheduling these contractors, communicating with the building managers on a daily basis to provide feedback on repairs in their building. This position would manage the preventative maintenance program, allowing the Division to proactively address potential problems. An Assistant Director would allow the two Shift Supervisors to focus on managing the Building Maintenance staff, day to day maintenance, and custodial operations.</p>					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund		
Title	Assistant Director of Building Maintenance	Priority	1
<p>The Assistant Director would be responsible for quality assurance, responding to questions, requests, and complaints and referring any unsolved issues to the Director. This position would serve as a liaison to the School Department, assisting in the coordination of long term planning, upcoming projects, customer service concerns, and providing support to the Director.</p> <p>The Assistant Director would provide a second level of managerial support to the Division, assisting in long term master planning, budgeting oversight, contract oversight, development and execution of Standard Operating Procedures, communication with other Departments,</p> <p>The Town continues to add or upgrade buildings, increasing the need for a higher level of oversight and maintenance than previously required. As the number of square footage in Town increases, custodial and trades positions are added to the Division, requiring additional staff at the supervisory level. As the Division grows, the need for improved operational procedures and oversight will be required.</p> <p>This position would also free up time for the Director to provide comprehensive review and input into Public Design and Construction projects for new buildings.</p> <p>This request comes from a recommendation of the Building Maintenance Best Practices Study recently completed.</p> <p><u>Responsibilities</u>                      Under the supervision of the Director of Building Maintenance, provide a second level of managerial support to the Division, assist in long term master planning, budgeting oversight, contract oversight, development and execution of Standard Operating Procedures, communication with other Departments, and manage the shift supervisors. Assist the Director in ensuring safe and clean facilities through proper daily maintenance and improvements and in overseeing repairs to existing buildings.</p> <p>Provide additional support in managing and scheduling contractors, communicating with the building managers on a daily basis to provide feedback on repairs in their building. Manage the preventative maintenance program, updating the work order system as new buildings and equipment come online, overseeing the distribution and completion of preventative maintenance work orders. Assist in tracking, running reports, analyzing, and ensuring completion of all work within the work order system.</p> <p>Provide quality assurance, respond to questions, requests, and complaints and refer any unsolved issues to the Director. Work to maintain an open flow of communication between the Division and buildings. Assist the Director in the coordination of long term planning, upcoming projects, and customer service concerns.</p> <p>Oversee projects within the Division, both internal and external. Provide additional oversight on projects from design through construction close out, including attend on site project meetings, communicate with contractors, and track project schedule. Work with the Director on long term project planning and coordination. Work with Admin Division on drafting specifications and bid documents, coordinating bidding schedules, checking references, and</p>			

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund		
Title	Assistant Director of Building Maintenance	Priority	1
<p>coordinating contracts.</p> <p>Assist the Director in participating on various Town committees, representing the Building Maintenance Division. Assist in coordination between Building Maintenance, the rest of Public Works, the School Department, and other Town Departments.</p> <p>Assist in the hiring process of the trades and custodial staff. Implement and oversee training programs.</p> <p>Participate in the development and management of the annual capital and operating budget. Track the budget throughout the year, monitor spending trends, and research cost savings options. Monitor contracted work to ensure it remains within budget constraints. Oversee parts and supplies ordering and monitor Division inventory.</p> <p>Maintain current knowledge of profession through peer association and attendance at seminars, meetings, etc. Meet with staff to provide information and to respond to questions, and perform other related duties as required.</p>			
V2021			

Performance Improvement Funding Request Supplement DSR4S					
Position Title	Assistant Director of Building Maintenance			Priority	1
Classification	X	FT		PT	Seasonal
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year	
Compensation Detail					
Base Rate				100,000	
Other	Vehicle Stipend			3,000	
Other					
Other					
Other					
Other					
Other					
Other					
Salary and Wage Total				103,000	
If Funded the Position Will Require the Following Additional Items					
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$
Workstation		X	Desk needed	2,500	0
Vehicle	X				
Computer		X	Computer needed	2,500	0
Software		X	Software license for Microsoft Project	0	1,500
Mobile Communication Device		X	Cell Phone Needed	0	650
Uniform	X				
Tools	X				
Equipment	X				
Other		X		0	
Other					
Other					
Totals				5,000	2,150
Estimated Annual Benefit Cost					37,150
Description and Explanation					
This position would require a workstation and computer as there is not an existing one. As a supervisory position, it would also require a cell phone. The position would have a vehicle stipend in order to compensate for driving around from location to location. The request for this position comes from a recommendation made in the Building Maintenance Best Practices Study.					
V2021					

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Custodian	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	56,147		56,147	
2. Expense		800		800	
3. Operating Capital					
4. Department Total (1+2+3)	1	56,947		56,947	
5. Other Costs		31,343		31,343	
6. Grand Total (4+5)	1	88,290		88,290	
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			
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 an additional custodian position within the department for the new Fire Station 1.</p> <p>Currently, one custodian covers both the Public Safety Building and Fire Station 1. With the increased square footage of the new Fire Station 1, an additional custodian is required in order to keep the building safe and clean. This will also eliminate having one custodian split two separate buildings.</p> <p>Yes, this request addresses the Select Board goal with regards to Fire Station 1.</p> <p>Yes, there is increased exposure for the Town if this request is not funded because the new building will not have an assigned custodian.</p>					
V2021					

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Custodian				Priority	1
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	BC1 Step 8				54,747	
Other	Snow Stipend				1,000	
Other	Sick Incentive				400	
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					56,147	
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	Cell Phone		650	
Uniform		X	Shirts & Jackets		150	
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals					800	
				Estimated Annual Benefit Cost		31,343
Description and Explanation						
This position is part of the BCTIA and receives a snow stipend and a sick incentive. Additionally, the position will require a cell phone and a uniform. This additional custodial position is necessary because of the increased square footage with the opening of the new Fire Station 1.						
V2021						

Performance Improvement Funding Request DSR4					
Department	Department of Public Works				
Title	Project Manager	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	103,536		103,536	
2. Expense		2,150	5,000	7,150	
3. Operating Capital					
4. Department Total (1+2+3)	1	105,686	5,000	110,686	
5. Other Costs		37,208		37,208	
6. Grand Total (4+5)	1	142,894	5,000	147,894	
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>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</p>					



Performance Improvement Funding Request DSR4			
Department	Department of Public Works		
Title	Project Manager	Priority	1
<p>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 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 as a Contract Manager for Public Facilities Operations.</p>			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Project Manager				Priority	1
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	K22 Top End				100,536	
Other	Vehicle Stipend				3,000	
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					100,536	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X	Workstation Needed	2,500		
Vehicle	X					
Computer		X	Computer Needed	2,500		
Software		X	License for Microsoft Project		1,500	
Mobile Communication Device		X			650	
Uniform	X					
Tools	X					
Equipment	X					
Other		X				
Other						
Other						
Totals				5,000	2,150	
Estimated Annual Benefit Cost					37,208	
Description and Explanation						
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.						
V2021						

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	NPDES – Fleet Vehicle Washing	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		30,000	0	30,000	
3. Operating Capital					
4. Department Total (1+2+3)		30,000		30,000	
5. Other Costs					
6. Grand Total (4+5)		30,000		30,000	
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			
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>National Pollutant Discharge Elimination System</b></p> <p>The new 2016 NPDES Regulations are the most sweeping set of stormwater requirements in the last 45 years. The 2016 NPDES Permit requires Needham to continue making substantial changes to the Town's Stormwater Operations, Site Plan, and Subdivision reviews, and the creation of a new Stormwater General Bylaw.</p> <p>Urbanized areas located within Needham have a Small Municipal Separate Storm System (MS4). MS4 Permit only authorizes the discharge of clean stormwater and/or stormwater that does not cause or contribute to an exceedance of water quality standards. The Permit also requires that pollutants in MS4 stormwater discharges be reduced to the maximum extent practicable.</p> <p>Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. All stormwater discharges from urbanized areas must reduce the amount of phosphorus discharging to waterbodies and the tributaries thereto by 45% and pathogens</p>					

Performance Improvement Funding Request DSR4			
Department	Department of Public Works – General Fund		
Title	NPDES – Fleet Vehicle Washing	Priority	1
<p>must be eliminated and/or reduced to the maximum extent practicable through the use of enhanced structural and non-structural BMPs.</p> <p>Needham has five Water Quality Limited Waters impaired by turbidity, nutrients, organic enrichment, flow dissolved oxygen, priority organics, noxious aquatic plants, exotic species, oil &amp; grease, taste, odor, color, suspended solids, and causes unknown. The five waterbodies impaired are: Alder Brook, Charles River (segment South Natick Dam to Chestnut Street), Charles River (Chestnut Street to Water Damn), Fuller Brook, and Rosemary Brook. All five waterbodies are classified as Category 5 Waters.</p> <p>This request is to comply with the National Pollutant Discharge Elimination System (NPDES) permit. This includes funding to wash every vehicle in Town in accordance with the permit. This needs to be completed annually.</p> <p>Yes, this request addresses one of the goals of the Select Board.</p> <p>Yes, this request also includes a capital improvement request.</p> <p>Yes, there will be increased exposure for the Town if this request is not funded because the Town is statutorily required through the permit.</p>			
			V2021

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Preventative Roof Maintenance	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0				
2. Expense		61,425	0	61,425	
3. Operating Capital					
4. Department Total (1+2+3)	0	61,425	0	61,425	
5. Other Costs					
6. Grand Total (4+5)	0	61,425	0	61,425	
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>This request is for the Building Maintenance Division to add an outsourced preventative maintenance program for all of the roofs in Town. The preventative maintenance program would include cleaning out the roof drains, gutters, and scuppers, and checking for tears, missing roof shingles, ponding water, missing drain screens, and debris. It would also ensure that drains are flowing and gutters are intact. With the added buildings and square footage, the preventative maintenance program needs to be outsourced. This program would help track the roof warranties as well. As the roofs age, a preventative maintenance program can help identify problematic areas and allow the Town to proactively handle concerns. Having an effective roof preventative maintenance program protects not only the building, but the assets inside the building.</p>					
V2021					

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Fleet Service and Parts Manager	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	75,738		75,738	
2. Expense		650	5,000	5,650	
3. Operating Capital					
4. Department Total (1+2+3)	1	76,385	5,000	81,385	
5. Other Costs		34,361		34,361	
6. Grand Total (4+5)	1	110,746	5,000	115,746	
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>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 (\$75,738), 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 Service and Parts Manager	Priority	2
<p>The responsibilities and level of service from the Fleet Division have increased over time, including assistance with all fleet related issues within the DPW as well as other Town Departments. The vehicles serviced by the Fleet Division have become more sophisticated and require higher level of technical expertise. The Town’s vehicle inventory has also become more diverse with multiple fuel types including gas, diesel, hybrids, and plug in electric vehicles, along with heavy construction and specialty equipment.</p> <p><u>General Summary</u>                      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><u>Responsibilities</u></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>			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Fleet Service and Parts Manager				Priority	2
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	GE19 Step 11				75,735	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					75,735	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X	Workstation needed	2,500	0	
Vehicle	X					
Computer		X	Computer needed	2,500	0	
Software	X					
Mobile Communication Device		X	Cell Phone		650	
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals				5,000	650	
				Estimated Annual Benefit Cost		34,361
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.						
V2021						



Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	HVAC Technician	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1	85,421	0	85,421	
2. Expense		800	2,500	3,300	
3. Operating Capital		0	0	0	
4. Department Total (1+2+3)	1	86,221	2,500	88,721	
5. Other Costs		34,617	0	34,617	
6. Grand Total (4+5)	1	120,838	2,500	123,338	
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>This request is for an additional HVAC Technician for the Building Maintenance Division. Currently, the Division has three HVAC technicians, with one of them focusing on boilers. As the square footage and number of buildings increases in Town, there becomes a need for additional trades staff. HVAC systems continually increase in complexity and require more programming and controls knowledge than previously. An additional HVAC Technician would allow for the Division to focus on emergency calls, preventative maintenance, boilers, and controls simultaneously. This level of support is required in order to have the HVAC systems in all buildings running efficiently. This request includes the salary (\$85,421), 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 HVAC vehicle, as each trade has their own vehicle to transport themselves and the tools and equipment needed from site to site.</p>					

V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	HVAC Technician				Priority	2
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	BT4 Step 8					84,021
Other	Snow Incentive					1,000
Other	Sick Incentive					400
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						85,421
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X					
Vehicle		X	Future CIP Request			
Computer		X	Laptop/table	2,500		
Software						
Mobile Communication Device		X	Cell Phone		650	
Uniform		X	Shirts & Jackets		150	
Tools						
Equipment						
Other						
Other						
Other						
Totals				2,500	800	
				Estimated Annual Benefit Cost		34,617
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 HVAC technicians.						
V2021						

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Roadway Markings	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		7,533		7,533	
2. Expense		44,947		44,947	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs		297		297	
6. Grand Total (4+5)		52,777		52,777	
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					
Currently, the Department of Public Works completes roadway markings once a year. Traffic markings fade as more cars travel over the road and more snow removal occurs. This request is to increase the application of roadway markings to twice a year in order to increase visibility and safety throughout Town for intermodal users. This request includes the cost of a contractor completing the roadway markings a second time as well as the overtime costs for the Highway Division to oversee the contractors.					

V2021

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	Garden Bed Maintenance	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		20,000		20,000	
3. Operating Capital					
4. Department Total (1+2+3)					
5. Other Costs					
6. Grand Total (4+5)		20,000		20,000	
Budgetary Considerations				Yes	No
Does this request address a goal of the 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>					
Description and Explanation					
<p>Historically, PTCs maintain the garden beds on the exterior of the schools. The interest in maintaining these garden beds using volunteer assistance has fluctuated over time, depending on the interest of the participants. In order to present a more uniform, professional, and easier to maintain façade, the Public Works Department is requesting that these services be provided by an outside contractor under the supervision of Parks and Forestry. These garden beds require regular maintenance and upkeep that the Division had not previously included in their budget. The Division frequently receives requests from building managers to provide improvements and maintenance.</p> <p>Yes, this request addresses a goal of the Select Board.</p>					
				V2021	

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	RTS Overtime – Monday Equipment Maintenance	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	0	17,038	0	17,038	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		17,038	0	17,038	
5. Other Costs		671		671	
6. Grand Total (4+5)		17,709	0	17,709	
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					
This request is to add to the overtime program at the Recycling and Transfer Station on Mondays. Since the facility is closed on Mondays, this request is to bring in staff on Mondays to fix the ornamental barrels and refurbish the 40-yard containers. This would allow staff to make necessary repairs and improvements while the RTS is not in operation.					
V2021					

Performance Improvement Funding Request DSR4					
Department	Department of Public Works – General Fund				
Title	RTS Overtime – Sunday Pick Up	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage		5,222		5,222	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		5,222		5,222	
5. Other Costs		206		206	
6. Grand Total (4+5)		5,428		5,428	
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					
This request is to add into the overtime budget to accommodate an extra Sunday trash pick up throughout Town. There are increased activities and games on Saturdays in the parks throughout Town. This would allow the Recycling and Solid Waste Division to do an extra pick up between Saturday morning and Monday morning, helping to prevent the trash from overflowing in areas throughout Town.					
V2021					

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Public Works Department</b>									
Salary & Wage Regular	3,173,555.34	3,263,608.44	6,211,345	7,965,441	8,079,753	417,042	8,496,795	531,354	
Salary & Wage Temporary	57,270.05	74,285.02	84,903	145,523	163,766	-	163,766	18,243	
Salary & Wage Overtime	246,808.99	272,746.75	986,049	718,424	778,325	29,793	808,118	89,694	
Salary & Wage Other	54,497.67	67,303.45	130,808	34,400	34,400	6,800	41,200	6,800	
Salary and Wage Total	3,532,132.05	3,677,943.66	7,413,105	8,863,788	9,056,244	453,635	9,509,879	646,091	7.3%
			-	-	-	-	-	-	
Energy			80,686	132,564	130,411	-	130,411	(2,153)	
Non Energy Utilities			-	-	-	-	-	-	
Repairs and Maintenance	133,530.90	139,395.30	1,077,625	1,028,900	1,129,604	106,372	1,235,976	207,076	
Rental and Leases	5,553.78	3,993.00	48,754	17,350	17,350	-	17,350	-	
Other Property Related	860,542.76	786,081.20	1,532,120	2,825,817	3,137,250	20,000	3,157,250	331,433	
Professional & Technical	65,703.01	37,978.65	202,220	392,309	396,623	3,000	399,623	7,314	
Communications	18,648.67	18,666.74	144,881	189,990	191,150	3,250	194,400	4,410	
Recreation			-	-	-	-	-	-	
Other Purchased Services	22,187.09	24,503.24	78,963	186,040	211,820	30,000	241,820	55,780	
Energy Supplies			-	-	-	-	-	-	
Office Supplies	9,105.15	9,718.28	19,172	27,600	27,600	17,500	45,100	17,500	
Building & Equipment Rprs/Sp	9,750.79		402,772	487,677	501,993	-	501,993	14,316	
Custodial Supplies			198,461	267,580	275,137	-	275,137	7,557	
Grounds Keeping Supplies	69,652.13	78,414.34	101,519	91,390	94,207	-	94,207	2,817	
Vehicular Supplies	198,528.35	260,078.47	230,338	414,875	381,550	-	381,550	(33,325)	
Food & Service Supplies	2,010.29	1,517.36	2,186	1,500	1,500	-	1,500	-	
Medical Supplies		400.00	530	3,350	3,350	-	3,350	-	
Educational Supplies			-	-	-	-	-	-	
Public Works Supplies	200,407.63	177,496.98	209,514	309,594	314,964	-	314,964	5,370	
Other Supplies & Equipment	12,722.99	15,288.80	40,221	35,175	48,175	300	48,475	13,300	
Governmental Charges	3,020.00	3,596.00	6,150	5,965	6,655	-	6,655	690	
Travel & Mileage	2,839.97	8,440.65	7,197	13,050	13,050	-	13,050	-	
Dues & Subscriptions	4,355.50	5,232.67	5,485	11,096	11,096	-	11,096	-	
Other	7,040.00	4,098.00	12,620	-	-	-	-	-	
Expense Total	1,625,599.01	1,574,899.68	4,401,416	6,441,822	6,893,485	180,422	7,073,907	632,085	9.8%
			-	-	-	-	-	-	
Capital Equipment	38,026.29	41,516.28	15,612	136,500	150,018	-	150,018	13,518	
Capital Equipment Total	38,026.29	41,516.28	15,612	136,500	150,018	-	150,018	13,518	9.9%
			-	-	-	-	-	-	
<b>Total DPW</b>	<b>5,195,757.35</b>	<b>5,294,359.62</b>	<b>11,830,133</b>	<b>15,442,110</b>	<b>16,099,747</b>	<b>634,057</b>	<b>16,733,804</b>	<b>1,291,694</b>	<b>8.4%</b>
Snow and Ice	1,004,368.85	1,296,982.84	724,024	420,395	424,604		424,604	4,209	
<b>TOTAL</b>	<b>6,200,126.20</b>	<b>6,591,342.46</b>	<b>12,554,157</b>	<b>15,862,505</b>	<b>16,524,351</b>	<b>634,057</b>	<b>17,158,408</b>	<b>1,295,903</b>	<b>8.2%</b>

Department Information DSR1			
Department	Municipal Parking Program		
Department Mission			
The Town operates and maintains a number of municipal lots in and around the business districts for customer, visitor, and employee parking. The Town issues parking permits to local businesses for their employees, at a fee. The Town maintains and enforces parking regulations in these lots. These parking lots include: Lincoln/Chestnut Street, Eaton Square, Mark Lee, Dedham Avenue, Chapel Street, and Kimball Lot.			
On the Horizon			
The Town continues to add additional plant stock and remains committed to maintaining all municipal lots in and around the business districts.			
Budget Statement			
Salaries and Wages Increased by \$130 (0.57%).			
<p>There were a few changes in the FY21 budget for Municipal Parking. The line for weeding services increased by \$4,600 due to new contract pricing. Painting marks were increased \$300 based on prior year spending. Pavement, curbing, and sidewalk repairs were increase \$7,000 to repair the sidewalk next to the Middlesex Savings Bank. Overall, this has led to an increase in the expenses budget of \$11,900 (8.03%).</p> <p>There was an adjustment in the budgeted amounts for the three leased lots at Dedham Avenue, MBTA (Heights), and the Library that are captured in the Town's agreements with the landlords of those parking lots. This has led to an increase in the budget of \$2,028 (3.9%).</p> <p>The total Municipal Parking Program operating budget has increased \$14,058 (12.07%).</p>			
Line Item	Description	Change from FY20	Comments
Salaries & Wages	Overtime Salary & Wage	\$130	Based on increase in salaries
Rentals & Leases	Lease for Dedham Ave.	\$1,160	Contractual Increase
	Lease for MBTA for Heights	\$300	Contractual Increase
	Lease for Library Lot	\$568	Contractual Increase
Other Property Related Services	Mulching and weeding services	\$4,600	Based on bid results and prior year spring cleanup services
	Painting Marks	\$300	Based on prior year spending
	Pavement, Curbing, and Sidewalk Repair	\$7,000	Repair area behind Middlesex Bank - part of three phase plan
<b>DSR4</b>			
<i>Pest Control Program</i>			
Municipal Parking is requesting additional funding to implement a pest control service throughout the parking lots in Town to combat the rodent issues.			
Accomplishments and Activities			
The Highway Division implemented a Standard Operating Procedure (SOP) for de-icing the parking lots. The Town signed a parking lease with the First Church, 870 Great Plain Avenue			



Department Information DSR1			
Department		Municipal Parking Program	
from November 1, 2018 until October 31, 2023.			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[[	[[	[[
b) Expenses	[[	[[	[[
c) Capital	[[	[[	[[
d) Municipal Parking Program	[130,522]	[15,000]	[145,522]
e) [ ]	[[	[[	[[
f) [ ]	[[	[[	[[
g) Total DSR2 & DSR4 Request (a through f)	[130,522]	[15,000]	[145,522]
			V2021

Department Expenditure Detail DSR2																	
Department				Municipal Parking Program													
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)								
	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								
						<input type="checkbox"/>	<input checked="" type="checkbox"/>	0	0								
Union Positions:		BCTIA	<input type="checkbox"/>	Fire A	<input type="checkbox"/>	Fire C	<input type="checkbox"/>	ITWA	<input type="checkbox"/>	NIPEA	<input checked="" type="checkbox"/>	Police	<input type="checkbox"/>	Police Superior	<input type="checkbox"/>	NA	<input type="checkbox"/>
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																	
22,987																	
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)				22,987
DSR2B				
Object	Description	Amount		
Energy (521x)				
Repairs & Maintenance Services (524x - 525x)	Fence & Guardrail Repair (5,000)			5,000
Rental & Leases (527X)	Lease for Dedham Avenue Lot (18,360) Lease for Library Lot (12,300) Lease for MBTA for Heights (23,275)			53,935
Other Property Related Services (529x)	Lighting Repair (3,000) Misc. (5,000) Mulching & Weeding (12,000) Paint Markings (9,300) Pavement, Curbing and Sidewalk Repair (9,000) Plantings (5,000)			43,300
Professional & Technical Services (530x - 531x)				
Communications (534x)				
Recreational & Cultural Services (535x)				
Other Purchased Services (538x)				
Office Supplies (542x)				
Building & Equipment Supplies (543x)				
Custodial Supplies (545x)				
Grounds Keeping Supplies (546x)	Mulch (2,500)			2,500
Vehicular Supplies (548x)				
Gasoline and Diesel Fuel (5481)				
Food and Service Supplies (549x)				
Medical Supplies (550x)				
Public Works Supplies (553x)	Signs (1,800) Parking Meter Supplies (1,000)			2,800
Other Supplies & Equipment (558x)				
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)				
Dues & Subscriptions (573X)				
Other Expenses (574 X - 579x)				
6. Total Expenses				107,535
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				130,522
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 FY2021 for the replacement or upgrade of technology or software to the		YES	<input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Department Expenditure Detail DSR2				
Department	Municipal Parking Program			
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"/>
				V2021

Department Personnel Supplement DSR3							
Department			Municipal Parking Program				
	Description	Amount	Amount Reflected DSR2A Section				
			1	2	3	4	
1	Existing Service All Lots - Parks & Forestry	16,606			X		
2	Existing Service All Lots - Highway	6,381			X		
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total	22,987					
Sections			<b>X</b>				
	Amount Reported Under DSR2A Section 1	0					
	Amount Reported Under DSR2A Section 2	0					
	Amount Reported Under DSR2A Section 3	22,987					
	Amount Reported Under DSR2A Section 4	0					
II	Total	22,987					

V2021

Performance Improvement Funding Request DSR4						
Department	Municipal Parking Program					
Title	Pest Control Program	Priority	1			
DSR4						
Expenditure Classification	FTE	Frequency			Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)			
1. Salary and Wage						
2. Expense		15,000			15,000	
3. Operating Capital						
4. Department Total (1+2+3)						
5. Other Costs						
6. Grand Total (4+5)		15,000			15,000	
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>This request is to implement a pest control program in the parking lots throughout Town. Recently, there has been an increase in rodent activity seen throughout the Downtown area. While there are existing pest control programs throughout Town, they are focused on the Recycling and Transfer Station and municipal and school buildings. This new program would partner with existing pest control programs but would include services for parking lots.</p> <p>Yes, this request will require assistance from the Department of Public Works and the Health Department.</p> <p>Yes, there will be increased exposure to the Town if not funded because there is the potential of the rodent problem continuing.</p> <p>Yes, this request addresses a public health issue.</p>						

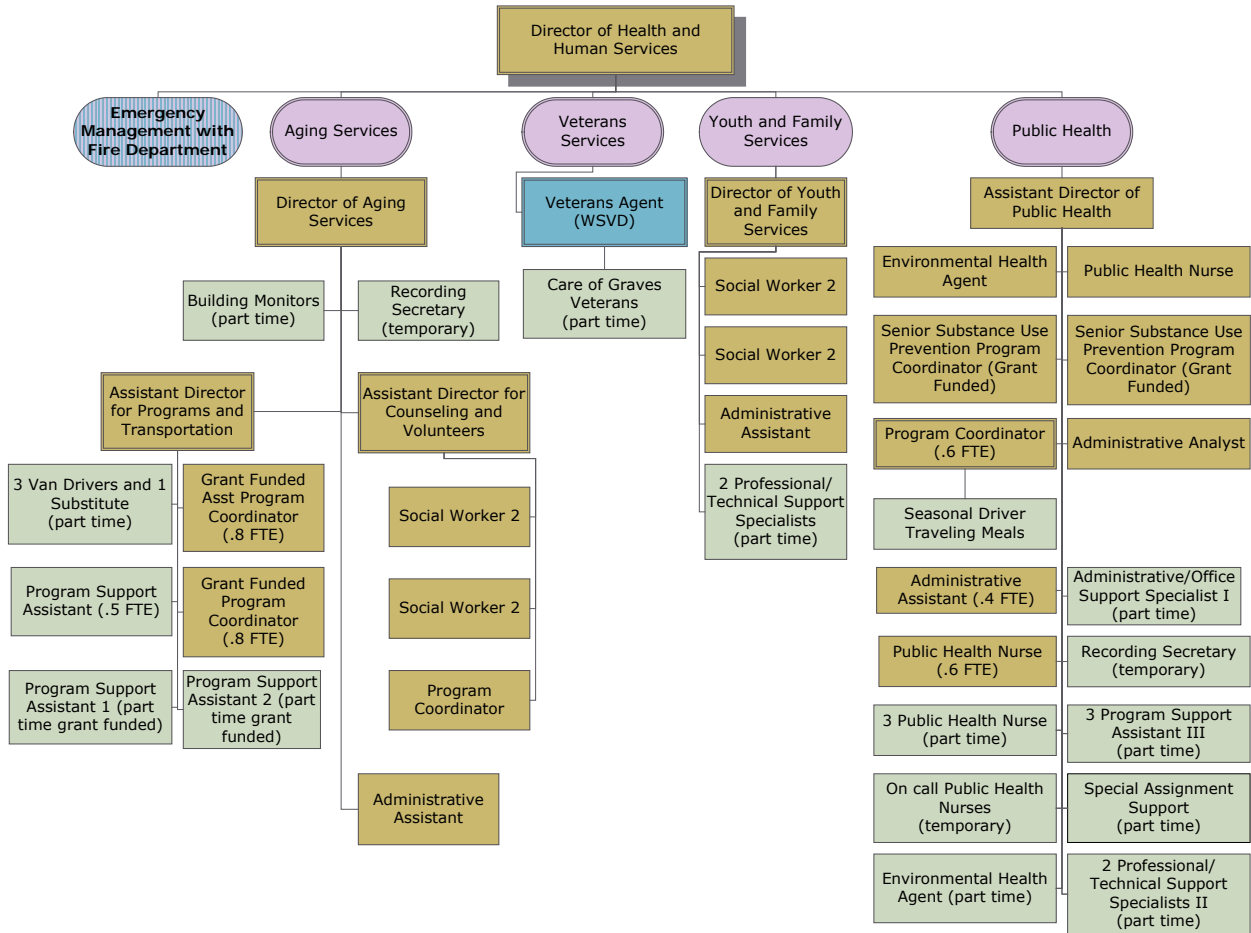
V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Municipal Parking	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Municipal Parking</b>									
Salary & Wage Regular									-
Salary & Wage Temporary	341.36								-
Salary & Wage Overtime	16,635.19	16,686.86	20,709.05	22,857	22,987		22,987	130	
Salary & Wage Other									-
Energy									-
Non Energy Utilities									-
Repairs and Maintenance	1,353.14	284.38	18,551.19	5,000	5,000		5,000	-	
Rental and Leases	40,631.25	41,397.05	44,569.10	51,907	53,935		53,935	2,028	
Other Property Related	25,798.72	30,873.57	18,987.00	31,400	43,300	15,000	58,300	26,900	
Professional & Technical									-
Communications									-
Recreation									-
Other Purchased Services									-
Energy Supplies									-
Office Supplies									-
Building & Equipment Rprs/Sp									-
Custodial Supplies									-
Grounds Keeping Supplies	5,000.00	2,500.00	2,500.00	2,500	2,500		2,500	-	
Vehicular Supplies									-
Food & Service Supplies									-
Medical Supplies									-
Educational Supplies									-
Public Works Supplies	3,040.00	595.66	1,000.00	2,800	2,800		2,800	-	
Other Supplies & Equipment									-
Governmental Charges									-
Travel & Mileage									-
Dues & Subscriptions									-
Other									-
<b>Total</b>	<b>92,799.66</b>	<b>92,337.52</b>	<b>106,316.34</b>	<b>116,464</b>	<b>130,522</b>	<b>15,000</b>	<b>145,522</b>	<b>29,058</b>	<b>25.0%</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.

\* \* \* \* \*

**Aging Services Division**

Mission:

The mission of the Aging Services Division is to provide a welcoming, inclusive, and secure environment where individuals and their families can benefit from services and resources that enhance their quality of life and provide opportunities for growth.

Aging Services fulfills its mission by providing services at the Center at the Heights, as well as in community settings. The programs are designed to support adults aged 60 and older to live healthy and independent lives. Services include: outreach and counseling, advocacy, transportation, daily meals, information and referral, Medicare benefits counseling, volunteer opportunities, health & wellness information and screening, educational programs, and special events and trips.

The Center at the Heights (CATH) is a 20,000 square foot, handicapped-accessible building which accommodates many programs. The facility includes: a large community room that seats up to 250 people, a fitness center, a cafeteria, an art room, a computer room, a library, several meeting rooms, and a roof deck. CATH promotes health and wellness by providing a place for Needham’s older adults to socialize and participate in many recreational, health, educational, and social activities.

On the Horizon:

Needham’s seniors are living longer and are becoming a larger proportion of the populations. With their growing numbers, older adults are presenting with a wide range of needs and interests. According to data from the U.S. Census Bureau, the number of people aged 65 years and older will reach 55 million by 2020. By 2030, there will be about 72.1 million older persons in the US who will make up roughly 20 percent of the U.S. population. The team at the Aging Services Division delivers comprehensive programs that promote the health and wellness of seniors 60 years of age and older. As the proportion of older adults increases, Aging Services will have to adjust programs to meet the growing needs.

The Needham Council on Aging continues to support the needs of older residents and families through an eight dimensions of wellness approach, incorporating education, exercise, and entertainment in its programming. The eight dimensions of wellness are: emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual. The Aging services Division continues the movement to improve the quality of life for Needham’s older residents with Memory enhancement, Exercise, Music/art, Social, Education Support for caregivers.

Department Information DSR1				
Department		Health & Human Services		
<b>Budget Statement:</b>				
<p>This year's base budget submission for the Aging Services Division reflects very modest increases for some line items. The largest increase is for wireless communications, which will allow mobile phones for the new Assistant Director and for the new vans that were purchased with state earmark funding. Costs for usage of the Aging Services Division vans (Vehicle Supplies and Gasoline) have been reduced slightly. Past usage increased at a slower rate than expected, despite a significant increase in programs and associated transportation costs (reflecting efficiencies in route planning and the timing of trips). As programs continue to increase and CATH's hours continue to expand, these costs categories will be closely monitored. Please also note that the Aging Services Division has a significant number of part-time and temporary staff members, many of which were affected by an increase in the Schedule C rates for some positions (notably Van Drivers and Building/Kitchen Monitor).</p>				
<b>Aging Services Division</b>				
Line	Div.	Description	Change from FY20	Comments
Professional/ Technical Software License Fee	Aging Division	Annual license cost for Aging Program	(\$500)	Information Technology is absorbing these costs into its budget
Postage	Aging Division	Mailing	\$250	Reflects increased mailing costs for distribution of The Compass (newsletter)
Wireless Communications	Aging Division	Mobile Phones	\$1,300	Mobile phones for new Assistant Directors and new phone assigned to new COA handicap accessible Van
Office Supplies	Aging Division	Office Supplies	Unchanged	
Vehicle Supplies	Aging Division	Brakes, windshield wipers, etc.	(\$250)	Reduced by \$250 to better reflect anticipated vehicle maintenance costs.
Gasoline/ Diesel	Aging Division	Fuel	(\$500)	Reduced to better reflect anticipated usage
Seminars & Trainings	Aging Division	Trainings and registration costs	Unchanged	
Dues & Memberships	Aging Division	Memberships	Unchanged	
Conf In-State	Aging Division	Registration costs for trainings	Unchanged	

Department Information DSR1				
Department		Health & Human Services		
Other Expenses	Aging Division	Transponder Charges	\$500	Reflect charges against vehicle transponder for tolls taken by COA Vans.

The Aging Services Division submitted a DSR4 spending request to support the costs of evening and weekend programs, the design of *The Compass*, the Fitness Program, and transportation to support the new hours of programming and services. This is the second year of a multi-year request, and totals \$25,000 in expense costs and \$48,635 in salary costs, all of which are for part-time staff members. The benefit costs associated with those part-time staff members total \$4,935.

#### Grants and Donations:

The Aging Services Division relied upon two state/federal pass-through grants. It receives \$84,664 in funding for the SHINE program, which funds two 30-hour per week positions and supports the training of dozens of SHINE counselors. The Division also received \$77,976 in funding from the Formula Grant, which supported part-time staff members, programs, recreational supplies, furniture replacements, and upgrades for CATH technology. Those grants were supplemented by a \$90K earmark in the state budget (secured by Needham's legislative delegation led by Representative Denise Garlick) which supported the purchase of two new vans for the Aging Services Division (a six passenger mini-van, and a 7-passenger handicap-accessible van).

The Division received a substantial donation (greater than \$50K) from the Friends of the Center at the Heights in FY2019, which supported the operation of the Fitness Program at CATH and which helped to support the expansion and mailing of the *Compass* newsletter six times per year. Additionally, FY2019 was the first year of the substantial five-year (almost \$160,000) commitment that the Beth Israel Deaconess Hospital-Needham has provided to support senior health and wellness.

#### Volunteers:

The Aging Services Division relies upon a committed group of community volunteers to support the wide array of programs and services the Division provides to the community. Volunteers serve as SHINE Counselors, staff the front desk, answer phones, assist patrons with registering for classes, assist seniors with tax preparation, and assist in the kitchen with the congregate lunch program. There are nearly 150 volunteers in FY2019, and those volunteers provided an estimated 8,000 hours of service.

#### Accomplishments and Activities:

Programs at CATH continually evolve to meet the needs of the growing number of older adults in Needham. In recent years well-attended programs have included exercise, meditation, Reiki, smoking cessation, nutrition, cooking, chronic disease management, and other health-focused topics. There are also support groups, creative arts activities, intergenerational programs, movies, and other entertainment.

Social workers provide a wide range of supportive services including: assistance in addressing problems with housing, transportation, utilities, and other concrete problems; supporting individuals struggling with depression, anxiety, grief, and loneliness; offering support groups; and working with public health nurses on the Safety at Home program.

Department Information DSR1	
Department	Health & Human Services
<p>In FY2019, the Aging Services Division expanded its programs and services into weekday evenings and piloted offering programs and services on Saturday mornings. The Division also implemented a once-a-month Wednesday breakfast program, which has been very popular. SHINE (Serving the Health Information Needs of Everyone) Counselors provided 7,572 counseling sessions with seniors about health insurance options. This worked saved an estimated \$2,000,000 through drug plan enrollments. Transportation services were expanded and transportation added routes to holiday shopping centers to give seniors the freedom to shop for their loved ones without needing to drive.</p>	
On the Horizon	
<p><b>Public Health</b></p> <p><u>Mission:</u> 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.</p> <p>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.</p> <p><u>On the Horizon:</u> 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, and worrisome infectious diseases.</p> <p>For the coming fiscal year, the Public Health Division anticipates the end of a significant grant that has funded youth-focused substance use prevention. Staff members have been exploring options for maintaining this important work once the Federal funding is gone.</p> <p><u>Budget Statement:</u> Public Health has been very successful in securing grant funding in numerous areas. Significant grants have supported several years of substance use prevention through the Substance Prevention Alliance of Needham (SPAN). This has allowed the Division to conduct school and community-based awareness programs, work with restaurants and stores with liquor licenses, and work with pharmacists on issues related to prescription drugs. However, the Drug Free Community grant, which has funded so much prevention work, will expire in September 2020, leaving Needham without dedicated youth substance use prevention funding.</p> <p>Smaller grants, ranging from \$1,400 to \$20,000, have supported programs such as elder fall-prevention, adaptation to climate change, initial efforts toward public health accreditation, innovations in sanitary code enforcement, emergency preparedness, and work supporting housing options for older adults.</p>	

Department Information DSR1				
Department		Health & Human Services		
<p>This year's base budget submission from the Public Health Division reflects a modest cost increase of \$1,715. There is a \$250 reduction in general office supplies, but that savings is offset by the addition of \$250 for medical supplies to support the replacement of Stop the Bleed kits co-located with First Aid Kits and AEDs in Town buildings.</p> <p>Software charges are transferred to the ITC budget, and service from Constant Contact is eliminated. There are small reductions in the funding for wireless communications and licensing charges, but a sizable increase in the cost of services for environmental monitoring of synthetic turf fields. The cost of testing has increased, and the Board of Health now requires that the testing examine not only crumb rubber in-fill and water runoff, but also PFAS chemical applications to the synthetic grass blades. The cost increase of \$2,500 in this line is based off of a preliminary estimate from an environmental testing company on state contract. Please also note that the Public Health Division has a significant number of part-time and temporary staff members, although only a small number of those staff members were affected by an increase in the Schedule C rates for some positions (notably Traveling Meals Program Summer Drivers).</p>				
<b>Public Health</b>				
Line	Division	Description	Change from FY2020	Comments
Professional/ Technical Software License Fees	Public Health	Software costs for Survey Monkey and Constant Contact	(\$660)	Information Technology is absorbing the costs for Survey Monkey into its budget and those costs have increased slightly due to a change in the company's licensing; the contract with Constant Contact will be terminated
Professional/ Technical Licensed Professional	Public Health	Environmental Testing Services	\$2,500	Costs to cover the full-range of BOH-required environmental testing for new synthetic turf fields (added PFAS tests which nearly double previous cost)
Wireless Communications	Public Health	Mobile Phones	(\$75)	Monthly charges for mobile phones reduced.
Office Supplies	Public Health	General Office Supplies	(\$250)	Reduced costs to more accurately reflect the previous years' spending levels for office supplies
Medical Supplies	Public Health	Medical Supplies for Town Buildings	\$250	Updated to reflect costs of replacement of Stop the Bleed kits co-located with First Aid

Department Information DSR1					
Department		Health & Human Services			
Governmental Charges	Public Health	Licensing charges	(\$50)	Reduction in funding for required licenses	
Mileage	Public Health	Mileage	Unchanged		
Conference Out-of-State	Public Health	Conferences & Trainings	Unchanged		

The Public Health Division has submitted two DSR4 budget requests, both of which are high priorities of the Board of Health. The top priority is the request for \$125,000 in funding to support the Substance Prevention Alliance of Needham (SPAN) when its federal grant expires in early FY2021. The benefit costs for the personnel (one full-time staff member, one 19.5 hr/week part time staff member) in this budget request totals \$36,514, yet it is important to note that these benefit costs have been paid by the Town for the last decade, so this would not be a newly assumed cost.

The second priority is funding to support Public Health Division staffing with a Director for the Public Health Division (\$108,928 in salary costs), expanded hours for environmental health inspections from a part-time staff member (\$18,200 in salary costs), and the benefit costs for those personnel (\$36,866).

#### Grants and Donations:

Public Health has been very successful in securing grant funding in numerous areas. Significant grants have supported several years of substance use prevention through the Substance Prevention Alliance of Needham (SPAN). This has allowed the Division to conduct school and community-based awareness programs, work with restaurants and stores with liquor licenses, and work with pharmacists on issues related to prescription drugs. However, the Drug Free Community grant, which has funded so much prevention work, will expire in September 2020, leaving Needham without dedicated youth substance use prevention funding.

Smaller grants, ranging from \$1,400 to \$20,000, have supported programs such as elder fall-prevention, adaptation to climate change, initial efforts toward public health accreditation, innovations in sanitary code enforcement, emergency preparedness, and work supporting housing options for older adults. In FY2019, the Public Health Division received \$125,000 for Drug Free Communities grant, \$100,000 for regional Substance Abuse Prevention Collaborative grant, approximately \$22,000 from the federal Food & Drug Administration for food safety projects, a \$10,000 smoking cessation grant, a \$26,089 climate resiliency for seniors grant, and a \$33,000 grant for community vulnerability assessment to climate change.

#### Volunteers:

The Public Health Division relies upon a committed group of community volunteers to support the Traveling Meals Program, which delivers two-meal packets to home-bound or vulnerable community members. Meals are cooked by the food program staff at the Beth Israel Deaconess Hospital-Needham; volunteers assist with packing the meals and then drivers deliver the meal packets to program recipients. There are approximately 40 program recipients and over 60 volunteers. Those volunteers provided an estimated 1,850 hours of service in FY2019.

#### Accomplishments and Activities:

Public Health plays a key role in several important community initiatives. The Community Crisis

**Department Information**  
**DSR1**

<b>Department</b>	<b>Health &amp; Human Services</b>
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Intervention Team (CCIT) is a joint initiative of the Public Health Division and the Needham Police Department, which includes the Fire Department, the Aging Services Division, and Beth-Israel Deaconess Hospital-Needham. This group offers resources and support to Needham residents who are in crisis. Similarly, Public Health plays a leadership role with the Police Department in the Domestic Violence Action Committee, and co-chairs the Local Emergency Planning Committee with the Fire Department.

During the 2020 fiscal year, the Environmental Health Unit successfully transitioned to the new food code and conducted well-received training for all food handlers, while continuing to manage and enforce regulations, permitting, and inspections in food establishments, housing, construction, waste management, hotels, swimming pools, among many areas. Environmental Health has also addressed emerging issues in cannabis, electromagnetic fields, and other concerns.

Needham’s Public Health Nursing Program, as the clinical arm of the Public Health Division, continued to provide expertise in communicable diseases, illness and injury prevention, and wellness. One very visible example of the nurses’ work was the ongoing public education and response to concerns about Eastern Equine Encephalitis (EEE) during the summer of FY2020. The Public Health nurses offered monthly blood pressure clinics to residents and to Town employees and coordinated the annual flu clinics. The nurses also coordinated a range of assistance programs that help residents apply for assistance with utility bills, food stamp applications, and coping with ongoing issues such as housing problems, hoarding, and home safety. In addition to their annual CPR classes, the Public Health nurses also taught a new Stop the Bleed class in conjunction with the installation of kits throughout Town buildings.

Public Health continued to manage contracts with Riverside Community Home Based Care (to provide services to high risk adults and seniors and for consultation to critical local committees addressing crisis intervention, domestic violence, and substance use) and with INTERFACE, a referral service for people seeking mental health services.

**Budget Statement**

**Veterans Services**

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.

On the Horizon:

**Department Information  
DSR1**

<b>Department</b>	Health & Human Services
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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.

**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. There is a modest amount of additional funding available in the Veterans Services 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 FY2021 Assessment. This base budget is preliminary, as the WSVD Board will begin its FY2021 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 FY2019 from the two primary funding lines (Governmental Charges and Veterans’ Benefits) and the projected spending levels in FY2020. It reflects a modest reduction (less than 1%) in key budget lines.

**Veterans Services**

Line	Division	Description	Change from FY 2020	Comments
Governmental Charges	Veteran	District Assessment	(\$290)	Slight reduction in District Assessment costs
Mileage	Veteran	Mileage	Unchanged	
Veterans’ Benefits	Veterans	Veterans’ Benefits	(\$389)	Benefits Costs reduced slightly to better reflect anticipated expenses

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**



Department Information DSR1	
Department	Health & Human Services
<b>Youth &amp; Family Services Division</b>	
<p><u>Mission:</u> The mission of Needham Youth &amp; Family Services Division is to provide leadership and a community focus on youth and family issues, and to promote community wellness by: advocating for youth and family interests; developing and implementing quality programs and services; educating and communicating with the public regarding youth and family issues; identifying and addressing youth and family needs; and partnering with other youth and family serving agencies.</p> <p>Needham Youth &amp; Family Services operates as a mental health resource offering a wide array of confidential clinical and programmatic services to children, adolescents, and families. While the division's services are reaching more people and having a greater impact, it is clear that there is an escalating demand for services, and Youth &amp; Family Services has worked diligently to construct meaningful programs designed to meet these needs.</p> <p><u>On the Horizon:</u> Youth &amp; Family Services has gone through many changes over the past year as many of the programs and services have been assessed and the development of strong community partners has started to develop. Over the next year, the division hopes to accomplish a number of initiatives, in addition to continuing to run past programs that the community has seen as so valuable.</p> <ul style="list-style-type: none"> <li>• Constantly assessing the community needs ensuring that the programs are addressing these appropriately and providing community members the necessary amount of support.</li> <li>• Address the vaping epidemic by creating a task force and increasing community involvement and planning. We have seen a drastic increased need for vaping awareness, prevention, education and cessation as 35% of Needham High School students and 7% of Middle School students report having used electronic vapor products. This number is steadily increasing in Needham and across all MetroWest regions.</li> <li>• Develop additional programs to address areas of depression, anxiety, suicidality as surveys have recently showed there is such a high need for this.</li> <li>• Continue to train Youth Mental Health First Aid to all adult who have any contact with youth so that interventions can be implemented as early as possible. If the Town can be the forefront of having a high percentage of residents and staff trained, mental health crises will decrease, and everyone will be more prepared to intervene when necessary. This effort was initially supported by a grant, and this year is being supported by High Rock Church by organizing a 5K to build awareness and funds for this program.</li> <li>• As families and youth in crisis are increasing in frequency and intensity, additional crisis clinical supports are being implemented.</li> <li>• We are working on building relationships across other Town divisions – we have started running programs with the COA, school system and SPAN, work on crisis intervention with Police, Fire and Rescue and Public Health. In addition, the division is collaborating closely with a number of community organizations such as the Housing Authority, the YMCA, the Walker School, the clergy, the hospitals, Early Intervention and many others.</li> </ul> <p>Due to the increased clinical responsibilities necessary to address the needs of the community, constant training and clinical consultation is necessary for all staff. Not only does this allow for the staff to stay current with successful therapeutic techniques and interventions, it also keeps</p>	

**Department Information**  
**DSR1**

Department | Health & Human Services |

them stimulated and allows for professional growth. Staff members who feel like they are being professionally supported are more likely to have longevity and higher efficiency which will further benefit the community.

**Budget Statement:**

The Youth & Family Services Division's base budget request includes modest cost increases to replenish/refurbish the Division's stock of therapeutic games and supplies, add a hotspot to the YFS Division Director's work phone, and to support the costs for program supplies, materials, and refreshments for programs aimed at low-income families. This is part of the Division's effort to expand the reach of its services and programs.

**Youth & Family Services**

Line	Div.	Description	Change from FY2020	Comments
Postage	Y&FS		Unchanged	
Wireless Communication	Y&FS	Cell phones	\$275	Increased cost for conversion to smart phone and an expanded data plan (Hotspot) for the Director.
Printing and Mailing	Y&FS		Unchanged	
Recreation	Y&FS		Unchanged	
Office Supplies	Y&FS		Unchanged	
Food & Services Supplies	Y&FS	Food supplies for programs	\$1,000	Increased costs for materials and access programs, including programs targeted for low income families
Other Supplies and Equipment	Y&FS	Publicity materials, resource cards therapeutic games and activities.	\$500	The cost for publication and advertising has increased and the budget has not kept up with these increased costs. This would enhance the level of outreach and additional therapeutic activities.
Conf Out of State	Y&FS		Unchanged	
Dues and Memberships	Y&FS		Unchanged	

There are no DSR4 budget requests for Youth & Family Services within the Health & Human Services Department budget. A request for a total of \$4,000 was submitted as part of the Information Technology budget submission, which would support two small software applications for YFS – a registration program and a mental health case notes program.

Department Information DSR1	
Department	Health & Human Services
<p><u>Grants and Donations:</u> The Youth &amp; Family Services Division received a \$20,000 grant from the MetroWest Health Foundation to support the implementation of Mental Health First Aid trainings in the community. Additionally, the Division also received small community donations from residents and modest size donations from businesses and community partners like the Needham Community Council. In FY2019, donations totaled \$1,895.</p> <p><u>Volunteers:</u> The Youth &amp; Family Services Division engages youth in community-service and give-back activities throughout the year. The Peer Tutor program provides approximately 1,200 hours of service from more than three dozen high-school age tutors. The VIP program provides more than 300 hours of peer support, and Project VAN (Volunteers Around Needham) expanded its offerings and had service projects throughout the community over April school vacation in addition to the summer vacation.</p> <p><u>Accomplishments and Activities:</u> The services provided by the division include direct clinical services to youth and families, educational outreach and support for families and youth, and involvement in community-based initiatives, groups and trainings. During the 2019 fiscal year, the Division provided several sessions of training for Town staff and for residents about Youth Mental Health First Aid.</p> <p>Clinical service continues to be a strength of the division with the staff providing hundreds of clinical hours to Needham youth and their families. An effort to decrease the waitlist has paid off as there has been a significant drop in wait-time for clients. Other services have included school-based projects, wellness and prevention services, and babysitting training.</p> <p>Youth &amp; Family staff members have been active members of several town-wide committees addressing substance use prevention, domestic violence, as well as groups of peers from youth and family services in other communities.</p> <p>Other accomplishments include:</p> <ul style="list-style-type: none"> <li>• Youth and Family Services offers almost 1000 hours of clinical services each year to youth and families, in addition to providing crisis management when needed. Also imbedded in these clinical hours, the division offers Substance Abuse Awareness and a Behavior Intervention Program, both which have a specific curriculum to best intervene with youth struggling with substance use or behavioral difficulties.</li> <li>• Over the past decade, the Needham community has grappled with critical youth issues such as loss, self-injury, depression, and anxiety. Youth &amp; Family Services has responded by outreaching to youth, parents, and families in a variety of ways including individual meetings, group sessions, and the distribution of informational materials. In addition, the department was actively involved with groups such as the Needham Coalition for Suicide Prevention and the Substance Abuse Prevention Alliance of Needham (SPAN). A significant number of staff hours were devoted to creating materials, meeting with community leaders and to directly assisting youth and/or their parents with a crisis. In February of 2018, there was a tragedy during which 2 High School students were killed after being hit by a car while crossing the street in a crosswalk. Youth &amp; Family Services responded to this event and at the year anniversary, providing a significant amount of time and support to the students and the school. The division is also dedicating a</li> </ul>	

**Department Information  
DSR1**

<b>Department</b>	<b>Health &amp; Human Services</b>
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tremendous number of hours teaching Youth Mental Health First Aid.

- We engaged youth in wellness/prevention services such as the Peer Tutor Program (that provided over 1,200 hours of support to youth in the past year); VIP (that provided about 300 hours of support to youth in the past year; Needham Unplugged (in which hundreds of families participated); Project VAN which expanded this past year, offering services to the community during April break in addition to all of the summer projects; we trained 30 new babysitters through our Babysitting Training Seminar and Make A Statement Day (in which we had over 1,000 participated).
- We continue to honor an adult in our community with the Patrick and Patricia Forde Good Person Memorial Award to acknowledge the contributions the recipient has made to the lives of youth in the Needham Community.
- We play a leadership role on the Needham Youth Resource Network by convening a large group of youth serving agency providers together each month to tackle the difficult circumstances and situations that some Needham youth and their families face. In addition, the division plays a role in CCIT (Community Crisis Intervention Team) which also discusses individuals and families in crisis and how the town can best support these individuals.

Youth and Family Services provides a number of educational workshops in the schools, being part of the entire 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> grade. The workshops that are being presenting included information about safely surfing the internet, sexual harassment, the relation between social media, body image and self-esteem, and teen dating violence.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	\$1,726,421	\$278,608	\$2,005,029
b) Expenses	\$392,885	\$47,155	\$440,040
c) Capital			
d)			
e)			
f)			
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b> \$2,119,306 </b>	<b> \$325,763 </b>	<b> \$2,445,069 </b>

V2021

Department Expenditure Detail DSR2																	
Department				Health & Human Services													
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)								
	15	6	17.66	15	4	17.14	15	4	17.67								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
						X		2	2								
Union Positions:		BCTIA		Fire A		Fire C	X	ITWA		NIPEA		Police		Police Superior		NA	
1. Salary and Wage Permanent Positions.																	
a.	PRD1 Salary and Wages Base							\$1,411,358									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							\$5,149									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							\$8,500									
i.	PRD1 Budget Adjustments							\$5,481									
							PRD1 Sub Total		\$1,430,488								
J	DSR3 Other Compensation																
							Sub Total 1		\$1,430,488								
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, After hours inspections at \$14,110, and Program Support Assistants at \$36,525, also includes the date gathering, plus DSR3 costs listed below							\$57,095									
c.	Veterans – Care of Graves at \$2,500 and Seasonal Assistance at \$500							\$3,000									
d.	Youth Services – Part-time Social Workers at \$40,730 and Recording Secretary at \$2,960							\$43,690									
e.	DSR3 Total							\$174,088									
							Sub Total 2		\$280,833								
3. Salary and Wage Overtime (Itemized Below)																	
a.	Scheduled Overtime (contractually obligated)							\$3,000									
b.	Training and Development							\$0									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 3		\$3,000								
4. Other Salary and Wage Expenses – (Itemized Below)																	
a.	Incentive Programs																
b.	Pay In Lieu of Accrued Leave							\$12,100									
c.	Program Stipend																
d.	Tuition Reimbursement																
e.	Working Out of Grade																
f.	DSR3 Other Compensation																

Department Expenditure Detail DSR2		
Department	Health & Human Services	
Sub Total 4		\$12,100
5. Total Salary and Wages (1+2+3+4)		\$1,726,421
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 @ \$500 (PH)  Veterans' Event \$1,400 (Vet)	1,900
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 @ \$8,000 for group activities (Aging)  5303 - Seminars & Trainings @ \$2,000 (PH)  5303 - Seminars & Trainings @ \$2,000 (Aging)  5303 - Seminars & Training @ \$1,800 (Youth)  5309-Licensed Professional Services @ \$87,500 (Riverside, Fuss & O'Neil, etc.) (PH);  5311 - Advertising of flu clinics, public health forums, healthy notes @ \$2,500 (PH)	140,300
Communications (534x)	5340 - Graphic Design @ \$2,000 to support the design of community education materials and public health awareness campaigns (PH)  5341 - Postage @ \$1,500 for mailing permits and licenses and renewal	28,150

Department Expenditure Detail DSR2	
Department	Health & Human Services
	<p>applications (PH)</p> <p>Postage @ \$2,500 (Aging)</p> <p>Postage @ \$100 (Vet)</p> <p>Postage @ \$1,000 Youth</p> <p>5344 - Wireless Communications @ \$4,925 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 @ \$4,250 covering costs of smart phones and data plan for Director and one of two van drivers (Aging)</p> <p>Wireless Communications @ \$1,975 covering costs of smart phone and data plan for Director (Youth)</p> <p>5345 - Mailing, Printing, and Photocopying @ \$3,250 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> <p>5347 - Legal Notices @\$4,000 for mandated posting of Board of Health regulations...every time the BOH adopts a new regulation or revises an existing</p>

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	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 @ \$28,000 (Aging)	28,500
Other Purchased Services (538x)	5380 - Nuisance Abatement @ \$1,000 (PH)	1,000
Office Supplies (542x)	5420 - Office Supplies and equipment for 6 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 Local Emergency Planning Committee @ \$4,000 (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)	7,900
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 @ \$2,750 (Aging)	2,750
Gasoline and Diesel Fuel (5481)	Gas and oil for the Aging Vans @ \$9,500 (Aging)	9,500
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 @ \$1,750 (PH)  Supplies related to medical purposes such as first aid kits @ \$150 (Aging)	1,900
Public Works Supplies (553x)		



Department Expenditure Detail DSR2		
Department	Health & Human Services	
Other Supplies & Equipment (558x)	<p>Other Supplies &amp; Equipment @ \$2,175 for Wellness Supplies (examples include Stress Balls, Hand Sanitizer Kits) and unexpected expenses like the purchase of Sharps Disposal Containers to be provided free of charge for residents with limited resources and the purchase of water bottles as gift to sports coaches that attended a concussion training offered by the Public Health Department. (PH)</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 @ \$1,750 (Aging)</p>	11,175
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 @ \$82,500 (Vet)</p> <p>Licensure for Social Workers @ \$800 (Youth)</p>	83,500
Travel & Mileage (571x – 572x)	<p>5710 – In-State Travel Expenses @ \$2,500 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 in-state registration fees (Youth)</p> <p>5711 – Mileage @ \$3,500 for 6 full time, 3 part-time regular, and 10 part-time/per diem employees (PH)</p>	19,500

Department Expenditure Detail DSR2		
Department	Health & Human Services	
	Mileage @ \$1,300 (Youth)  Mileage @ \$1,100 (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 @ \$5,500 for the cost of attendance for one staff member at regional or national events and trainings such as National Association of County and City Health Officials Annual Meeting or the CADCA Leadership Institute in Washington D.C (PH)	
Dues & Subscriptions (573X)	5730 - Dues & Subscriptions for Departmental and staff membership in professional associations and organizations, including the MA Environmental Health Association, the National Association of Local Boards of Health, and the Community Anti-Drug Coalitions of America @ \$2,750 (PH)  Professional Subscriptions such as National Association of Social Workers \$1,500 (Aging)  Veterans' Association @ \$60 (Vet)  Professional Subscriptions @ \$1,000 (Youth)	5,310
Other Expenses (574 X - 579x)	5740 -  \$500 for Transponder charges for COA Vans (Aging)  Veterans' Benefits @ \$48,000 (Vets)	48,500
6. Total Expenses		392,885
DSR2C		
Capital Equipment Replacement (587X)		0
7. Total Operating Budget Capital		0

Department Expenditure Detail DSR2				
Department	Health & Human Services			
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,127,806
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 FY2021 for the replacement or upgrade of technology or software to the Information Technology Center?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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"/>
				V2021

Department Personnel Supplement DSR3									
Department					Health & Human Services				
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Kitchen Assistant/Building Monitor at \$19,140	\$19,140		X					
2	Program Support Assistant III (15.0 hrs - Saturdays)	\$28,710		X					
3	Program Support Assistant II (10.0 hrs - Evenings)	\$11,670		X					
4	Van Drivers (two at 19.5 hrs, one at 7.5 hrs)	\$48,360		X					
5	Per Diem and Substitute Nurses	\$55,840		X					
6	Traveling Meals Program Summer Drivers	\$10,368		X					
7									
8									
9									
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15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	Total		\$174,088						
Sections				<b>X</b>					
	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								

V2021

Performance Improvement Funding Request DSR4					
Department	Health & Human Services/ Public Health Division				
Title	Substance Prevention Alliance of Needham (SPAN)	Priority	1		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
1. Salary and Wage	1.5	\$102,845		\$102,845	
2. Expense		\$22,155		\$22,155	
3. Operating Capital					
4. Department Total (1+2+3)		\$125,000		\$125,000	
5. Other Costs		\$36,514		\$36,514	
6. Grand Total (4+5)		\$161,514		\$161,514	
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?		Board of Health			
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>Needham youth face many challenges related to substance use which may impact their health and well-being. The 2018 MetroWest Adolescent Health Survey results show:</p> <ul style="list-style-type: none"> <li>• Electronic vaping has increased from 16% in 2016 to 23% in 2018.</li> <li>• Marijuana use has increased. One fifth of Needham youth reported current marijuana use in 2018, compared to 16% in 2016.</li> <li>• Since the first administration of the survey in 2006, results have consistently shown that the prevalence of marijuana use increases over the high school years.</li> <li>• Self-reported binge drinking remains a problem. The percentage of binge drinking has remained at 19% from 2016 to 2018.</li> </ul> <p><b>Mission and Current State</b> The Substance Prevention Alliance of Needham (SPAN) incorporates a collaborative, community-based, and data-driven approach to reduce alcohol, marijuana, and other drug use among Needham youth. SPAN offers Needham residents education, support, and resources to address substance use and misuse among youth.</p>					

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health Division		
Title	Substance Prevention Alliance of Needham (SPAN)	Priority	1
<p>For the past ten years, SPAN has received funding from the US Substance Abuse and Mental Health Services Administration (SAMHSA) under its Drug Free Communities grant program. SPAN received \$125,000 in FY2020. When the grant expires in September 2020, Needham will have received a total of \$1.25M over a decade. However, the termination of that grant will leave the Town without a dedicated source of funding to support youth substance use prevention. Funding for SPAN is essential in order to continue addressing substance use among Needham youth.</p> <p><b>Prior Activities and Accomplishments</b></p> <p>SPAN has led many successful initiatives to address youth substance use in Needham. Data from the adolescent survey includes:</p> <ul style="list-style-type: none"> <li>• Alcohol use among Needham High School students declined substantially: from 2006 to 2018, reported lifetime use decreased from 66% to 49%; current use from 28% to 19%.</li> <li>• Lifetime prescription drug misuse has decreased from 11% in 2006 to 4% in 2018.</li> </ul> <p>SPAN has several projects that have influenced the decreases in youth substance use rates:</p> <ul style="list-style-type: none"> <li>• <b>Education and Awareness</b> <ul style="list-style-type: none"> <li>○ SPAN conducts educational forums along and other activities to raise awareness about youth substance use. Topics have included vaping, underage access to alcohol, marijuana legalization, and opioids.</li> <li>○ An average of 100 community members attended forums in 2018 and 2019.</li> </ul> </li> <li>• <b>Policy</b> <ul style="list-style-type: none"> <li>○ Policy and enforcement efforts have included alcohol licensee compliance checks with the Needham Police Department. These visits ensure licensees are following state and local regulations regarding underage alcohol service.</li> <li>○ SPAN supports a diversion program which helps Needham youth facing juvenile charges avoid prosecution.</li> </ul> </li> <li>• <b>Programs</b> <ul style="list-style-type: none"> <li>○ Medication Disposal: SPAN works with Needham Police to host semiannual Drug Take Back Days. SPAN also worked with Beth Israel Deaconess-Needham hospital to add a medication disposal kiosk.</li> <li>○ Students Advocating Life Without Substance Abuse (SALSA): SPAN supports a club at Needham High School where high school students teach refusal skills and other prevention strategies to middle school students. Since its inception seven years ago, over 3,000 eighth grade students have participated in the program.</li> <li>○ 5<sup>th</sup> Quarter: For over a decade, SPAN has hosted this popular social program at the end of home football games in order to provide a healthy, fun, and substance-free environment for the students. Each event has attracted 200 to 300 students.</li> <li>○ Hidden in Plain Site: An interactive display of a teenager's bedroom which contains common items that can hide substances shows parents how to spot signs of risky</li> </ul> </li> </ul>			

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Substance Prevention Alliance of Needham (SPAN)	Priority	1

behavior in their teens.

**Elected Board Goals**

Continuation of SPAN will achieve the Board of Health's FY19- FY20 Substance Use Prevention Goal #1: *Identify and acquire stable local funding to support Needham's substance use prevention activities and the Substance Prevention Alliance of Needham (SPAN) in light of the expiration of a 10-year federal Drug Free Communities grant in 2020.*

**Budget**

SPAN plays an essential role in preventing and reducing youth substance use and in supporting Needham families. SPAN has contributed to decreases in youth use of alcohol and prescription drugs. To ensure continuation of this important work, the Public Health Division requests funding for staffing and associated expenses.

**Staffing:** \$105,000 is requested for a full-time Program Director and a part-time Program Coordinator.

Position	Grade Level	Annual Salary/Rate
Senior Substance Use Prevention Program Coordinator	GE - 20 scale	\$74,568
Project Coordinator	Program Support Asst. III	\$28,277
<b>Total</b>		<b>\$102,845</b>

**Description:**

The Senior Substance Use Prevention Program Coordinator manages all aspects of the substance prevention work, including data collection, project coordination, community relations, membership recruitment and engagement. The Project Coordinator supports community initiatives including coalition communications, research, mobilizing volunteers, and coordinating coalition logistics.

**Expenses:** \$22,155 is requested to support evaluation and data collection, office supplies, program marketing, professional development and travel.

Expenses	FY2021
Program evaluation, reporting, and data collection	\$8,000
Educational materials and publicity	\$8,000
Office and Other Supplies	\$1,000
Wireless Communications	\$750
Community education; staff training and development	\$4,405
<b>Total</b>	<b>\$22,155</b>

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health Division		
Title	Substance Prevention Alliance of Needham (SPAN)	Priority	1
<p><u>Description:</u></p> <ul style="list-style-type: none"> <li>• Program evaluation will be conducted with a consultant and will include analyzing program efforts and outcomes, analyzing data from the adolescent survey, and generating reports. A consultant will also be employed to implement and evaluate a survey of parents of children in 6<sup>th</sup> through 12<sup>th</sup> grades as a complement to the student survey.</li> <li>• Educational material and publicity costs will include graphic design services and printing of brochures, flyers, and website updates.</li> <li>• Community education and staff training includes: membership in the Community Anti-Drug Coalitions of America; training and development of SPAN volunteers and staff, especially in evidenced-based approaches to youth substance use prevention.</li> </ul> <p><u>Scope of substance prevention work:</u></p> <p>Over the years SPAN has worked to keep its cost low while providing comprehensive, high quality programs for Needham.</p> <p>SPAN would like to continue offering the safe, substance free social events (the 5<sup>th</sup> Quarter) for teens, and the community education awareness events that address the risks of youth substance use along with strategies to prevent such use.</p> <p>With the end of the Drug Free Communities grant, there is some opportunity to expand SPAN's scope beyond restrictions imposed by the Federal government. The Public Health Division looks forward to addressing substance prevention work beyond youth to include adults during their college and working years, as well as older adults. The Public Health Division will continue to pursue grant opportunities, fundraising, and community support through in-kind services. SPAN will also leverage resources through partnerships with other Town departments and community partners.</p>			
V2021			



Performance Improvement Funding Request Supplement DSR4S						
Position Title	Senior Substance Use Prevention Program Coordinator				Priority	1
Classification	X	FT		PT		Seasonal
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	\$74,568					
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						\$74,568
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Workstation already present, current grant-funded position.			
Vehicle	X					
Computer	X		Ibid.			
Software	X		Ibid.			
Mobile Communication Device	X		Ibid.			
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$34,339	
Description and Explanation						
<p>The Senior Substance Use Prevention Program Coordinator manages the substance use prevention program which is currently funded by the Drug Free Communities (DFC) grant. This program, which has been grant-funded for the past 10 years, provides substance education to Needham youth and parents with emphasis on prevention of substance use among youth. With the grant expiring, Town funding is needed to continue the important work of the Substance Alliance Prevention of Needham (SPAN).</p> <p>Substance use prevention is an ongoing need that responds to changing community conditions; funding this position will allow SPAN to continue the important ongoing work (such as, Drug Take Back Day, SALSA and 5<sup>th</sup> Quarter events) and to be responsive to emerging needs.</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Senior Substance Use Prevention Program Coordinator	Priority	1
If this budget request is approved, this currently grant-funded position would continue without interruption. The current occupant of the grant-funded position already has a workstation and other startup items noted above.			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Substance Use Prevention Program Support (PSA III)				Priority	1
Classification		FT	X	PT	Seasonal	
Part Time /Seasonal	Hours Per Week		19.5		Number of Weeks Per Year	5 2
Compensation Detail						
Base Rate	\$28,277			\$27.78 x 19.5 hours per week x 52.2 weeks		
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total				\$28,277		
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Workstation already present, current grant-funded position.			
Vehicle	X					
Computer	X		Ibid.			
Software	X		Ibid.			
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$2,175	
Description and Explanation						
<p>This part-time position works on youth substance use prevention and is supervised by the Senior Substance Use Prevention Program Coordinator. This position supports the efforts of SPAN and the Sr. Substance Use Prevention Program Coordinator, and coordinates focus groups, recruits community volunteers, and coordinates program evaluation and reporting. If this budget request is approved, this currently grant-funded position would continue without interruption. The current occupant of the grant-funded position already has a workstation and other startup items.</p>						
V2021						

Performance Improvement Funding Request DSR4					
Department	Health & Human Services/ Public Health Division				
Title	Program and Service Expansion at the Center at the Heights	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage	1.0	\$48,635		\$48,635	
8. Expense		\$25,000		\$25,000	
9. Operating Capital					
10. Department Total (1+2+3)		\$73,635		\$73,635	
11. Other Costs		\$4,935		\$4,935	
12. Grand Total (4+5)		\$78,570		\$78,570	
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?		Council on Aging, Select Board, Board of Health			
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 is the second year that the Health &amp; Human Services Department has submitted a budget request to expand the programs, services, and hours of operation at the Center at the Heights (CATH). Last year, just over 50% of the requested funding was approved.</p> <p>This year's request was revised in light of that funding support and incorporates additional staff insight and input from the Council on Aging board members on the need for a continued expansion of programs, services, and hours. It is anticipated that this will be the second year of a combined three year request.</p> <p>In 2013 the Aging Services Division moved from a sub-standard space in the basement of the Stephen Palmer Building into the Center at the Heights (CATH), more than tripling the available space for programs and services. The move into a much larger space did not, however, come with additional staffing or financial resources, and in the interim the Aging Services Division staff has endeavored to expand programs and services to keep up with the increased demands of Needham's aging population.</p> <p>Usage of the Center at the Heights has increased as the Aging Services Division expands its</p>					

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2

classes, trainings, events, and services. The total count of daily guests is a rough measure of how active and vibrant CATH is, and from FY2018 to FY2019 the average number of daily guests increased by 29% and totaling 180 daily guests. The first three months of FY2020 have seen slower growth, but the count of daily guests has continued to increase by a modest 5% and is now 190 guests per day.

Some highlights which show the continued progress in programmatic activity are:

- The Fitness Center saw a 32.1% increase in participant hours between FY2018 and FY2019, increasing from an average of 2011 hours per month to 2,656 hours per month;
- Participation in Social Events like cooking classes, the Halloween Party, and the mocktail Sing-Alongs increased by more than 18% between FY2018 and FY2019, totaling more than 129,000 participant hours in the most recent fiscal year;
- Participant hours spent watching classic movies dropped 12% between FY2018 and FY 2019, representing a decrease of more than 330 participant hours;<sup>1</sup> and
- Overall participant hours across all program categories increased by 12.45% between FY2018 and FY2019, representing an additional 21,000+ hours that seniors spent engaged in programs or using the services at CATH.

Social work, client support, and mental health services have also expanded significantly over the last fiscal year. Case management services include financial support, resource gathering, referrals, and home visits for seniors in need, and the hours committed to those functions increased 39% and represented 2,634 hours of direct client service time. Part of the reason for this increase was the Aging Services Division conducted additional outreach to, and provided additional support for, the families of seniors and other residents in need (all-age) for which there are not dedicated Town resources.

Group support includes caregiver support groups, respite support groups (which includes both the support group for the caregiver as well as the care and supervision of the client in need), and other classes such as grief support. The demand for these services increased markedly from FY2018 to FY2019, increasing from an average of just under three hours per month in FY2018 to 10 hours per month in FY2019.

The Aging Services clinicians are involved in CCIT, or Community Crisis Intervention Team. CCIT is multi-disciplinary group of Town and state agencies along with community partners. CCIT meets monthly to address the highest need residents or those residents experiencing crisis. Examples of a resident in crisis might include an individual or family who has experience domestic or intimate partner violence, or a family dealing with the substance use of a loved one. As the CCIT has become better established in the Needham community, additional referrals have been provided to the Needham Police Department and to the clinical team at the Aging Services Division. In many instances, a CCIT referral to the clinical team opens the door to a range of supports and services including the aforementioned support groups, state-mandated treatments (i.e. sections), legal assistance, and others.

<sup>1</sup> It may seem odd to highlight a decrease in hours, but the fact that fewer residents attended classic and contemporary movie screenings, when combined with the sharp increase in overall participant hours, means that there are additional programs and more compelling programs that are pulling seniors away from the TV/movies.

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2

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

As a result of the strong emphasis on programming, transportation has continued to increase. The total number of rides provided increased 8% between FY2018 and FY2019. The total number of clients served by the transportation program increased 35%; 263 individual residents received transportation assistance from the Aging Services Division in FY2019. There was also a 76% increase in the number of clients participating in different transportation activities—this is one of the Aging Services Division’s most important metrics and it indicates that more of the seniors are relying upon our transportation program for rides and are expanding the number and types of programs in which they participate.<sup>2</sup>

The increased demand for programs, support services, and transportation should come as no surprise, given that Needham has one of the highest populations of adults age 60 and over in the MetroWest region. According to demographic information maintained by the Needham Town Clerk, in 2015 fully 24.4% of the town’s population (a total of 7,455 residents) are age 60 and above; and this age group represents a great and growing proportion<sup>3</sup> of all Needhamites. The number of 60-plus Needham residents has increased by more than 700 over the past two years alone, and that age cohort is projected to grow by 14.9% in Needham over the next five years according to the McCormack School at UMass Boston. By 2020, residents age 60 and older will represent 27.1% of the Town’s residents, and a decade later will hit 31%. After two decades of growth that aligned with the Town’s overall population trend, by 2010 Needham’s senior population began growing both absolutely and in relation to the Town’s overall growth rate.

**Budget**

This funding request represents an opportunity for continued expansion of the programs and services provided by the Aging Services Division. This expansion would be supported by significant additional funding for the Fitness Program at the Center at the Heights and by the addition of two new, part-time positions: a program assistant with primary responsibility for designing and producing the Aging Services Division’s *Compass* newsletter, and an additional Van Driver to support the continued expansion of evening and weekend hours at CATH.

*Program Planning and Design of The Compass:* this request would fund one part-time staff

<sup>2</sup> For example, if a senior receives daily transportation to the Center at the Heights he or she is counted amongst the unique clients served. But if that senior then decides to participate in our grocery shopping program, he or she is counted once per activity. This measure shows seniors, especially seniors who rely upon transportation, are taking advantage of more of the rides and programs made available to them.

<sup>3</sup> McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston and its Center for Social and Demographic Research on Aging. Demographic fact sheet available at: [https://www.umb.edu/editor\\_uploads/images/centers\\_institutes/center\\_social\\_demo\\_research\\_aging/Dem\\_Brief\\_2.pdf](https://www.umb.edu/editor_uploads/images/centers_institutes/center_social_demo_research_aging/Dem_Brief_2.pdf) And Dataset available at: [https://www.umb.edu/editor\\_uploads/images/centers\\_institutes/center\\_social\\_demo\\_research\\_aging/Projections\\_by\\_MA\\_town\\_2010\\_2030\\_1.xlsx](https://www.umb.edu/editor_uploads/images/centers_institutes/center_social_demo_research_aging/Projections_by_MA_town_2010_2030_1.xlsx)

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2

member in the Aging Services Division. A 19.5 hour per week Program Support Assistant III would be responsible for planning, developing, and scheduling a range of programs and would have primary responsibility for developing and designing *The Compass*, the Aging Services Division’s newsletter. At 32 pages, *The Compass* is tied for the biggest senior center newsletter in the state, which is a reflection of the wealth of programs, classes and services which are offered at CATH. Thanks for a unique arrangement with LPI Publisher, there is no cost to Needham for printing *The Compass* and the total print run each month has increased substantially.

That agreement saved the Aging Services Division and the Friends of the Center at the Heights (which provided financial support for those costs not covered by the Town) \$4,000 per issue for a total of \$24,000 during FY2019. It also has allowed for *The Compass* to be mailed to every address in Needham where a senior resides, greatly expanding the reach of *The Compass* and encouraging new seniors to come to CATH and join in the community there.<sup>4</sup> While the Aging Services Division has increased (and will continue to increase) its use of social media and electronic advertising, a printed brochure is still the most effective way to reach the senior population in Needham.

The tradeoff for the larger size of *The Compass* and for its expanded reach<sup>5</sup> is that the Aging Services Division is now responsible for the editing, formatting, and graphic design of each issue. And thus the need for a dedicated staff member to support that important work. The Program Support Assistant III would be working 19.5 hours per week at \$27.78 per hour for an annualized salary of \$28,277. The benefits costs for a 19.5 hr/week Program Support Assistant III total \$2,175.

The *Senior Transportation* budget request exists to provide Needham’s seniors with the ability to participate in the full range of the Aging Services Division’s programs in the evenings and on weekends. The additional part-time Van Driver funded in FY2020 has allowed for greater access to transportation in the late afternoons and early evenings, and additional funding would support transportation for participants in the expanded evening programs (on Mondays through Thursdays) and for the transition from one Saturday a month to three Saturdays a month beginning in August 2020. If approved, this would support an additional Van Driver working 19.5 hours per week at a rate of \$20.00 per hour for an annualized salary cost of \$20,358. The benefits costs for a 19.5 hr/week Van Driver total \$2,760.

The *Fitness Program and Activities* budget request would bridge the gap between the resources needed to operate the Fitness Program at CATH and the amount of Town funding provided. The total cost to operate the CATH Fitness Program is about \$95,000 in FY2020 and will increase to just over \$110,000 per year for FY2021 and 2022 based on the winning bid in the three-year Request for Proposals (RFP), conducted in October 2019. Those costs are based upon the expanded Fitness Program, including weekday evenings and Saturday mornings, that is the high priority of the Council on Aging. The resources available to meet those costs have been assembled from a variety of sources. They are:

<sup>4</sup> *The Compass* is now received in 5,500 approximately households, where it previously was only mailed to 800 addresses.  
<sup>5</sup> That is a nearly six-fold increase (587.5%).

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2

- Effective in the FY2020 budget, the Town approved \$26,000 to support the costs of the Fitness Program;
- Monthly charges for residents provide revenue of approximately \$18,000 per year thanks to the increase in the monthly fees during FY2019;
- Small donations from residents and local businesses have historically been modest but are slowly increasing;
- The Friends of the CATH provided approximately \$50,000 in FY2019 and have committed to a further \$35,000<sup>6</sup> in FY2020 and \$20,000 in FY2021. The Friends will have exhausted their resources by that point and have indicated that no further funding for the Fitness Program will be provided; and
- Determination of Need money focused upon senior health and wellness from Beth Israel Deaconess-Needham. The funding available to support the Fitness Program at CATH will gradually increase from \$15,000 to about \$25,000 in FY2023. There is no funding commitment beyond FY2023.

**Funding Support**

	FY 2019	FY 2020	FY 2021	FY 2022
Town Operating Budget	\$0.00	\$26,000.00	\$50,000.00	\$65,000.00
Fees	\$12,000.00	\$18,000.00	\$18,000.00	\$20,000.00
Friends of CATH	\$50,000.00	\$35,000.00	\$20,000.00	\$0.00
BID-N Determination of Need	\$0.00	\$15,000.00	\$20,000.00	\$22,500.00
Other (Misc. Donations)	\$500.00	\$1,200.00	\$1,300.00	\$1,500.00
<b>Total</b>	<b>\$62,500.00</b>	<b>\$95,200.00</b>	<b>\$109,300.00</b>	<b>\$109,000.00</b>

**Costs**

	FY 2019	FY 2020	FY 2021	FY 2022
Weekdays (M-F)	\$52,000.00	\$54,600.00	\$58,500.00	\$58,500.00
Evenings (M-Th p.m.) & Weekends	\$0.00	\$25,000.00	\$32,760.00	\$32,760.00
Fitness Classes	\$10,452.00	\$15,600.00	\$19,110.00	\$19,110.00
<b>Total</b>	<b>\$62,452.00</b>	<b>\$95,200.00</b>	<b>\$110,370.00</b>	<b>\$110,370.00</b>

**Variance between Projected Funding and Anticipated Costs**

	FY 2019	FY 2020	FY 2021	FY 2022
<b>Total</b>	<b>\$48.00</b>	<b>\$0.00</b>	<b>(\$1,070.00)</b>	<b>(\$1,370.00)</b>

To achieve full funding of the Fitness Program and to gradually reduce the reliance on external grants and donations, the Town of Needham must gradually increase its operating budget

<sup>6</sup> An additional \$20,000 will be given in December 2019, supplementing the more than \$15,000 donated to the CATH so far this year.



**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2

support. This request for additional funds will be phased in over a three-year period, and FY2021 is the second year of that three-year request.

**Requested Salary Costs**

Personnel	Rate	Hrs per week	Annual Costs	Comments
Program Support Assistant III	\$27.78	19.5	\$28,277	The Aging Services Division has undergone a renaissance, with a widespread expansion of programs and services over the last 2.5 years. This part-time staff position would assist with developing and coordinating programs, and would take on the primary role of designing and producing <i>The Compass</i> , the Aging Services Division's bi-monthly newsletter and program bulletin.
Van Driver	\$20.00	19.5	\$20,358	Van Driver at 19.5 hrs a week to provide transportation for expanded evening programs and for the transition from one Saturday a month to three Saturdays a month in August 2020. This would allow Division to take advantage of new Vans purchased with FY2017 and 2019 state budget earmarks.

**Requested Expense Costs**

Spending Category	Expense Type	DSR4 Request	Comments
Postage	Mailing	\$500	Additional funding to support the mailing costs for <i>The Compass</i> , the Aging Services Division's bi-monthly newsletter
Recreation	Activity Instructors	\$24,000	Partial cost support for the Fitness Program at its current practice of 5 hrs from 9:00 a.m. to 2:00 p.m. every weekday, along with expanded weekday evening and Saturday morning hours
Other Supplies	Branded Items	\$500	Branded items and promotional materials for programs like <i>Healthy Aging at Home</i> and <i>Matter of Balance</i> used to increase visibility and encourage participations.

**Goals**

Continuing the expansion of programs and services for Needham's seniors into the evenings

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/ Public Health Division		
Title	Program and Service Expansion at the Center at the Heights	Priority	2
<p>and on Saturdays would address a number of goals from elected and appointed boards. Most directly it address the Council on Aging's Overarching Goal #1 which is to expand services and programs available to Needham's residents.</p> <p>Additionally, it would directly address the following goal of the Select Board:</p> <ul style="list-style-type: none"> <li>• FY2020 &amp; FY2021 Guiding Principles #7 "The Town should be an age friendly community."</li> </ul> <p>This budget request would tangentially address the following goal of the Select Board:</p> <ul style="list-style-type: none"> <li>• FY2020 &amp; FY2021 Guiding Principles #12 "Opportunities to collaborate on additional programs and services that will benefit Needham's veterans will be explored and implemented."</li> </ul> <p>That is because the vast majority of Needham's veterans are seniors who are served by the Aging Services Division in addition to the Veterans Agent.</p> <p>This budget request would also address following <u>Community Health</u> goals of the Board of Health in FY2019 and FY2020:</p> <ul style="list-style-type: none"> <li>• CH #2—"Advocate for resources to support and enhance Healthy Aging in the community";</li> <li>• CH #4—"Identify financial resources to expand the Safety at Home Program, which addresses older adult falls through home visits, exercise programming, and referrals, to support more comprehensive home modifications"; and</li> <li>• CH #8—"Support existing community initiatives that address public health concerns including senior nutrition, elder isolation, mental health promotion, and domestic violence awareness".</li> </ul>			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Program Support Assistant III – <i>The Compass</i> newsletter				Priority	2
Classification		FT		PT		Seasonal
Part Time /Seasonal	Hours Per Week		19.5		Number of Weeks Per Year	
					5 2	
Compensation Detail						
Base Rate	\$27.78/hr, 19.5 hrs/week				\$28,277	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					\$28,277	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Part-time staff member will use existing share workstation.			
Vehicle	X					
Computer	X		Part-time staff member will use existing shared computer.			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$2,175	
Description and Explanation						
<p>The Program Support Assistant III would support the development and delivery of programs and would focus upon the layout and design of <i>The Compass</i>, the Aging Services Division’s newsletter. <i>The Compass</i> reflects the programs and services offered at CATH and it is the primary entrée for attracting new seniors to visit CATH and participate in the programs.</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Program Support Assistant III - <i>The Compass</i> newsletter	Priority	2
If this budget request is approved, this part-time position would share use of a workstation and a computer with existing part-time staff members within Aging Services.			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Van Driver				Priority	2
Classification		FT		PT		Seasonal
Part Time /Seasonal	Hours Per Week		19.5		Number of Weeks Per Year	
					5	2
Compensation Detail						
Base Rate	\$20.00/hr, 19.5 hrs/week				\$20,358	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					\$20,358	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Part-time staff member does not need access to a workstation.			
Vehicle	X					
Computer	X		Part-time staff member will not need access to a computer.			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$2,760	
Description and Explanation						
<p>The Van Driver will provide transportation services to Needham' seniors. The additional part-time Van Driver funded in FY2020 has allowed for greater access to transportation in the late afternoons and early evenings, and additional funding would support transportation for participants in the expanded evening programs (on Mondays through Thursdays) and for the transition from one Saturday a month to three Saturdays a month beginning in August 2020.</p>						

Performance Improvement Funding Request Supplement  
DSR4S

Position Title	Van Driver	Priority	2
<p>If this budget request is approved, this part-time position will not need access to a workstation or computer or any other accessories noted above. Safety gear (high visibility vest and clothing) will be provided from the Aging Services Division existing budget and the staff member will receive specific safe driver training; funding for that training will also be drawn from the existing Aging Services Division budget. No startup costs are anticipated.</p>			
			V2021

Performance Improvement Funding Request DSR4					
Department	Health & Human Services/Public Health Division				
Title	Public Health Division Staffing	Priority	3		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
13. Salary and Wage	1.5	\$127,128		\$127,128	
14. Expense					
15. Operating Capital					
16. Department Total (1+2+3)		\$127,128		\$127,128	
17. Other Costs		\$36,866		\$36,866	
18. Grand Total (4+5)		\$163,994		\$163,994	
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?		Board of Health			
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>Through this budget request, the Public Health division seeks sufficient staffing so that:</p> <ul style="list-style-type: none"> <li>The Public Health Division has a full-time director who is able to devote his/her full time and attention to advancing the goals and objectives of the Board of Health and the Public Health Division; and</li> <li>The Public Health Division's Environmental Health Team will be supported by additional hours for part-time staff to conduct after-hours inspections of food service establishments in Needham.</li> </ul> <p><b><u>Public Health Director</u></b> The position of Director of Public Health has been vacant since December 31, 2016 when the Health &amp; Human Services Department was fully established. That length of vacancy affects the operations and efficiency of a division entrusted with a range of public health and sanitary responsibilities, all of which have a material effect on the health and wellness of the Town.</p> <p>If/when occupied, the Director of Public Health position oversees a division with:</p>					

**Performance Improvement Funding Request  
DSR4**

Department	Health & Human Services/Public Health Division		
Title	Public Health Division Staffing	Priority	3

- 19 staff members (10.95 FTE including grant positions – 6 full-time benefitted staff, 3 part-time benefitted staff, and 10 part-time staff members ranging from 5 hours a week to 19.5 hours a week); and
- extensive policy and regulatory authority afforded to it by the Needham Board of Health through M.G.L. Chapters 111, Sections 31, 31A, 31B, 122, 127, 127A, and 143; and

A Director of Public Health position was requested in FY2019 and FY2020. It was not selected for funding during either fiscal year. Without a Director of Public Health, the Director of Health & Human Services divides his/her attention between larger work that crosses divisions and departments, and the more focused activities of one division which has extensive policy and regulatory authority. Progress on updating and revising the Board of Health’s existing regulations has been limited since the HHS transition, and research into new policy positions has also stalled. A Public Health Division Director would allow the division to continue to respond to the demands and needs of the growing town by having a direct leader in policy regulation/adaption and changes that are required to meet the growing needs of Needham.

If a Director of Public Health were hired, that individual would focus on Public Health Division and Board of Health priorities, and the Director of Health & Human Services would concentrate on interdepartmental activities, Town-wide priorities, and oversight of each division’s activities.

**Funding**

Funding needed to support the position of Director of Public Health (K-24) is estimated at \$108,298 which represents the midpoint on the K-24 salary range. The benefits costs of the Public Health Division Director position total \$34,999.

**Goals**

Filling the long vacant position of Public Health Division Director would address the Board of Health’s overarching goal from the Administrative section of the FY2019 and FY2020 Board of Health Goals: “Ensure the necessary infrastructure to effectively provide essential public health services.”

**Environmental Health Inspection Hours**

The Needham Public Health Division’s Environmental Health team provides a broad range of public health services to the community while enforcing the State Sanitary, Food Protection, and Environmental Codes. These services include policy development, issuance of permits and licenses, ongoing inspection and surveillance, reporting of potential foodborne illnesses, as well as public education through trainings and published articles.

The Environmental Health team currently consists of the Assistant Director, one full-time Environmental Health Agent and one part-time agent for off-hours inspections who works six hours per week. Over the last several years, the team has balanced increasing demands with spearheading new initiatives to improve the health and safety of Town residents. For example, increased demands for more (and more complex) inspections, permits, and plan reviews - due to the Town’s continued economic development - mount as the team has also adopted new food standards, updated the technical capability of the team, and written grants.



Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Public Health Division		
Title	Public Health Division Staffing	Priority	3
<p>The Environmental Health team is responsible for generating the vast majority of the revenue produced by the Public Health Division through the costs for permits, plan reviews, fees, and fines.</p> <p>As demands increase, the Environmental Health team finds its time is limited to effectively and efficiently enforce Board of Health regulations, research best practices, and ensure that the Public Health Division's processes reflect an evidence-based approach to public health.</p> <p>The Public Health Division respectfully requests funding to support the employment of a second part-time Environmental Health Agent to support essential activities of the team, including:</p> <ul style="list-style-type: none"> <li>• Conducting more detailed food service inspections <ul style="list-style-type: none"> <li>○ The Board of Health recently adopted a new risk-based food inspection protocol that improves health and safety outcomes of inspections but also increases the time needed to conduct each inspection.</li> </ul> </li> <li>• Implementing new regulations and ordinances <ul style="list-style-type: none"> <li>○ The Board of Health has a pending regulation regarding dumpsters and a new ordinance for pest control, which will require more staff time to conduct follow-up inspections and complete enforcement activities.</li> </ul> </li> <li>• Maintaining FDA National Retail Food Regulatory Program Standards <ul style="list-style-type: none"> <li>○ The Board of Health will soon adopt the FDA National Retail Food Regulatory Program Standards which will require more staff time for maintenance, ongoing audits, and the coordination of a new Food Advisory Board.</li> </ul> </li> <li>• Expanding the team's reach <ul style="list-style-type: none"> <li>○ The team plans to make Needham's environmental health work some of the strongest in Massachusetts through: applying for more grants to increase funding; increasing services (such as an annual healthy eating week called Nourishing Needham); updating existing Board of Health regulations; developing new Board of Health regulations; conducting a food safety education campaign; and developing a public food grading system.</li> </ul> </li> </ul> <p>As the demands mount, the Environmental Health team requires additional capacity to enforce Board of Health regulations and meet the Board's goals. Lapses in the quality and efficiency of services may negatively impact the health of residents and will begin to affect the revenue generated by the Public Health Division.</p> <p><b><u>Funding</u></b> Funding is requested in the amount of \$18,200 for the part-time Environmental Health Agent to work ten hours per week. The benefits costs for a part-time environmental health inspector total \$1,867.</p> <p><b><u>Goals</u></b> Funding a part-time Environmental Health Agent will address the Board of Health's FY2019 and FY2020 Environmental Health (EH) Goals:</p> <ul style="list-style-type: none"> <li>• <u>EH#1</u>: Hire additional staff or provide additional resources to maintain EH Unit capacity</li> </ul>			

Performance Improvement Funding Request DSR4			
Department	Health & Human Services/Public Health Division		
Title	Public Health Division Staffing	Priority	3
<p>for inspections, environmental health monitoring, training, and vendor and general public education.</p> <ul style="list-style-type: none"> <li>• <u>EH #2</u>: Prioritize positive communication and relationships with food service owners and staff and tobacco vendor owners and staff.</li> <li>• <u>EH #3</u>: Work towards the achievement of all nine (9) FDA Voluntary National Retail Food Regulatory Program Standards; pursue federal, state, and non-profit grant resources to offset the costs for achieving full compliance and apply for future FDA grants to make this possible.</li> <li>• <u>EH #4</u>: Implement FDA Standard 9 through categorization of Needham food establishments and use of risk-based inspections</li> </ul> <p>Increasing the Environmental Health team's capacity will allow for more efficiency and the continuation of high-quality services, while achieving several Board of Health goals.</p>			
V2021			

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Health Director				Priority	3
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week			Number of Weeks Per Year		
Compensation Detail						
Base Rate	\$108,928					
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total						\$108,928
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Workstation will be assigned at RRC.			
Vehicle	X					
Computer	X		Computer at RRC will be assigned.			
Software		X	Standard office suite is needed.			
Mobile Communication Device		X	Mobile phone with hotspot needed.			
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$34,999	
Description and Explanation						
<p>The Public Health Division is the only major department/division in the Town of Needham without a dedicated Director. The Board of Health, an elected Board with wide-ranging statutory authority, has been without a director to implement its vision since January 1, 2017.</p> <p>While existing staff members in the Public Health Division and in the Health &amp; Human Services Department do provide some little staffing and support, the Board of Health's policy priorities need the support and attention of a full-time director.</p> <p>If this budget request is approved, the newly hired Public Health Director will require a computer, phone, and other startup items noted above. A workstation will be made available at</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Public Health Director	Priority	3
the Rosemary Recreation Complex but changing around the existing workstation assignments.			
			V2021

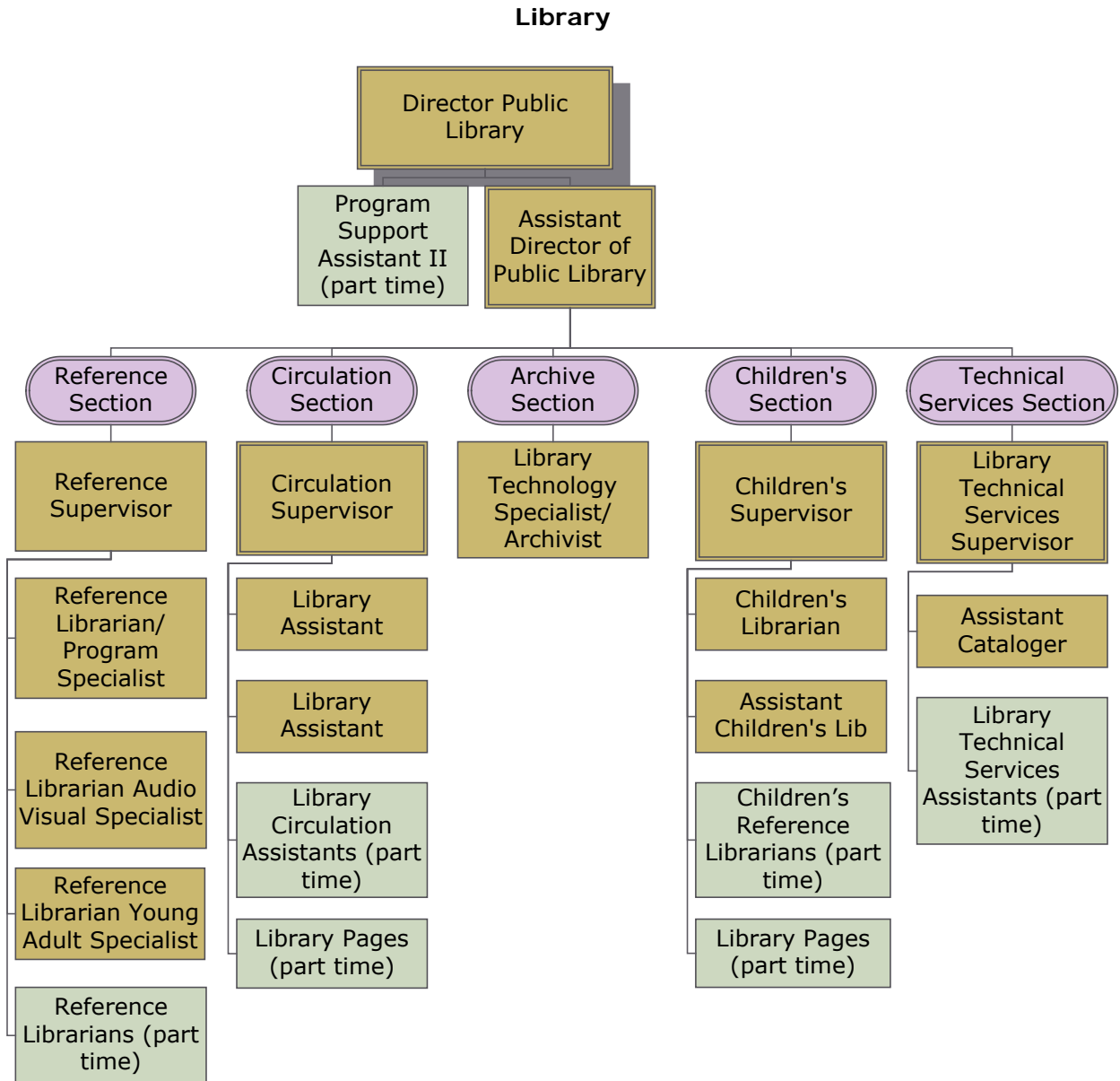
Performance Improvement Funding Request Supplement DSR4S						
Position Title	Environmental Health Inspections				Priority	3
Classification	X	FT		PT	Seasonal	
Part Time /Seasonal	Hours Per Week		10.0	Number of Weeks Per Year		5 2
Compensation Detail						
Base Rate	\$35 per hour, 10 hrs/ week				\$18,200	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					\$18,200	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation	X		Primary assignment is field inspections.			
Vehicle	X					
Computer	X		No computer needed beyond swing spaces at RRC.			
Software	X					
Mobile Communication Device	X	X	Tablet for inspections is already purchased.			
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					\$1,867	
Description and Explanation						
<p>The Public Health Division is the only major department/division in the Town of Needham without a dedicated Director. The Board of Health, an elected Board with wide-ranging statutory authority, has been without a director to implement its vision since January 1, 2017.</p> <p>While existing staff members in the Public Health Division and in the Health &amp; Human Services Department do provide some little staffing and support, the Board of Health's policy priorities need the support and attention of a full-time director.</p> <p>If this budget request is approved, the newly part-time Environmental Health Agent will be</p>						

Performance Improvement Funding Request Supplement DSR4S			
Position Title	Environmental Health Inspections	Priority	3
<p>primarily based in the field. He/she would have a tablet with the inspection software (tablet and software already purchased) and would rarely sit at a workstation in the Public Health Division. On those instances, the environmental health agent can use one of the existing computers already assigned for part-time staff. He/she will not require a computer, phone, and other startup items noted above.</p>			
			V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Health and Human Services</b>									
<b>Health and Human Services</b>									
Salary & Wage Regular	1,038,042.00	1,096,172.32	1,193,902.35	1,373,198	1,421,988	183,496	1,605,484	232,286	
Salary & Wage Temporary	140,833.99	153,950.42	216,454.45	291,269	277,833	95,112	372,945	81,676	
Salary & Wage Overtime		11,179.98	181.33	3,000	3,000		3,000	-	
Salary & Wage Other	15,390.34	43,609.13	14,105.24	23,231	23,600		23,600	369	
Salary and Wage Total	1,194,266.33	1,304,911.85	1,424,643.37	1,690,698	1,726,421	278,608	2,005,029	314,331	18.6%
Energy			500.00					-	
Non Energy Utilities								-	
Repairs and Maintenance	1,051.08	315.50	2,411.12	500	500		500	-	
Rental and Leases		635.60	1,480.50					-	
Other Property Related	1,500.00	1,500.00	1,684.40	1,900	1,900		1,900	-	
Professional & Technical	107,563.17	117,872.18	138,920.04	138,960	140,300	12,000	152,300	13,340	
Communications	11,547.96	11,158.22	18,590.01	26,400	28,150	7,250	35,400	9,000	
Recreation	675.00	350.36	917.67	28,500	28,500	24,000	52,500	24,000	
Other Purchased Services	774.24	325.55	653.54	1,000	1,000		1,000	-	
Energy Supplies								-	
Office Supplies	4,126.74	4,577.21	9,885.97	8,150	7,900	1,000	8,900	750	
Building & Equipment Rprs/Sp								-	
Custodial Supplies			22.53					-	
Grounds Keeping Supplies								-	
Vehicular Supplies	3,000.00	5,205.05	6,217.00	13,000	12,250		12,250	(750)	
Food & Service Supplies	2,800.18	3,104.62	6,079.32	1,500	2,500		2,500	1,000	
Medical Supplies	400.00			1,650	1,900		1,900	250	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	23,533.74	23,948.72	27,291.96	10,675	11,175	750	11,925	1,250	
Governmental Charges	71,276.00	70,991.00	72,136.00	83,840	83,500		83,500	(340)	
Travel & Mileage	8,110.58	9,223.86	10,527.84	19,500	19,500	1,800	21,300	1,800	
Dues & Subscriptions	3,120.00	4,047.60	2,750.00	5,310	5,310	355	5,665	355	
Other - Expenses	15,320.88	28,790.56	26,085.37	48,389	48,500		48,500	111	
Expense Total	254,799.57	282,046.03	326,153.27	389,274	392,885	47,155	440,040	50,766	13.0%
Capital Equipment								-	
Capital Equipment Total								-	
<b>TOTAL</b>	<b>1,449,065.90</b>	<b>1,586,957.88</b>	<b>1,750,796.64</b>	<b>2,079,972</b>	<b>2,119,306</b>	<b>325,763</b>	<b>2,445,069</b>	<b>365,097</b>	<b>17.6%</b>

### Department Organizational Chart



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. It is an incredibly busy place, full of adults, teens, and children during the 70.5 hours a week it is open. More than 5,900 people visit the library each week. They check out materials, attend programs (especially the children), enjoy the Children's Play Area, use the library Wi-Fi system, meet friends, get tutored, use the library Study Rooms, enjoy the art displayed in the Friends' Gallery, search for ancestors in the Genealogy and Local History Room, learn about computers and iPads, sit and read books. The wear and tear on the building and its contents is showing. Years one and two of a furniture replacement schedule have been approved, as part of the Capital Plan. Year three approval has been requested to be a part of the FY2021 Capital Plan.</p> <p>The library's three Study Rooms were used 508 times during July 2019, 523 times during August 2019, and 553 times during September 2019. These rooms are in such demand by students, seekers of quiet, and tutors that the library trustees have been studying the library use of space, in the hope that a rearrangement might result in the ability to create additional study rooms. The library's FY2021 Capital Budget requests include an amount for a professional library space planning consultant.</p> <p>The use of technology affects every aspect of library work. In order to keep technology current, four years of technology requests have been made, as part of the Capital budget.</p> <p>A well-trained part-time staff is essential to keeping the library open and functioning 70.5 hours a week. During the past several years, retaining excellent staffers became a problem, as neighboring libraries were offering much higher part-time pay rates. During the past year, library part-time pay rates were increased to a level that makes them competitive with other libraries. This action has made hiring and retaining excellent people possible. This is why there is a significant increase in the library's FY2021 part-time budget request.</p>				
Budget Statement				
The FY2021 budget requests include the following changes from FY2020:				
Category	FY2020 Budget	Comments	FY2021 Request	Net Change
5110— Library Salaries Regular	\$1,048,988	The increase is the normal step-raise, longevity amount	\$1,060,411	+\$11,423
5120— Library Salaries	\$460,885	The increase for Library Salaries "Temporary" is due to the rate increases explained above	\$553,469	+\$92,584

**Department Information  
DSR1**

Department: Public Library

Temporary					
5303—P&T Seminars & Training	\$1,100	These funds pay for staff training for workshops on topics that include computer technology, topics of current interest, and attendance at the library organization meetings. This budget was overspent by \$373.34 in FY2019.	\$1,500	+\$400	
5584—Library Databases	\$35,000	These funds pay for the various databases that are used by the public ( <i>Boston Globe, A_Z World Travel, Universal Class Adult Education, American News, Ancestry Library, Business Collection, Consumer Reports Online, Gale Reference Library, Mango Languages, New York Times, Reference USA, Value Line Research Center</i> ). This budget was overspent by \$10,097 in FY2019.	\$45,000	+\$10,000	
5730—Library Dues and Memberships	\$495	This budget pays for two memberships. One is membership in the American Library Association. This organization increases its dues by at least \$10 per year. The second membership is the Digital Commonwealth which is digitizing library archival holdings. This group is also increasing its dues.	\$550	+\$55	

**Accomplishments and Activities**

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 plans goals which includes the library’s collections, programs and services, technology, community engagement and partnerships, facility, and staff.

The library continued its participation in the *OverDrive* reciprocal eBook borrowing project. The project between networks was so successful that now *OverDrive* is a statewide reciprocal service.

Both the Children’s and Young Adult Staff continue to offer unique programming to Needham’s children and teens. Both departments have presented programs at various library meetings on interactive moves and escape room weekends.

Working with the Needham Diversity Initiative and the Needham Human Rights Committee, the library trustees continue to cosponsor the Diversity and Discussion Book Club.

For several years the library has been a net borrower in the Minuteman Network. The library’s goal has always been to be net neutral (loan as many items to other libraries as borrowed from

Department Information DSR1				
Department		Public Library		
other libraries for Needham requests). In FY2019, the library came within 0.6% of that goal.				
Fiscal Year	Needham Loaned	Percent Loaned	Needham Borrowed	Percent Borrowed
FY2019	64,536	49.7%	65,331	50.3%
FY2018	61,189	49.1%	63,559	50.9%
FY2017	55,937	46.3%	64,843	53.7%
FY2016	61,613	48.1%	66,390	51.9%
Spending Request Recap				
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)	
a) Salary and Wages	\$1,613,880	\$68,575	\$1,682,455	
b) Expenses	\$372,140	\$99,260	\$471,400	
c) Capital				
d) [ ]				
e) [ ]				
f) [ ]				
g) Total DSR2 & DSR4 Request (a through f)	\$1,986,020	\$167,835	\$2,153,855	
V2021				

Department Expenditure Detail DSR2																	
Department				Public Library													
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)								
	15	38	27	15	38	27	15	38	27								
Non-Budget Personnel: Will the department rely on grant/revolving fund positions to provide services?						Yes	No	FT Head Count	PT Head Count								
						<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 type="checkbox"/>	ITWA	<input type="checkbox"/>	NIPEA	<input type="checkbox"/>	Police	<input type="checkbox"/>	Police Superior	<input type="checkbox"/>	NA	<input checked="" type="checkbox"/>
<b>1. Salary and Wage Permanent Positions.</b>																	
a.	PRD1 Salary and Wages Base							\$1,047,668									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							\$8,680.37									
f.	PRD1 Snow Program																
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments							\$4,063									
							PRD1 Sub Total		\$1,060,411								
J	DSR3 Other Compensation																
							Sub Total 1										
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Temporary Department coverage, Part-Time, Mon. - Sat.							\$466,019									
b.	Sunday Part-Time Hours							\$87,450									
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		\$553,469								
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 3										
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
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										
<b>5. Total Salary and Wages (1+2+3+4)</b>									\$1,613,880								

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: 60,259 Computer Software Licenses: 12,000	\$73,759
Communications (534x)	Postage: 1,200 Wireless Communications: 2,092 Printing: 1,900	\$5,192
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Bindery: 5,000 Microfilming Needham Newspapers: 800	\$5,800
Office Supplies (542x)	Paper (copier and other), Pens, Pencils, Calendars, File folders, etc. 8,200	\$8,200
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)		
Grounds Keeping Supplies (546x)		
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)		
Medical Supplies (550x)		
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Supplies for Processing Books Periodicals, and AV Items 7,300  Library Materials Budget: Newspapers, Periodicals: 26,000 Books: 131,043 Audiovisual: 44,000 Databases: 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: 150	\$550
Other Expenses (574 X - 579x)		

Department Expenditure Detail DSR2				
Department	Public Library			
6. Total Expenses				\$372,140
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				
8. Total Base Request (Line 5 + Line 6 + Line 7)				\$1,986,020
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 FY2021 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 FY2021 to the Department of Public Works/Building Maintenance division to improve or upgrade a public building or facility?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
V2021				

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	\$54,990		\$54,990	
2. Expense			\$3,260	\$3,260	
3. Operating Capital					
4. Department Total (1+2+3)	1.0	\$54,990	\$3,260	\$58,250	
5. Other Costs		\$27,000		\$27,000	
6. Grand Total (4+5)		\$81,990	\$3,260	\$85,250	
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, such as expanding library usage of the Town's website. The person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collections, promote the library in the community, and enhance patrons' online 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</p>					

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	Reference Librarian Digital Communications Specialist	Priority	1
<p>"Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work."</p> <p>At the present time, the current staff is doing limited work with both social media and the town's website. The new position would allow an expansion of this work that would benefit the people of Needham.</p>			
			V2021



Performance Improvement Funding Request Supplement DSR4S					
Position Title	Public Library-Reference Librarian/Digital Communications Specialist			Priority	1
Classification	X	FT		PT	Seasonal
Part Time /Seasonal	Hours Per Week		Number of Weeks Per Year		52
Compensation Detail					
Base Rate	GE19, Step 3			\$54,990	
Other					
Other					
Other					
Other					
Other					
Other					
Other					
Salary and Wage Total				\$54,990	
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				\$27,000	
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, such as expanding library usage of the Town's website. The person would be responsible for the library's digital initiatives and organization of online resources that would improve access to the collections, promote the library in the community, and enhance patrons' online 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 Communications 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 limited work with both social media and the Town’s website. The new position would allow an expansion of this work that would benefit the people of Needham.</p>			
			V2021

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)		
7. Salary and Wage					
8. Expense		\$21,000		\$21,000	
9. Operating Capital					
10. Department Total (1+2+3)		\$21,000		\$21,000	
11. Other Costs					
12. Grand Total (4+5)		\$21,000		\$21,000	
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>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. FY2017 usage (33,602) was a 25.4% increase over FY2016. FY2018 usage (40,479) was a 20.5% increase over FY2017. FY2019 (58,742) was a 45% increase over FY2018. The increases continue each month. Currently, downloadable services comprise 14% of library circulation. That is an increase of 3% in one year. There are two components to OverDrive: (1) The basic charge for use of a basic library that contains a variety of books and films (new items are added every month) and (2) An additional charge for purchasing multiple copies of books currently in demand. This request is for the basic charge, currently being paid from the library's State Aid account. In FY2018 the Library Foundation of Needham paid for the second service which is called OverDrive Advantage. Previously, the Advantage service was paid through library trust funds. As the use of technology increases and demand for a product increases, the library strives to adapt to new ways of providing services.</p> <p>While not specifically listed as a "continuing strategy" or a "new initiative," this request does contribute to the Select Board's goal to "Maintain and develop amenities that contribute to the</p>					

Performance Improvement Funding Request DSR4			
Department	Public Library		
Title	OverDrive Basic Subscription	Priority	2
desirability of Needham as a place to live and work.			
This request has been submitted for the past several years.			
			V2021

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)		
13. Salary and Wage					
14. Expense		3,000		\$3,000	
15. Operating Capital					
16. Department Total (1+2+3)					
17. Other Costs					
18. Grand Total (4+5)		3,000		\$3,000	
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?		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>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.			
			V2021

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	OverDrive Advantage	Priority	4		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
19. Salary and Wage					
20. Expense		\$12,000		\$12,000	
21. Operating Capital					
22. Department Total (1+2+3)		\$12,000		\$12,000	
23. Other Costs					
24. Grand Total (4+5)		\$12,000		\$12,000	
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>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 FY2019 and is 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>					
				V2021	

Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	Library Space Planner	Priority	5		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
25. Salary and Wage					
26. Expense			\$60,000	\$60,000	
27. Operating Capital					
28. Department Total (1+2+3)			\$60,000	\$60,000	
29. Other Costs					
30. Grand Total (4+5)			\$60,000	\$60,000	
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?		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>The library trustees desire to hire a professional library space planner to determine if the library's interior space could be better arranged to accommodate the many students and tutors that use the library's study rooms and study areas. In the afternoons during the school year, the library is full of students, tutors, and other people using the three study rooms, the row of carrels, and the many four-seat tables. The trustees are also interested in updating the furniture and exploring a set up that would allow the library to use an automated materials handler that would check in and sort returned materials.</p>					
V2021					



Performance Improvement Funding Request DSR4					
Department	Public Library				
Title	Public Library Page	Priority	6		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
31. Salary and Wage	0.5	\$13,585		\$13,585	
32. Expense					
33. Operating Capital					
34. Department Total (1+2+3)	0.5	\$13,585		\$13,585	
35. Other Costs		\$1,049		\$1,049	
36. Grand Total (4+5)	0.5	\$14,634		\$14,634	
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>FY2021, 988 hours x \$13.75 per hour = \$13,585.00</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 FY21019, 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	6
<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>			
V2021			

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Public Library Page				Priority	2
Classification		FT	X	PT	X	Seasonal
Part Time /Seasonal	Hours Per Week		19		Number of Weeks Per Year	
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						\$13,585
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					\$1,049	
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>FY2021, 988 hours x \$13.75 per hour = \$13,585.00</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>						

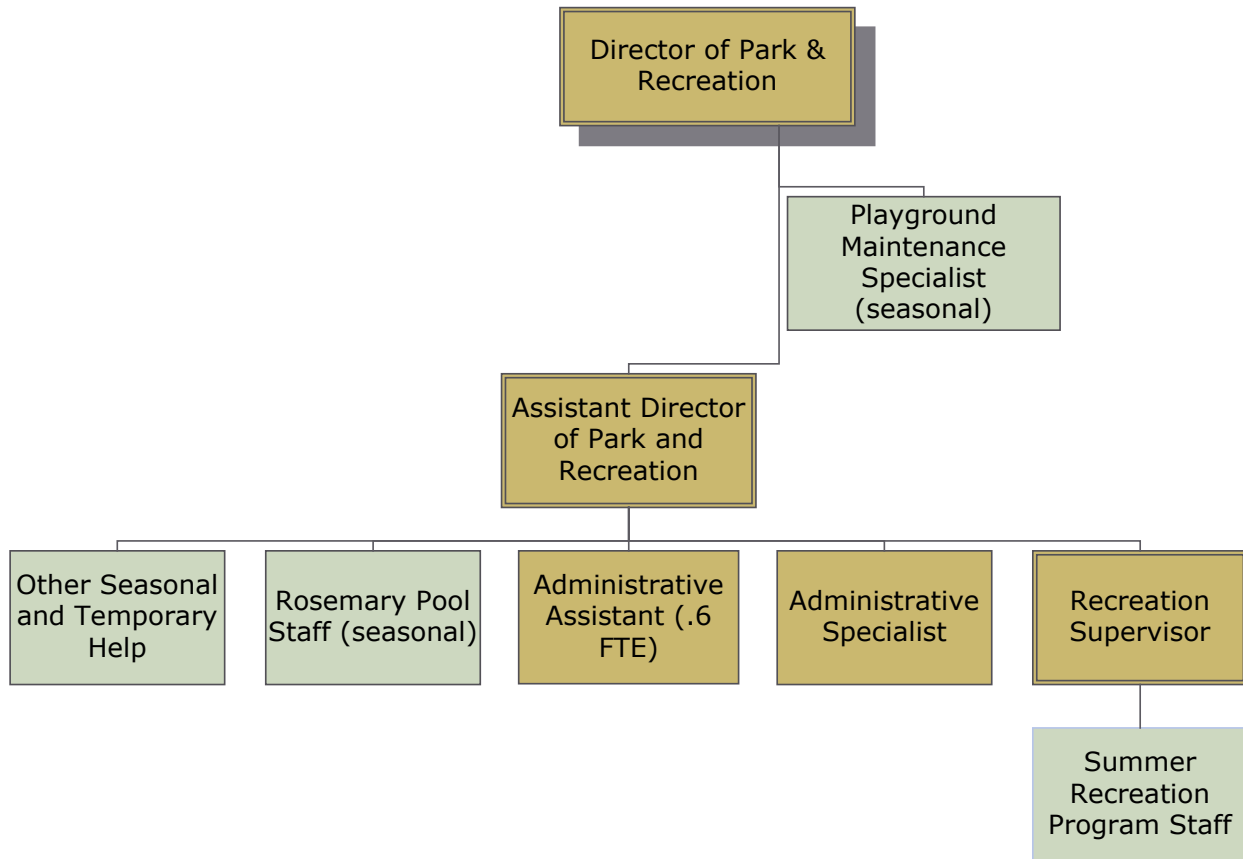
Performance Improvement Funding Request Supplement DSR4S			
Position Title	Public Library Page	Priority	2
<p>the delivery boxes; the other half is materials that were returned to Needham but belong to other libraries and Needham materials that were returned to other libraries. This position is currently 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>			
			V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Public Library	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Public Library</b>									
Salary & Wage Regular	873,811.47	965,633.22	1,027,962.93	1,048,988	1,060,411	68,575	1,128,986	79,998	
Salary & Wage Temporary	323,037.36	330,743.72	335,489.46	460,885	553,469		553,469	92,584	
Salary & Wage Overtime	7,751.08	6,635.40	7,691.31					-	
Salary & Wage Other	4,673.28	4,857.02	5,002.78					-	
Personnel	1,209,273.19	1,307,869.36	1,376,146.48	1,509,873	1,613,880	68,575	1,682,455	172,582	11.4%
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance	140.00	6,488.59	5,924.83	6,296	6,296		6,296	-	
Rental and Leases	394.37	73.00	73.00	500	500		500	-	
Other Property Related						60,000	60,000	60,000	
Professional & Technical	62,653.23	63,735.93	68,922.31	73,359	73,759	260	74,019	660	
Communications	1,607.73	2,794.14	4,292.76	5,192	5,192		5,192	-	
Recreation								-	
Other Purchased Services	5,000.00	5,515.48	7,794.55	5,800	5,800		5,800	-	
Energy Supplies								-	
Office Supplies	8,279.70	7,666.15	7,430.57	8,200	8,200		8,200	-	
Building & Equipment Rprs/Sp								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies			20.28					-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	247,937.20	257,629.85	261,019.05	259,843	269,843	39,000	308,843	49,000	
Governmental Charges								-	
Travel & Mileage	1,555.00	1,572.21	1,213.87	2,000	2,000		2,000	-	
Dues & Subscriptions	425.00	485.00	542.00	495	550		550	55	
Other - Expenses								-	
Expenses	327,992.23	345,960.35	357,233.22	361,685	372,140	99,260	471,400	109,715	30.3%
<b>TOTAL</b>	<b>1,537,265.42</b>	<b>1,653,829.71</b>	<b>1,733,379.70</b>	<b>1,871,558</b>	<b>1,986,020</b>	<b>167,835</b>	<b>2,153,855</b>	<b>282,297</b>	<b>15.1%</b>

### 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 balanced, year-round programming and leisure services for residents of all ages; administering all Town athletic fields, including scheduling and permitting functions; managing all Town playgrounds; providing young adult/youth employment and volunteer opportunities; administration of all Town trails; and providing support to community organizations. There are four full-time members of the staff: Director, Assistant Director, Recreation Supervisor, and Administrative Specialist. In FY2020, an Administrative Specialist was approved as a shared position with the Public Health Division. Two-thirds of the salary are in the Park and Recreation budget. Our departments are in the process of hiring for that position. In FY2015, a part-time playground maintenance specialist position was created. The department has about 80 seasonal staff (full-time and part-time summer positions) supported through the operating budget, recently increased with the new facility, and approximately 85 supported through the department's revolving or special program funds. The long-time Director will be retiring in FY2020.</p> <p>Rosemary Lake/Rosemary Pool has been the Town's principle outdoor aquatic area, and has been part of the department's mission since the mid-1940's. The Pools at Rosemary Recreation Complex opened officially on June 1, 2019 for a full season, after a two-week soft opening in August 2018. The two pools replaced the former pool, in operation from 1972-2016. Outdoor recreation opportunities will expand with the completion of this project, including boating on the lake.</p> <p>The Park and Recreation Commission is a five-person elected board. The Commission has jurisdiction over approximately 300 acres of land, including the Town Forest. They set policies related to recreation facilities and programs, including the use of all athletic fields, except Memorial Park. With the Director, the Commission provides long-range planning for recreation facilities and services.</p>		
On the Horizon		
<p><b>Rosemary Recreation Complex - Outdoors:</b> After a lengthy construction period (June 2017-August 2018), the Pools at Rosemary Recreation Complex opened on June 1, 2019 for a full season that ended on Friday, August 30, 2019. It was an exciting summer, with about 50,000 visitors, and lots of happy visitors. The number of days open was 81 vs. 67 in 2016. The average daily temperature was 82, with 30 days at 85 F or higher. The highest attendance day was 1,413, and the lowest was 634. For those paying daily admission, more than 7,500 were Needham residents and about 2,500 were non-residents. A few membership statistics from the summer follow:</p>		
<b>MEMBERSHIP TYPE</b>	<b>Sold</b>	<b># of Uses</b>
Resident Family Membership	998	27,730
Resident Individual Membership	88	600
Resident Senior (60+) Membership	144	915
Resident Nanny Pass	69	385
Resident Guest Pass (10 passes)	320	1,715
Non-Resident Family Membership	28	621
Non-Resident Individual Membership	2	14
Non-Resident Senior (60+) Membership	1	25
Non-Resident Nanny Pass	13	55
Non-Resident Guest Pass (10 passes)	45	290

Department Information DSR1	
Department	Park and Recreation Department
<p>Memberships sold for Summer 2018 were carried over to the 2019 season. In November 2018, sales began at early-bird rates, and in May 2019, the full season rates went into effect. Revenue in the General Fund related to the membership sales, daily admission, guest passes and swim lessons totals \$524,402. In fiscal years, that is \$119,137 (FY2018), \$267,294 (FY2019), and \$137,971 (FY2020 to date).</p> <p>Scholarships were provided for pool memberships, with a total value of \$43,129. In Summer 2016, the value of scholarships for pool memberships was \$13,770.</p> <p>It is estimated that DPW Building Maintenance and DPW Parks and Forestry contracts related to the Pools at Rosemary Recreation Complex are about \$15,000, including restroom cleaning and products, mowing, and plumbing.</p> <p>One of the challenging aspects of the new pool has been anticipating operational costs to the filter system. It was still being balanced in August 2018, and for the first half of the 2019 season, there were issues being resolved with the computers and connections, some of which couldn't be repaired until late summer or will be put in place in Spring 2020.</p> <p><b>Rosemary Recreation Complex - Indoors:</b> After decades of not having programming space, it has been a pleasure have the multi-purpose room for Park and Recreation programs. Some programs were moved from other locations, and the number of participants was increased with the capacity of the larger room. Many new programs were started, including partnerships with Needham Community Theater and Needham Plugged In. Most of these programs operate through the department's Revolving Fund. Space is still permitted at school buildings for some programs, and in other locations including St. Sebastian's Ice Rink. Other events in the multi-purpose room include Parent Talk's Camp Fair, co-sponsored by Park and Recreation; flu clinics offered by Needham Public Health; training programs (CPR, First Responders, FOIA, Park and Recreation staff and volunteers, regional public health officials.)</p> <p><b>Summer Seasonal Staff Salaries – Summer Programs:</b> The summer program salary request is based on 7 weeks of programs in Summer 2020 and pre-season tasks/training plus one week of programs in Summer 2021, based on the 2nd year rate.</p> <p><b>Summer Seasonal Staff Salaries – Pools at Rosemary Recreation Complex:</b> The budget request for the Pools is based on the following staff numbers: (1) Pool Supervisor; (3) Assistant Pool Supervisors; (4) Swim Instructors; (16) Lifeguards; (3) Maintenance; (3) Booth; (3) part-time slide monitors. There are DSR-4 requests reflecting additional staffing funded through a warrant article appropriated in May 2019, plus an additional staffing request. The hours used to calculate the budget request are for (a) 8 full weeks in Summer 2020; (b) reduced hours in late August-Labor Day in Summer 2020; (c) pre-season tasks and training for Summer 2021; (d) four weekends from Memorial Day to mid-June 2021; (e) two full weeks in June 2021.</p> <p><b>Summer Seasonal Staff Salaries – Minimum Wage:</b> The minimum wage in Massachusetts has begun to increase annually, bringing it up to \$15/hour by January 1, 2023. On 1/1/19, the rate became \$12. On 1/1/20, the rate will be \$12.75. The Town will be updating Schedule C and the Recreation Specialist hourly rates to reflect the changes. The prior budget was based on updating Schedule C on 1/1/20, but the changes were made on 7/1/19. The FY2021 budget for summer program staff salaries and pool staff salaries crosses over two calendar years with July and August (2020) and May and June (2021). For budgeting purposes, each Recreation Specialist rate was</p>	



**Department Information**  
**DSR1**

Department | Park and Recreation Department

increased \$1 per hour. It is important to keep a rate separation between Recreation Specialist IV and V (supervisor positions) above Recreation Specialist III (non-supervisory).

<b>TITLE</b>	<b>POSITIONS</b>	<b>CURRENT RATE</b>	<b>Anticipated Rate Summer 2020</b>	<b>Anticipated Rate Summer 2021</b>
Recreation Specialist I	Program Counselor, Slide Monitor	\$13/hour \$13.50/2 <sup>nd</sup> year	\$13/hour \$13.50/2 <sup>nd</sup> year	\$13.50/hour \$14/2 <sup>nd</sup> year
Recreation Specialist II	Pool Booth Staff, Pool Maintenance	\$14/hour \$14.50/2 <sup>nd</sup> year	\$14/hour \$14.50/2 <sup>nd</sup> year	\$14.50/hour \$15/2 <sup>nd</sup> year
Recreation Specialist IIB	Lifeguard	\$15/hour \$15.50/2 <sup>nd</sup> year	\$15/hour \$15.50/2 <sup>nd</sup> year	\$15.50/hour \$16/2 <sup>nd</sup> year
Recreation Specialist III	Program Director, Swim Instructor	\$16/hour \$16.50/2 <sup>nd</sup> year	\$16/hour \$16.50/2 <sup>nd</sup> year	\$16.50/hour \$17/2 <sup>nd</sup> year
Recreation Specialist IV	Assistant Pool Supervisor	\$17/hour \$17.50/2 <sup>nd</sup> year	\$17/hour \$17.50/2 <sup>nd</sup> year	\$18/hour \$18.50/2 <sup>nd</sup> year
Recreation Specialist V	Pool Supervisor, Summer Recreation Supervisor	\$20/hour \$20.50/2 <sup>nd</sup> year	\$20/hour \$20.50/2 <sup>nd</sup> year	\$21/hour \$21.50/2 <sup>nd</sup> year

**STAFFING - Pools:** The additional staffing provided through the ATM 2019 warrant article was very helpful. It provided 4 additional lifeguards, so that we were able to hire the equivalent of 20 lifeguards (full-time and part-time positions). It extended the slide monitor hours from 25 a day to 35 a day. One of the complaints in 2018 was that the slides weren't open enough hours, so this provided the time to keep the slides open throughout the general swim period. They are not open on weekday mornings as the area is needed for swim lessons. A DSR-4 has been submitted to move this funding into the operating budget.

The Aquatics Specialist was hired through this additional funding. He had worked with us the prior year, learning the new filter system and training staff on how to use it. There were issues with the filter system throughout the summer, that made it challenging to operate the filters through the "normal" methods, so the Aquatics Specialist was very helpful with working with the contractor and finding ways to work around mechanical issues until they were fixed. A DSR-4 has been submitted to move this funding into the operating budget.

The third funding component in the warrant article was a bonus program to help keep staff working to Labor Day, or as close to that date as possible. This year, with the hiring of some new lifeguards for the final week, and assistance from some board members and Town staff, we were able to make it to August 30<sup>th</sup>, the Friday of Labor Day weekend. The final week was challenging, getting new staff trained, and keeping the filter systems operating without any maintenance staff remaining. The funding certainly helped retain staff who were able to stay until August 30<sup>th</sup>, but most staff did not have the option to stay.

**Department Information**  
**DSR1**

<b>Department</b>	Park and Recreation Department
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With enough staff at the pools, our attention went to the front-line where customers were entering the facility. With almost 50,000 people checked in for swimming, plus many others attending swim meets or other events, our Booth staff had a challenging time processing entries and payments (cash, check, credit card) as quickly as customers would have liked. Covering two daily shifts over 7 days was too much for 3 full-time staff. The maintenance staff would help when they could, but that would also take them away from their tasks and trying to keep the facility clean with so many users. A second DSR-4 request has been submitted requesting the addition of 3 Booth staff, bringing the total to 6 Booth staff.

Revenue collections for the Summer of 2019 at the Pools at Rosemary Recreation Complex are approximately \$500,000, from memberships, daily admission, swim lessons, and other sales.

**STAFFING – Maintenance:** A number of tasks related to maintenance are being recommended to be moved under the Department of Public Works. Park and Recreation has a part-time playground maintenance person, but with limited tools. It is recommended that the maintenance of all the playgrounds be moved under the DPW. If moved, the funds in this budget request should also be moved to their budget: \$12,000 for part-time playground maintenance; \$8,000 for surfacing; \$6,000 for contracted repairs; and \$5,000 for replacement parts. Park and Recreation would continue to work on playground projects, including upgrades. In addition, DPW would assist with overseeing maintenance related to tennis courts, trails, park benches and picnic tables. Park and Recreation would continue to work with volunteers to assist with some of these tasks.

**STAFFING – Office:** In FY2020, funding was received to hire an Administrative Assistant to be shared between the Park and Recreation Department and the Public Health Division, with 2/3rds of the salary under the Park and Recreation budget. This job wasn't posted until later in the summer, when Park and Recreation staff is extra busy, so the hiring process is being completed this fall. This position will provide front-line office coverage, allowing the other four full-time staff members to get other tasks done other than covering the front desk. The summer was extra challenging to the full-time staff with the opening of the new pools, so the Summer of 2020 will be more balanced with the extra staff member.

The long-time Director of Park and Recreation is retiring in 2020, so a new Director will be hired to begin over the winter, giving her/him time to prepare for the busy season. The new Director will review staffing issues and make recommendations for the FY2022 budget, if needed.

**Budget Statement**

**Fees:** 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 2020 pool season were not approved at this writing but will be set in November 2019. 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. FY2018 revenue was \$311,251, and FY2019 revenue was \$517,361, an increase substantially due to the new pools.

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

Department Information DSR1				
Department		Park and Recreation Department		
<p>FY2019 revenue was \$473,791, an increase from the FY2018 revenue collection was \$258,000. A small portion of revolving fund program fees (generally \$5) is deposited into the General Fund in an effort to reflect the office staff members' time spent on those programs. The annual collection typically ranged between \$10,000-12,000, but in FY2019 was just under \$15,000.</p> <p>The "youth center" has a separate revolving fund. In the 1970's, Park and Recreation developed a teen center program for high school-aged participants, but the program was disbanded in the mid 1980's. The department assisted a volunteer group to create a middle school youth center, which began as a weekly program, and eventually a monthly program. It later came under the Health Division. In FY2016, Park and Recreation took the program back, and offered some Friday night programs, with mixed attendance rates. Currently, most of the programs are offered on early-release school days, with special field trips which are well attended and offering a safe activity on days without many supervised options.</p> <p><b>Gift Fund:</b> 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.</p> <p>The following information outlines the dollar changes to specific budget lines.</p>				
Line	Description	Change from FY19	Comments	Net Change
Admin Salaries Regular	Full-time staff salaries	\$923	Step rates	\$923
Admin Temporary salaries	Building Monitor	(\$1,000)	Removed; covered under Town Manager	(\$1,000)
Admin Salaries Overtime	Office Staff Overtime	\$1,000	Higher hourly rates	\$1,000
Summer Program Salaries	Summer Staff	\$1,299	Higher hourly rates	\$1,299
Repairs and Maintenance	Pump Specialist	\$9,000	Prior budget only funded for half service after construction	\$7,500
	Playground Repairs	(\$1,500)	Based on actual spending	
Property Related Services	Park Restroom Cleaning	\$1,540	Increase contract price	(\$1,460)
	Playground Surface Install	(\$3,000)	DPW handling service	
Communication	Postage	(\$100)	Based on actual spending	(\$500)
	Printing	(\$400)	Reduced volume	

Department Information DSR1				
Department		Park and Recreation Department		
Building and Equipment Supplies	Pool Supplies	\$3,500	Amount of C02 (to balance pH) increased with high attendance	\$3,500
Groundskeeping Supplies	Playground Surfacing	(\$2,000)	Based on actual spending	(\$2,000)
Other Supplies	Staff Clothing	(\$200)	Based on actual spending	(\$300)
	Program Supplies	(\$300)		
	Pool Wristbands	\$200		
Travel and Mileage	Mileage Reimbursement	(\$200)	Based on actual spending	(\$400)
	Out-of-State Conferences	\$600	Based on actual spending	
Accomplishments and Activities				
<p><b>Rosemary Recreation Complex:</b> The majority of the staff's efforts have gone towards the official opening of the Pools at Rosemary Recreation Complex, and the increased programming opportunities in the multi-purpose room. More detailed information was shown in "Under the Horizon" section of this budget request.</p> <p><b>Trails:</b> The Town has added about 5 miles of trails to its inventory in recent years, with the addition of the Sudbury Aqueduct, the Bay Colony Rail Trail, and the Hillside Knoll Trail at the Sunita Williams School. Major improvements have been undertaken at the Eastman Conservation Trail at the Newman School, the Fuller Trail at Ridge Hill, and the Needham Accessible Reservoir Trail, and improvements have started at the Rosemary trails with the replacement of a bridge, and more improvements to follow. An Eagle Scout candidate built a bog bridge on a trail in the Town Forest, and a second Eagle Scout is developing the scope of a project at one of the entrances to the Rosemary Trails. The Assistant Director of Park and Recreation Department and the Conservation Specialist are beginning the process of coordinating new projects and improvements, including re-establishing the volunteer Trails Steward program.</p> <p><b>Outdoors:</b> There is a greater emphasis on providing opportunities for residents to become healthier, physically and emotionally. In 2015, the Surgeon General set forth a Call to Action to get people walking, as part of a healthier lifestyle. The department has also been active in the National Recreation and Park Association's initiative to get people outside, particularly children. The update of the Town's <i>Open Space and Recreation Plan</i> is nearing completion, though delayed due to other priorities in the Park and Recreation and Conservation departments. Community input was achieved through the participation of almost 40 members of the advisory group, and through surveys. It is anticipated that project proposals will be recommended from the 5-year action plan. The major concern related to the outdoors, though, continues to be the amount of trash left behind at parks and on trails, including plastic dog waste bags. The DPW RTS has developed a pilot program to partially assist with trash issues, adding Big Belly trash compactor units and recycle units at DeFazio Park, Greene's Field and Memorial Park.</p> <p>Park and Recreation is a proud partner on the Integrated Pest Management (IPM) Committee. The maintenance of the Town's athletic fields is basically all-organic. For several decades, we have</p>				

**Department Information**  
**DSR1**

<b>Department</b>	<b>Park and Recreation Department</b>
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worked with the sports groups, providing information on how to best use the athletic fields to decrease damage and keep them in safe conditions for all the athletes.

Over the Summer of 2019, the department partnered with DPW Parks and Forestry on the field renovation projects at Cricket Field, DeFazio Park and Memorial Park. Both fields at Cricket were rebuilt, had drainage systems improved, had a new irrigation system installed, and was sodded. The project was complete in about 8 weeks, and within 2 weeks was in full use by Needham High School Athletics. At DeFazio and Memorial, the 2008 synthetic turf carpets were replaced. All synthetic fields now have a pad system above the extensive drainage systems, and the amount of infill needed was reduced with the addition of the pads. The Park and Recreation Commission supports the DPW capital request for the design of improvements at Claxton Field, home of NHS Varsity Softball.

The quality of water in ponds and lakes continues to be discussed. As this report is written, the project to remove sediment from Rosemary Lake has begun and is anticipated to be completed in mid-winter 2020. Conservation and Park and Recreation are working with neighbors of Walker Pond on the steps to improve the water quality at that pond.

Playgrounds are overseen at all schools and public parks. The Sunita Williams School has two new playgrounds, and the Mitchell School replaced their playground in Fall 2018. All playgrounds have been updated or replaced in the past twenty years. The Park and Recreation Commission has been gathering resident input on possible improvements at DeFazio Park and Perry Parks, and will be forming a design committee over the winter. The MA Architectural Board is reviewing new regulations that may impact the pathways within playgrounds. The part-time playground maintenance staff person visits each site on a regular basis, monitoring surfacing and equipment condition.

**Department:** It has been a very busy year, with the move into the new facility and the opening of the pools. In CY2020, the long-time Director will be retiring, and a new Director will have several projects to move forward and begin the process of continuing to move the department forward with updated goals and projects.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	[717,800]	[87,565]	[805,365]
b) Expenses	[142,605]	[ ]	[142,605]
c) Capital	[ ]	[ ]	[ ]
d) [ ]	[ ]	[ ]	[ ]
e) [ ]	[ ]	[ ]	[ ]
f) [ ]	[ ]	[ ]	[ ]
<b>g) Total DSR2 &amp; DSR4 Request (a through f)</b>	<b>[860,405]</b>	<b>[87,565]</b>	<b>[947,970]</b>

V2021

Department Expenditure Detail DSR2																	
Department				Park and Recreation 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)								
	4	0	4	4.6	0	4.6	4.6	0	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	3	NIPEA		Police		Police Superior		NA	
<b>1. Salary and Wage Permanent Positions.</b>																	
a.	PRD1 Salary and Wages Base													344,532			
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													4,500			
i.	PRD1 Budget Adjustments													1,342			
<b>PRD1 Sub Total</b>																	
J	DSR3 Other Compensation																
<b>Sub Total 1</b>													350,374				
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Playground Maintenance Specialist: 12-15 hours/week/45 weeks													12,000			
b.	Pools Staff (see DSR-3)													233,453			
c.	Summer Program Staff (see DSR-3)													116,853			
d.																	
e.	DSR3 Total																
<b>Sub Total 2</b>													362,306				
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
a.	Scheduled Overtime (contractually obligated)																
b.	Training and Development																
c.	Overtime: Administrative Specialist, Recreation Supervisor, DPW													5,120			
d.																	
e.	DSR3 Total																
<b>Sub Total 3</b>													5,120				
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
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																
<b>Sub Total 4</b>													0				

Department Expenditure Detail DSR2		
Department	Park and Recreation Department	
5. Total Salary and Wages (1+2+3+4)		717,800
DSR2B		
Object	Description	Amount
Energy (521x)		
Repairs & Maintenance Services (524x - 525x)	Pump Specialist: (21,000) Playground Repairs: (6,000)	27,000
Rental & Leases (527X)		
Other Property Related Services (529x)	Park Restroom Cleaning: (29,655*) <i>*contracted price</i>	29,655
Professional & Technical Services (530x - 531x)	Pool Water Testing: (300) Training: CPR/First Aid, Lifeguard, Staff (1,500)	1,800
Communications (534x)	Phones: land & cell (1,800) Printing: forms, information (1,000) Postage: (900) Legal Notices: (100) Cable: (250)	4,050
Recreational & Cultural Services (535x)	Special Events: (2,000)	2,000
Other Purchased Services (538x)	Bus Rentals: (3,000) Miscellaneous: pest control, pond treatment, permits (500)	3,500
Office Supplies (542x)	Supplies: office and programs (2,000)	2,000
Building & Equipment Supplies (543x)	Chlorine: (40,000) Filter Medium: (1,200) Pool Supplies/CO2: (5,000) Miscellaneous Repairs: (300)	46,500
Custodial Supplies (545x)	Park Restrooms: (1,200*) <i>*contractually required</i>	1,200
Grounds Keeping Supplies (546x)	Playground Surfacing: (8,000) Playground Replacement Supplies: (5,000)	13,000
Vehicular Supplies (548x)		
Gasoline and Diesel Fuel (5481)		
Food and Service Supplies (549x)	Snacks & Program Supplies: (2,500)	2,500
Medical Supplies (550x)	First Aid: (600)	600
Public Works Supplies (553x)		
Other Supplies & Equipment (558x)	Staff/Volunteer Shirts +: (1,800) Lifeguard Uniforms +#: (500) Safety Equipment: (400) Red Cross Certificates: (800) Arts & Crafts Materials: (1,000) Program Equipment: (500) Pool Wristbands: (400) Training Materials: (100) + state requirement for pools # staff reimbursement	5,500

Department Expenditure Detail DSR2				
Department	Park and Recreation Department			
Governmental Charges (569x)				
Travel & Mileage (571x - 572x)	Mileage Reimbursement: (800)			2,600
	Conferences: (1,800)			
Dues & Subscriptions (573X)	NRPA, MRPA, USTA, NE Parks: (700)			700
Other Expenses (574 X - 579x)				
6. Total Expenses				142,605
DSR2C				
Capital Equipment Replacement (587X)				
7. Total Operating Budget Capital				0
8. Total Base Request (Line 5 + Line 6 + Line 7)				860,405
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 FY2021 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 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"/>
				V2021



Department Personnel Supplement DSR3									
Department					Park and Recreation Department				
	Description	Amount	Amount Reflected DSR2A Section						
			1	2	3	4			
1	Pool RS-V: Pool Supervisor	11,564		X					
2	Pool RS-IV: Assistant Pool Supervisor (3)	29,714		X					
3	Pool RS-III: Swim Instructor/Lifeguard (4)	25,600		X					
4	Pool RS-IIB: Lifeguard (16)	107,880		X					
5	Pool RS-II: Booth Staff (3)	21,385		X					
6	Pool RS-II: Maintenance (3)	23,667		X					
7	Pool RS-1: Slide Monitor (3)	13,643		X					
8	<b>POOL SUBTOTAL</b>	<b>233,453</b>							
9									
10	Programs RS-V: Summer Recreation Supervisor	9,140		X					
11	Programs RS-III: Program Director (5)	26,163		X					
12	Programs RS-1: Counselor (20)	81,550		X					
13	<b>PROGRAM SUBTOTAL</b>	<b>116,853</b>							
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
I	<b>Total</b>								
	<b>Sections</b>								
	Amount Reported Under DSR2A Section 1								
	Amount Reported Under DSR2A Section 2	350,306							
	Amount Reported Under DSR2A Section 3								
	Amount Reported Under DSR2A Section 4								
II	<b>Total</b>		350,306						



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		67,000		67,000	
2. Expense					
3. Operating Capital					
4. Department Total (1+2+3)		67,000		67,000	
5. Other Costs					
6. Grand Total (4+5)				67,000	
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?		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>					
Description and Explanation					
<p>*This request was made for FY2020 and was moved to be a part of a warrant article that was approved at the May 2019 Annual Town Meeting. Due to the success of all three options, full funding is requested in the FY2021 operating budget.</p> <p>The Pools at Rosemary Recreation Complex need to be staffed appropriately for the number of visitors to the pools. This request addresses some short-falls in the overall staffing of the facility. This request covers 4 separate staffing requests, all covered under the ATM 2019 warrant article 11. They are described, separately, below.</p> <p><b>Lifeguards \$29,000</b></p> <p>The original budget, and FY2021 request, has 16 lifeguards funded. It was determined that 4 additional lifeguards were needed to cover the hours of operation. Through the warrant article funding, the four positions were filled in Summer 2019, and have 20 positions to cover the two daily shifts over seven days of operation. Being open from just after Memorial Day to just before Labor Day also required us to make sure that the full-time staff would be able to take up to five vacation days, with appropriate coverage.</p>					

Performance Improvement Funding Request DSR4			
Department	Park and Recreation		
Title	Pool Staffing	Priority	1
<p>To meet the safety requirements of each pool, there are two staffing requirements. There must be 1 lifeguard per 25 swimmers. Secondly, there must be guards located at various areas to ensure that all areas of the pool are overseen by a lifeguard. High risk areas (diving board, slides) must have individual lifeguards. The number of hours that the pools are open requires two shifts, seven days a week. Full-time staff are scheduled for 5 days with 2 consecutive days off, with most required to work at least one weekend day. Part-time staff "job share" to cover this type of shift.</p> <p>The lap pool has 3 basic sections: lap lanes, diving board, and deep-water general swim area. Depending on how the pool is being used, it requires 2-3 lifeguards on duty, with 4 on a busy day.</p> <p>The family pool has 5 sections: the zero-depth entry, the "mushroom" area, 2 stations covering the deeper water/water walking lanes, and the slide. At a minimum, 5 staff are needed. The guard(s) at the slides cannot guard any other area, so with 4 lifeguards on the remaining areas, that leaves space for only 100 swimmers. Additional lifeguards are needed to cover additional swimmers. There is funding available for May-June 2020 in the warrant article.</p> <p><b>Aquatics Specialist \$28,000</b></p> <p>In Summer 2018, and through the warrant article funding in Summer 2019, an Aquatics Specialist was hired to help oversee operations of the pool. The specialist is able to coordinate tasks related to filter operations, but also train the various staff members in the pre-season, and throughout the summer. The incumbent is able to recertify CPR and First Aid and is recertifying as a Certified Pool Operator (CPO). The Assistant Director remains the primary full-time staff person with oversight of operations but having a full-time assistant in the summer allows for other department tasks to be handled. She is currently a Certified Pool Manager and will become a Certified Pool Operator.</p> <p>This proposal is based on 15 hours a week for 10 weeks (spring and early fall), and 35 hours a week for 16 weeks. It is Schedule C Professional/Technical III at \$38.88/hour, with no benefits. There is funding available for April-June 2020 in the warrant article.</p> <p><b>Pool Staff Retention \$10,000</b></p> <p>This was a trial bonus option to provide an incentive for staff to continue working beyond mid-August. It was well received by the staff who were available to stay through the final two weeks. With existing staff, the full season hours were maintained through August 18, and then the hours were reduced to one shift for the week of August 19-25, with remaining staff covering the hours. We were able to hire some additional lifeguards to work from August 26-30, and bring over some of the summer program staff to assist with slide monitor, booth and maintenance. "Celebrity Slide Monitors" also helped cover several shifts over the final week – special thanks to two members of Select Board and four department managers/staff for helping out on the slides.</p> <p>The following chart outlines how it worked in Summer 2019, utilizing \$8,100 from the \$10,080 estimated budget:</p>			

**Performance Improvement Funding Request  
DSR4**

Department	Park and Recreation		
Title	Pool Staffing	Priority	1

Bonus Option	Bonus Funding	Number of Staff
Work full summer (May-August)	\$75	11
Work August 18-24 <i>Employed prior to July 1, 2019</i>	\$35 per day	27 (95 "days")
Work August 18-24 <i>Employed July 1, 2019 or later</i>	\$15 per day	7 (22 "days")
Work August 25-30 <i>Employed prior to July 1, 2019</i>	\$50 per day	19 staff (58 "days")
Work August 25-30 <i>Employed July 1, 2019 or later</i>	\$30 per day	5 staff (24 "days")

The Summer 2020 incentive is requested at \$10,000. Labor Day is September 7<sup>th</sup>, but as it is anticipated that school will start the prior week, the goal will be to have the spray deck open during the week, with possible weekend hours, if maintenance staff is available to keep the filter system operating.

The dates would be:

- August 16-22
- August 29, 30; September 5, 6, 7

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Lifeguard A				Priority	1
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		35		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$16/hour at 457 hours				7,312*	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					7,312	
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			50	
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					50	
Description and Explanation						
<p>Top priority DSR-4 request: 4 lifeguards, Aquatics Specialist, and pool staff retention. These positions were funded in Warrant Article 11 at ATM May 2019.</p> <p>Lifeguards are reimbursed for uniform.</p> <p>The above calculation is based on a second year rate, which is not known at this time, but estimated to be \$16/hour.</p>						
V2021						

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Lifeguard B				Priority	1
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		35		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$16/hour at 457 hours				7,312*	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					7,312	
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			50	
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					50	
Description and Explanation						
<p>Top priority DSR-4 request: 4 lifeguards, Aquatics Specialist, and pool staff retention. These positions were funded in Warrant Article 11 at ATM May 2019.</p> <p>Lifeguards are reimbursed for uniform.</p> <p>The above calculation is based on a second year rate, which is not known at this time, but estimated to be \$16/hour.</p>						
V2021						

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Lifeguard C				Priority	1
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		35		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$16/hour at 457 hours				7,312*	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					7,312	
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			50	
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					50	
Description and Explanation						
<p>Top priority DSR-4 request: 4 lifeguards, Aquatics Specialist, and pool staff retention. These positions were funded in Warrant Article 11 at ATM May 2019.</p> <p>Lifeguards are reimbursed for uniform.</p> <p>The above calculation is based on a second year rate, which is not known at this time, but estimated to be \$16/hour.</p>						
V2021						

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Lifeguard D				Priority	1
Classification	FT	PT	Seasonal		X	
Part Time /Seasonal	Hours Per Week	35		Number of Weeks Per Year	1 6	
Compensation Detail						
Base Rate	\$16/hour at 457 hours				7,312*	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					7,312	
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			50	
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					50	
Description and Explanation						
<p>Top priority DSR-4 request: 4 lifeguards, Aquatics Specialist, and pool staff retention. These positions were funded in Warrant Article 11 at ATM May 2019.</p> <p>Lifeguards are reimbursed for uniform.</p> <p>The above calculation is based on a second year rate, which is not known at this time, but estimated to be \$16/hour.</p>						
V2021						



Performance Improvement Funding Request Supplement DSR4S						
Position Title	Aquatics Specialist				Priority	1
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		35		Number of Weeks Per Year	2 6
Compensation Detail						
Base Rate	\$38.88 10 weeks/15 hours				5,832	
Other	\$38.88 16 weeks/35 hours				21,773	
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					27,605	
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	existing			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					0	
Description and Explanation						
<p>Top priority DSR-4 request: 4 lifeguards, Aquatics Specialist, and pool staff retention. These positions were funded in Warrant Article 11 at ATM May 2019.</p> <p>This position is certified to train staff and to operate a pool. It provides assistance to the Assistant Director in overseeing day-to-day operations as well as staff training.</p>						
V2021						

Performance Improvement Funding Request DSR4					
Department	Park and Recreation				
Title	Additional Pool Staffing	Priority	2		
DSR4					
Expenditure Classification	FTE	Frequency		Total Amount (A + B)	
		Recurring Amount (A)	One Time Only Amount (B)		
7. Salary and Wage		20,565		20,565	
8. Expense					
9. Operating Capital					
10. Department Total (1+2+3)		20,565		20,565	
11. Other Costs					
12. Grand Total (4+5)				20,565	
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?		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>					
Description and Explanation					
<p>If the 1<sup>st</sup> priority DSR-4 is funded, the number of lifeguards will be appropriate for safety at the pools.</p> <p>The additional lifeguard staff, and the Aquatics Specialist, funded through a warrant article, provided coverage at the pools, but the other functions that need some assistance are related to customer service.</p> <p><b>Booth</b> The goal was to have 3 full-time staff cover the Booth, with back-up assistance from the maintenance staff. This was challenging to schedule over 2 shifts in 7 days, with so many visitors to the pools.</p> <p>This request is to hire 3 additional Booth staff, bringing the full-time total to 6.</p> <p>Booth staff: sell memberships, sell daily admission, sell guest passes, scan visitors into</p>					

Performance Improvement Funding Request DSR4			
Department	Park and Recreation		
Title	Additional Pool Staffing	Priority	2
<p>system, take payments (cash, check, credit card), provide receipts, sell ice cream, answer questions, balance daily collections, handle lost and found collections, maintain inventory and daily reports, make night deposits. At busy times, at least 3 people need to be working in the Booth.</p> <p>One of the few complaints that was heard over the summer was the line to enter on hot days. Those with memberships would come up a second line to be scanned in, but those making payments took longer to process. Efforts are made to encourage the purchase of membership or guest passes to shorten the lines.</p> <p>Having the additional staff to schedule will provide more efficient processing at the counter, but also allow the maintenance staff to continue to handle their tasks, including trash removal, quick clean-ups, and maintaining water quality in the pools.</p> <p>This proposal is based on:</p> <p>July- August 2020: 260 hours @ \$15/hour                      Late August-Labor Day 2020: 24 hours @ \$15/hour                      May 2021 training: 35 hours@\$15/hour                      May-June 2021 weekends: 48 hours @\$15/hour                      June 2021 regular hours: 90 hours @\$15/hour</p> <p>\$6,855 x 3 Booth staff = \$20,565 plus benefits cost (Medicare contribution)</p>			
			V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Booth Attendant A				Priority	2
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		28.5		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$15/hour				6,855	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					6,855	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X	existing			
Vehicle	X					
Computer		X	existing			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					686	
Description and Explanation						
<p>One of three requested additional staff to work in the Booth at the Pools, to increase coverage and improve customer service.</p> <p>As noted on DSR-4 #2, the Summer 2019 staffing concern related to having enough staff covering the front desk/booth to quickly process those paying for daily admission, memberships and others. Those with membership swipe passes are able to quickly enter, but those requiring payment have a slower entrance, in part due to the amount of staffing at any given time. In order to have staff cover from 7 AM – 8 PM, they are split into two shifts, with dinner breaks. With a seven-day work week, each staff member is given 2 days off. The additional staff will help with proper coverage throughout the day.</p>						
V2021						

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Booth Attendant B				Priority	2
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		28.5		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$15/hour				6,855	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					6,855	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X	existing			
Vehicle	X					
Computer		X	existing			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					686	
Description and Explanation						
<p>One of three requested additional staff to work in the Booth at the Pools, to increase coverage and improve customer service.</p> <p>As noted on DSR-4 #2, the Summer 2019 staffing concern related to having enough staff covering the front desk/booth to quickly process those paying for daily admission, memberships and others. Those with membership swipe passes are able to quickly enter, but those requiring payment have a slower entrance, in part due to the amount of staffing at any given time. In order to have staff cover from 7 AM – 8 PM, they are split into two shifts, with dinner breaks. With a seven-day work week, each staff member is given 2 days off. The additional staff will help with proper coverage throughout the day.</p>						

V2021

Performance Improvement Funding Request Supplement DSR4S						
Position Title	Booth Attendant C				Priority	2
Classification		FT		PT	Seasonal	X
Part Time /Seasonal	Hours Per Week		28.5		Number of Weeks Per Year	1 6
Compensation Detail						
Base Rate	\$15/hour				6,855	
Other						
Other						
Other						
Other						
Other						
Other						
Other						
Salary and Wage Total					6,855	
If Funded the Position Will Require the Following Additional Items						
Description	No	Yes	Explain	Start Up Cost \$	Annual Recurring Cost \$	
Workstation		X	existing			
Vehicle	X					
Computer		X	existing			
Software	X					
Mobile Communication Device	X					
Uniform	X					
Tools	X					
Equipment	X					
Other						
Other						
Other						
Totals						
Estimated Annual Benefit Cost					686	
Description and Explanation						
<p>One of three requested additional staff to work in the Booth at the Pools, to increase coverage and improve customer service.</p> <p>As noted on DSR-4 #2, the Summer 2019 staffing concern related to having enough staff covering the front desk/booth to quickly process those paying for daily admission, memberships and others. Those with membership swipe passes are able to quickly enter, but those requiring payment have a slower entrance, in part due to the amount of staffing at any given time. In order to have staff cover from 7 AM – 8 PM, they are split into two shifts, with dinner breaks. With a seven-day work week, each staff member is given 2 days off. The additional staff will help with proper coverage throughout the day.</p>						
V2021						

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Park and Recreation Department	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Park and Recreation Department</b>									
Salary & Wage Regular	236,844.93	223,974.86	237,043.40	344,951	345,874		345,874	923	
Salary & Wage Temporary	185,615.20	162,250.32	326,913.86	362,007	362,306	87,565	449,871	87,864	
Salary & Wage Overtime	22,747.30	21,900.67	44,102.14	4,120	5,120		5,120	1,000	
Salary & Wage Other	4,674.14	12,089.90	6,000.00	4,500	4,500		4,500	-	
Salary and Wage Total	449,881.57	420,215.75	614,059.40	715,578	717,800	87,565	805,365	89,787	12.5%
								-	
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance	6,955.32	690.50	48.00	19,500	27,000		27,000	7,500	
Rental and Leases	4,000.00	1,575.57	11,885.00					-	
Other Property Related	23,089.06	16,894.87	22,023.36	31,115	29,655		29,655	(1,460)	
Professional & Technical	8,900.00	4,835.00	4,280.00	1,800	1,800		1,800	-	
Communications	3,670.36	2,727.11	2,507.74	4,550	4,050		4,050	(500)	
Recreation	2,660.00	4,641.66	3,850.00	2,000	2,000		2,000	-	
Other Purchased Services	6,378.00	1,534.60	1,375.73	3,500	3,500		3,500	-	
Energy Supplies								-	
Office Supplies	1,299.83	2,937.56	3,276.52	2,000	2,000		2,000	-	
Building & Equipment Rprs/Sp	18,462.94		12,582.97	43,000	46,500		46,500	3,500	
Custodial Supplies			1,299.41	1,200	1,200		1,200	-	
Grounds Keeping Supplies		5,161.00	13,740.00	15,000	13,000		13,000	(2,000)	
Vehicular Supplies								-	
Food & Service Supplies	4,219.18	3,174.70	2,688.97	2,500	2,500		2,500	-	
Medical Supplies	399.27	1,481.85	833.33	600	600		600	-	
Educational Supplies								-	
Public Works Supplies								-	
Other Supplies & Equipment	19,835.95	30,091.95	18,425.90	5,800	5,500		5,500	(300)	
Governmental Charges								-	
Travel & Mileage	1,087.75	1,205.62	1,135.03	3,000	2,600		2,600	(400)	
Dues & Subscriptions	360.00	370.00	445.00	700	700		700	-	
Other								-	
Expense Total	101,317.66	77,321.99	100,396.96	136,265	142,605		142,605	6,340	4.7%
								-	
Capital Equipment								-	
Capital Equipment Total								-	
								-	
<b>TOTAL</b>	<b>551,199.23</b>	<b>497,537.74</b>	<b>714,456.36</b>	<b>851,843</b>	<b>860,405</b>	<b>87,565</b>	<b>947,970</b>	<b>96,127</b>	<b>11.3%</b>

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Commission on Disabilities</b>									
Salary & Wage Regular								-	
Salary & Wage Temporary								-	
Salary & Wage Overtime								-	
Salary & Wage Other	1,500.00	1,500.00	1,500.00	1,500	1,500		1,500	-	
Personnel	1,500.00	1,500.00	1,500.00	1,500	1,500		1,500	-	
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance								-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical				200	200		200	-	
Communications	200.00							-	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies		20.67	54.74	100	100		100	-	
Building & Equipment Rprs/Sp								-	
Custodial Supplies								-	
Grounds Keeping Supplies								-	
Vehicular Supplies								-	
Food & Service Supplies		146.58						-	
Medical Supplies								-	
Educational Supplies								-	
Public Works Supplies	258.06			150	150		150	-	
Other Supplies & Equipment	57.60	102.14						-	
Governmental Charges								-	
Travel & Mileage				100	100		100	-	
Dues & Subscriptions								-	
Other - Expenses								-	
Expenses	515.66	269.39	54.74	550	550		550	-	
								-	
<b>TOTAL</b>	<b>2,015.66</b>	<b>1,769.39</b>	<b>1,554.74</b>	<b>2,050</b>	<b>2,050</b>		<b>2,050</b>	<b>-</b>	



Fiscal Year 2021 Proposed Budget

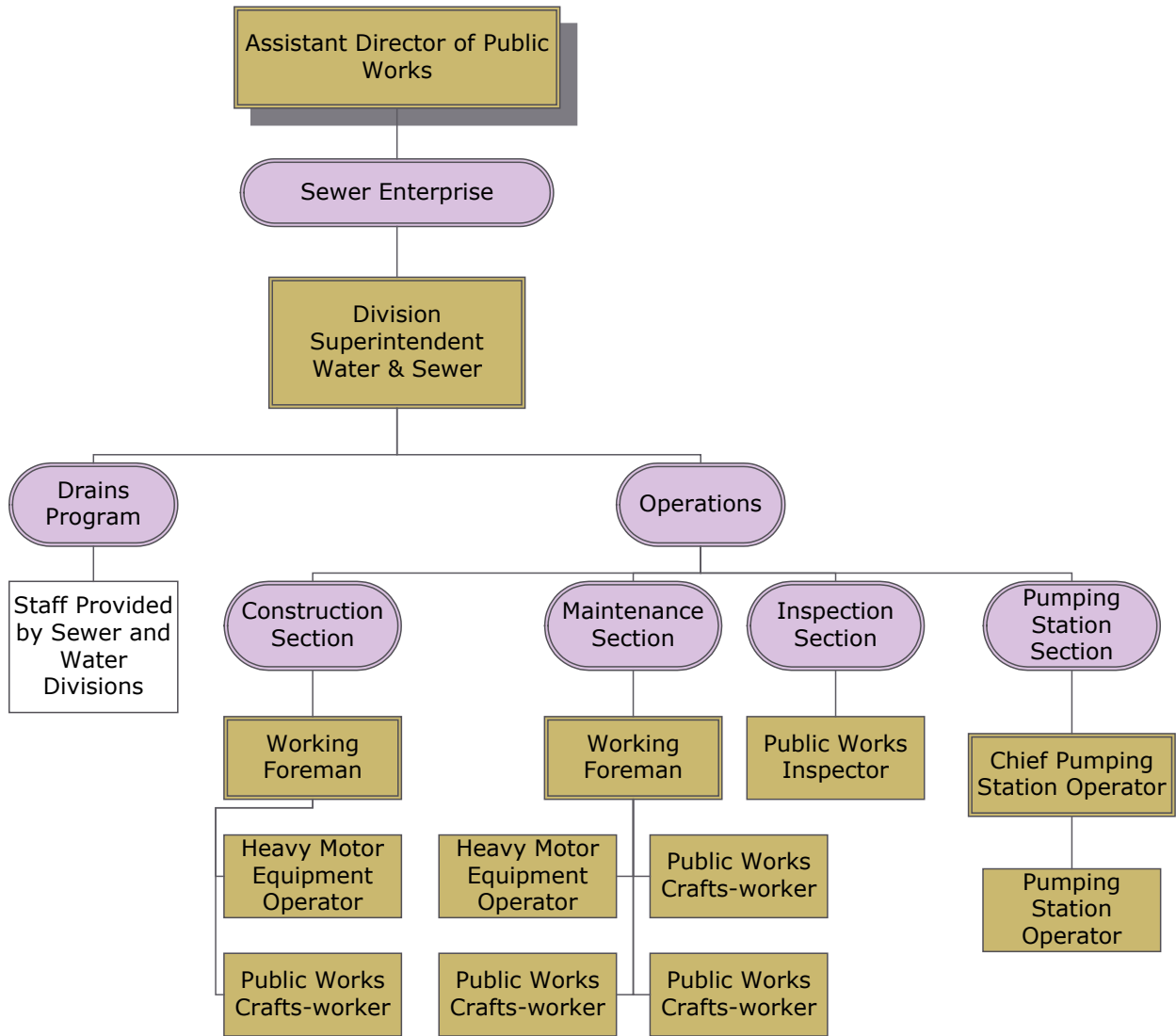
Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Historical Commission	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Historical Commission</b>									
Salary & Wage Regular								-	
Salary & Wage Temporary								-	
Salary & Wage Overtime								-	
Salary & Wage Other								-	
Personnel				-				-	
Energy								-	
Non Energy Utilities								-	
Repairs and Maintenance								-	
Rental and Leases								-	
Other Property Related								-	
Professional & Technical								-	
Communications				800	800		800	-	
Recreation								-	
Other Purchased Services								-	
Energy Supplies								-	
Office Supplies				250	250		250	-	
Building & Equipment Repair Supplies								-	
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 - Expenses								-	
Expenses				1,050	1,050		1,050	-	
<b>TOTAL</b>				1,050	1,050		1,050	-	

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Memorial Park	Expenditures	Expenditures	Expenditures	Budget 12/01/2019	DSR2 Request	DSR4 Request	Department Request	\$ Change	% Change
<b>Memorial Park</b>									
Salary & Wage Regular								-	
Salary & Wage Temporary								-	
Salary & Wage Overtime								-	
Salary & Wage Other								-	
Personnel				-				-	
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	561.89	722.50	750.00	750	750		750	-	
Governmental Charges								-	
Travel & Mileage								-	
Dues & Subscriptions								-	
Other - Expenses								-	
Expenses	561.89	722.50	750.00	750	750		750	-	
<b>TOTAL</b>	<b>561.89</b>	<b>722.50</b>	<b>750.00</b>	<b>750</b>	<b>750</b>		<b>750</b>	<b>-</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**

<b>Department</b>	Sewer Enterprise
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**Department Mission**  
 The Sewer Division of the Department of Public Works is responsible for maintaining the Sanitary Sewer System (Sewer) and the Storm Sewer System (Drains) and all related programs and infrastructure.

**On the Horizon**

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

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

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

The Sewer Division is hoping to purchase a backup pump for our West St sewer station. The pumps there are 20 years old and will be in need of replacement in the near future.

**Budget Statement**

Salaries & Wages increasing \$26,271, 2.55%  
 Expenses & Services increasing \$10,500, 2.32%  
 Operating Capital decreasing -\$5,000, -10%  
 Total Budget Submission increase \$31,771, 2.08%

**Salary**  
 There are presently contracts signed for all representative groups within DPW. For FY 21, all union employees are receiving a 3% COLA as negotiated. All non-represented and management employees are level funded. The total increase for regular salaries is \$20,552, 2.44%.

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 increased based on the Town's Schedule C, and an assumed increase of 2.5% based on the state's increased minimum wage. This increase is higher than in the General Fund, as funds were internally transferred to cover the increase from FY2019 to FY2020, but due to the nature of the Enterprise fund this did not occur for this budget. Temporary salaries are increasing by \$800, 4.88%.

The overtime programs from the prior year remains in place. The Overtime Budget has increased by \$4,919, 2.98%.

**Expenses & Services**

Energy

Fuel Type	3 Year Average Consumption*	Cost per Unit	Fixed Cost	Budgeted Amount	Difference from Prior Year Submission
Electric	497,576	\$0.215	\$1,320	\$108,299	\$6,794
Natural Gas	4,798	\$1.77	\$0	\$7,949	-\$1,056

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

**Department Information**  
**DSR1**

Department | Sewer Enterprise

**Vehicular Supplies**

Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Sewer	Gasoline	2,597	\$3.03	\$7,869	-\$536
Sewer	Diesel	4,081	\$3.58	\$14,610	\$1,214
Drains	Diesel	163	\$3.58	\$584	-\$959

**Highlighted Changes**

There are only incremental changes in the FY21 budget submission.

Line Item	Description	Change from FY 19	Comments	Net Change
Energy	Electricity	\$6,794	Based on 3 year avg consumption	\$5,738
	Natural Gas	(\$1,056)	Based on 3 year avg consumption	
Repairs & Maint Services	Overhead Door Maintenance	\$7	3.5% increase based on contractual changes	\$87
	Alarm & Sprinkler Maintenance	\$9	3.5% increase based on contractual changes	
	Generator Maintenance	\$71	3.5% increase based on contractual changes	
Other Property Related Services	Debris Disposal - Catch Basin	\$1,162	3.5% increase based on contractual changes	\$2,536
	Debris Disposal - Sweeping	\$1,374	5% increase based on contractual changes	
Professional & Technical Services	Seminars and Training	\$1,000	Increased need for training to get licenses for succession planning	\$1,000
Other Purchased Services	Street Sweeping	\$1,420	5% increase based on contractual changes	\$1,420
Gasoline & Diesel Fuel	Sewer - Diesel	\$1,214	Based on 3 year avg consumption	(\$281)
	Sewer - Unleaded Gasoline	(\$536)	Based on 3 year avg consumption	
	Sewer - Diesel	(\$959)	Based on 3 year avg consumption	

**Operating Capital**

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

Department Information DSR1			
Department		Sewer Enterprise	
Accomplishments and Activities			
<p>The division performed regular tasks in addition to larger projects and impromptu projects for the benefit of the public. The division also responded to work order requests initiated through the Town's online reporting tool, SeeClickFix.</p> <p>In FY19, the Sewer Division cleaned 2,464 catch basins removing 487 cubic yards of sediment from the system. From FY19 to date, the Sewer Division has replaced 6 catch basins, repaired 27 catch basins, repaired 9 manholes, replaced 2 manholes and completed 10 spot repairs on sewer &amp; drain lines. The Town's construction crew extended the drain lines on Brookside Rd and at the RTS. 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 investigated sewer and drain lines for defects that were in need of repair. </p>			
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,054,938	0	1,054,938
b) Expenses	462,447	195,000	657,447
c) Capital	45,000	0	45,000
d) MWRA	6,399,114		6,399,114
e) Debt & Reserve Fund	935,000		935,000
f)			
g) Total DSR2 & DSR4 Request (a through f)	8,896,499	195,000	9,091,499
V2021			

Department Expenditure Detail DSR2																	
Department				Sewer Enterprise													
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)								
	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	X	NIPEA		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							16,000									
g.	PRD1 Uniform																
h.	PRD1 Other Compensation																
i.	PRD1 Budget Adjustments							2,935									
							PRD1 Sub Total		766,075								
J	DSR3 Other Compensation							96,708									
							Sub Total 1		862,783								
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		170,091								
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)							1,054,938										

Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Sewer: <ul style="list-style-type: none"> <li>Electricity (108,299)</li> <li>Natural Gas (7,949)</li> </ul>	116,248
Repairs & Maintenance Services (524x - 525x)	Sewer: <ul style="list-style-type: none"> <li>Electrical On-Call Services (7,000)</li> <li>Overhead Door Maintenance (188)</li> <li>Alarm &amp; Sprinkler Maintenance (268)</li> <li>Generator Maintenance (2,063)</li> <li>Mechanical On-Call Services (10,000)</li> <li>Wet Well Cleaning (20,000)</li> <li>Vehicle Repairs (10,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>Trench Restoration (10,000)</li> <li>Contracting Special Services (15,000)</li> <li>Vehicle Repairs (10,000)</li> </ul>	84,519
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 (34,357)</li> <li>Debris Disposal (Sweeping) (28,859)</li> </ul>	63,216
Professional & Technical Services (530x - 531x)	Sewer: <ul style="list-style-type: none"> <li>Seminars &amp; Training (2,000)</li> <li>MWRA/Mandated Sulfide Testing (3,000)</li> </ul> Drains: <ul style="list-style-type: none"> <li>Seminars &amp; Training (2,000)</li> <li>PeopleGIS - PeopleForms (7,000)</li> </ul>	14,000
Communications (534x)	Sewer: <ul style="list-style-type: none"> <li>Postage (500)</li> <li>Cell Phones (7,200)</li> <li>Printing (200)</li> <li>Legal Notices (215)</li> <li>Landline (1,500)</li> </ul>	9,615
Recreational & Cultural Services (535x)		
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> </ul>	60,691



Department Expenditure Detail DSR2		
Department	Sewer Enterprise	
	Drains:	
	• Street Sweeping (29,816)	
Office Supplies (542x)	Sewer:	700
	• Office Supplies (700)	
Building & Equipment Supplies (543x)	Sewer:	1,600
	• Pump Station Supplies (1,500)	
	• Window Repairs & Vandalism (100)	
Custodial Supplies (545x)	Sewer:	1,000
	• Rags for Spills, Cleaning Supplies, Disinfecting Supplies (1,000)	
Grounds Keeping Supplies (546x)	Sewer:	150
	• Grass Seed & Fertilizer (150)	
Vehicular Supplies (548x)	Sewer:	10,000
	• Vactor Truck Parts (1,000)	
	• CCTV Truck Supplies (4,000)	
	Drains:	
	• Vactor Truck Parts (1,000)	
	• CCTV Truck Supplies (4,000)	
Gasoline and Diesel Fuel (5481)	Sewer:	23,063
	• Diesel (14,610)	
	• Unleaded Gasoline (7,869)	
	Drains:	
	• Diesel (584)	
Food and Service Supplies (549x)		
Medical Supplies (550x)	Sewer:	150
	• Medical Supplies (150)	
Public Works Supplies (553x)	Sewer:	63,275
	• Tools (4,500)	
	• Testing Equipment (2,000)	
	• Special Flushing & Roding Tools (3,000)	
	• Manhole Frames & Covers (6,210)	
	• Crushed Stone (2,000)	
	• Asphalt (10,000)	
	• Pump Replacement Parts (8,000)	
	• Hardware Supplies, Paint, etc. (3,250)	
	• Sewer Pipe (3,105)	
	Drains:	
	• Special Flushing & Roding Tools (2,500)	
	• Manhole Frames & Covers (6,210)	
	• Precast Manholes (6,000)	
	• Crushed Stone (2,000)	
	• Sand & Bagged Cement (500)	
	• Concrete Blocks (4,000)	
Other Supplies & Equipment (558x)	Sewer:	6,620

Department Expenditure Detail				
DSR2				
Department	Sewer Enterprise			
	<ul style="list-style-type: none"> <li>Safety Clothing (2,570)</li> <li>Health/Safety Equipment (1,300)</li> <li>Clothing (2,000)</li> </ul>			
	Drains:			
	<ul style="list-style-type: none"> <li>Misc. Items (750)</li> </ul>			
Governmental Charges (569x)	Sewer:			400
	<ul style="list-style-type: none"> <li>Certifications &amp; Licenses (400)</li> </ul>			
Travel & Mileage (571x - 572x)	Sewer:			200
	<ul style="list-style-type: none"> <li>Conferences (200)</li> </ul>			
Dues & Subscriptions (573X)	Sewer:			1,000
	<ul style="list-style-type: none"> <li>Professional Association Memberships (1,000)</li> </ul>			
Other Expenses (574 X - 579x)				
6. Total Expenses				462,447
DSR2C				
Capital Equipment Replacement (587X)	Sewer:			45,000
	<ul style="list-style-type: none"> <li>Pump Replacement Program (45,000)</li> </ul>			
7. Total Operating Budget Capital				45,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				1,562,385
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 FY2021 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 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"/>
				V2021

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	96,708	X				
7	Portion of Sewer Salaries that Support the Drains Operations	217,586	X				
8	Sewer Salaries Assigned to Drains Operations	-217,586	X				
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I		Total	242,166				
	Sections						
	Amount Reported Under DSR2A Section 1		96,708				
	Amount Reported Under DSR2A Section 2		0				
	Amount Reported Under DSR2A Section 3		145,458				
	Amount Reported Under DSR2A Section 4		0				
II		Total	242,166				



Performance Improvement Funding Request DSR4					
Department	Department of Public Works – Sewer				
Title	NPDES - Stormwater	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		195,000	0	195,000	
3. Operating Capital					
4. Department Total (1+2+3)		195,000		195,000	
5. Other Costs					
6. Grand Total (4+5)		195,000		195,000	
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			
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>National Pollutant Discharge Elimination System The new 2016 NPDES Regulations are the most sweeping set of stormwater requirements in the last 45 years. The 2016 NPDES Permit requires Needham to continue making substantial changes to the Town's Stormwater Operations, Site Plan, and Subdivision reviews, and the creation of a new Stormwater General Bylaw.</p> <p>Urbanized areas located within Needham have a Small Municipal Separate Storm System (MS4). MS4 Permit only authorizes the discharge of clean stormwater and/or stormwater that does not cause or contribute to an exceedance of water quality standards. The Permit also requires that pollutants in MS4 stormwater discharges be reduced to the maximum extent practicable.</p> <p>Needham is subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. All stormwater discharges from urbanized areas must reduce the amount of phosphorus 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 BMPs.</p>					

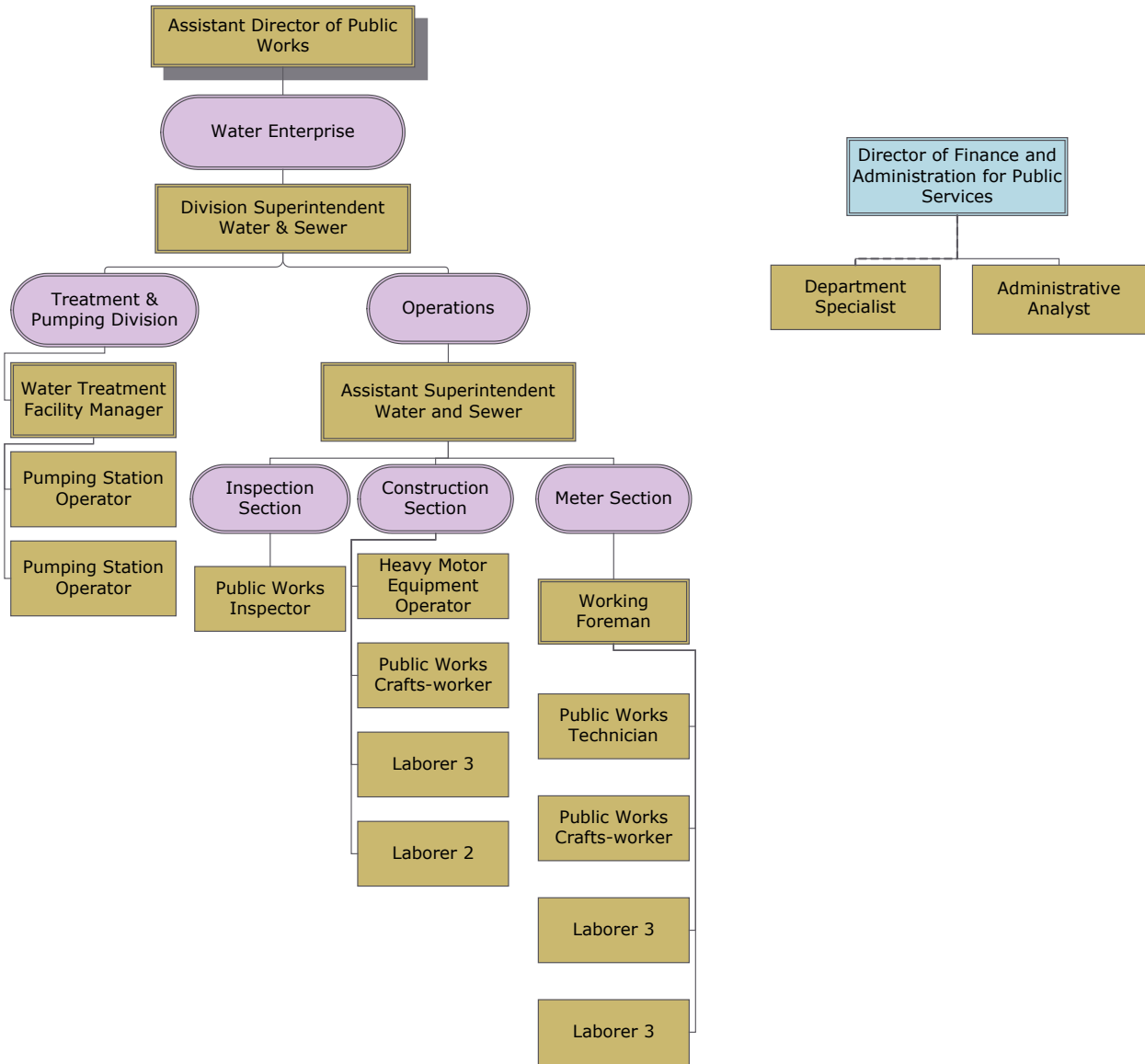
Performance Improvement Funding Request DSR4			
Department	Department of Public Works - Sewer		
Title	NPDES - Stormwater	Priority	1
<p>Needham has five Water Quality Limited Waters impaired by turbidity, nutrients, organic enrichment, flow dissolved oxygen, priority organics, noxious aquatic plants, exotic species, oil &amp; grease, taste, odor, color, suspended solids, and causes unknown. The five waterbodies impaired are: Alder Brook, Charles River (segment South Natick Dam to Chestnut Street), Charles River (Chestnut Street to Water Damn), Fuller Brook, and Rosemary Brook. All five waterbodies are classified as Category 5 Waters.</p> <p>This request is to comply with the National Pollutant Discharge Elimination System (NPDES) permit. This includes funding to inspect and evaluate all BMPs Town wide (\$12,000), clean and inspect brooks and culverts (\$100,000), rehabilitation and/or replacement of catch basin and drain pipes (\$48,000), and to deal with potential findings from CCTV inspections (\$35,000). This is in conjunction with the NPDES CIP request and the NPDES DSR4 in the General Fund.</p> <p>Yes, this request addresses one of the goals of the Select Board.</p> <p>Yes, this request also includes a capital improvement request.</p> <p>Yes, there will be increased exposure for the Town if this request is not funded because the Town is statutorily required through the permit.</p>			
			V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Sewer Enterprise</b>									
<b>Sewer Enterprise</b>									
Salary & Wage Regular	818,705.52	739,425.20	750,824.38	842,231	862,783		862,783	20,552	
Salary & Wage Temporary	11,626.00	11,275.00	8,020.18	16,384	17,184		17,184	800	
Salary & Wage Overtime	154,979.17	153,226.26	145,987.57	165,172	170,091		170,091	4,919	
Salary & Wage Other	12,557.32	12,769.96	14,228.60	4,880	4,880		4,880	-	
Salary and Wage Total	997,868.01	916,696.42	919,060.73	1,028,667	1,054,938		1,054,938	26,271	2.6%
Energy	92,863.81	110,611.43	113,792.96	110,510	116,248		116,248	5,738	
Non Energy Utilities								-	
Repairs and Maintenance	56,406.06	153,765.14	77,113.63	84,432	84,519		84,519	87	
Rental and Leases			4,883.00	6,000	6,000		6,000	-	
Other Property Related	54,189.30	15,523.91	21,215.16	60,680	63,216	195,000	258,216	197,536	
Professional & Technical	24,597.19	13,864.06	34,513.97	13,000	14,000		14,000	1,000	
Communications	6,484.80	6,931.34	7,858.64	9,615	9,615		9,615	-	
Recreation								-	
Other Purchased Services	48,867.40	55,862.00	86,475.75	59,271	60,691		60,691	1,420	
Energy Supplies								-	
Office Supplies			500.00	700	700		700	-	
Building & Equipment Repair Supplies	2,800.00	592.80	298.00	1,600	1,600		1,600	-	
Custodial Supplies	21.98			1,000	1,000		1,000	-	
Grounds Keeping Supplies				150	150		150	-	
Vehicular Supplies	20,649.58	14,972.35	24,027.64	33,344	33,063		33,063	(281)	
Food & Service Supplies								-	
Medical Supplies			5,820.00	150	150		150	-	
Educational Supplies								-	
Public Works Supplies	39,196.89	41,515.64	49,419.29	63,275	63,275		63,275	-	
Other Supplies & Equipment	3,246.59	1,266.25	7,232.60	6,620	6,620		6,620	-	
Governmental Charges	360.00	355.00	603.99	400	400		400	-	
Travel & Mileage	170.50	200.00		200	200		200	-	
Dues & Subscriptions	193.75	213.33	388.24	1,000	1,000		1,000	-	
Other	200.00	100.00						-	
Expense Total	350,247.85	415,773.25	434,142.87	451,947	462,447	195,000	657,447	205,500	45.5%
Capital Equipment	40,985.99	43,646.24	49,519.77	50,000	45,000		45,000	(5,000)	
Capital Equipment Total	40,985.99	43,646.24	49,519.77	50,000	45,000		45,000	(5,000)	-10.0%
<b>TOTAL</b>	<b>1,389,101.85</b>	<b>1,376,115.91</b>	<b>1,402,723.37</b>	<b>1,530,614</b>	<b>1,562,385</b>	<b>195,000</b>	<b>1,757,385</b>	<b>226,771</b>	<b>14.8%</b>
MWRA	5,683,915.00	5,889,796	6,173,219	6,399,114	6,399,114	-	6,399,114		
Debt Service	1,044,704.37	980,086	1,167,381	900,000	900,000	-	900,000		
Reserve Fund	Transfers only	Transfers only	-	35,000	35,000	-	35,000		
<b>TOTAL</b>	<b>8,117,721.22</b>	<b>8,245,998</b>	<b>8,743,324</b>	<b>8,864,728</b>	<b>8,896,499</b>	<b>195,000</b>	<b>9,091,499</b>	<b>226,771</b>	<b>2.6%</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					
Department		Water Enterprise			
Department Mission					
The Water Division of the Department of Public Works is responsible for maintaining the infrastructure associated with the water delivery system and the development and production of the water supply in the Charles River Well Field and supplemental water from the Massachusetts Water Resources Authority (MWRA).					
On the Horizon					
Throughout all of the divisions, the DPW plans to perform the daily maintenance tasks, both proactive and reactive. The items below detail additional and specific work that the divisions will be undertaking in the upcoming fiscal year.					
In FY2021, the Water Division is looking to replace fire hydrants, water services & water mains along with various repairs that arise throughout the year. The division would like to purchase a cross-connection software program to better manage our cross-connection program. Under 310 CMR 22.22 every water supplier is responsible to have backflow devices tested and 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 our annual reporting to MA DEP.					
Budget Statement					
Salaries & Wages increasing \$29,182, 2.19%					
Expenses & Services increasing \$59,308, 4.9%					
Operating Capital increasing \$0					
Total Budget Submission increasing \$88,490, 3.46%					
<b>Salaries</b>					
There are presently contracts signed for all representative groups within DPW. For FY2021, all union employees are receiving a 3% COLA as negotiated. All non-represented and management employees are level funded. The total increase for regular salaries is \$23,005, 2.17%.					
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 increased based on the Town's Schedule C, and an assumed increase of 2.5% based on the state's increased minimum wage. This increase is higher than in the General Fund, as funds were internally transferred to cover the increase from FY2019 to FY2020, but due to the nature of the Enterprise fund this did not occur for this budget. Temporary salaries are increasing by \$800, 4.88%.					
The overtime programs from the prior year remains in place. The Overtime Budget has increased by \$5,377, 2.14%.					
<b>Expenses &amp; Services</b>					
<u>Energy</u>					
Fuel Type	5 Year Average Consumption*	Cost per Unit	Fixed Costs	Budgeted Amount	Difference from Prior Year Submission
Electric	1,953,555	\$0.20	\$2,530	\$393,241	-\$11,776
Natural Gas	19,546	\$1.77	\$209	\$34,805	\$3,005
*Used 5 year average due to milder years of FY17, FY18, & FY19					



Department Information					
DSR1					
Department		Water Enterprise			
<u>Vehicular Supplies</u>					
Division	Fuel Type	3 Year Average Consumption	Cost per Unit	Budgeted Amount	Difference from Prior Year Submission
Water	Gasoline	7,380	\$3.03	\$22,361	-\$182
Water	Diesel	3,895	\$3.58	\$13,944	\$89
<u>Highlighted Changes</u>					
<p>There are only incremental changes in the FY2021 budget submission. The major increases are related to contractual increases. Misc. supplies were recently bid with a significant increase in many materials. These include mostly metal based parts and it is believed that this increase is due to the increased value of the metals in these materials or due as a result of tariffs (\$28,151). The drinking water chemicals are now on an annual bid process, as it was difficult to get companies to commit to pricing beyond one year due to volatility in these markets. The assumed increase for these items is \$12,031. There are also increases for On-Call Mechanical and On-Call Electrical services (\$6,000).</p>					
Line Item	Description	Change from FY 19	Comments	Net Change	
Energy	Electricity	(\$11,776)	Based on 3 year avg consumption	(\$8,771)	
	Natural Gas	\$3,005	Based on 3 year avg consumption		
Repairs & Maint Services	Fire/Security Monitoring, Generator Maintenance	\$340	No contract for 1/2 of FY 20, assumed increase of 3.5%	\$6,340	
	Electrical, Mechanical On-Call Services	\$6,000	Based on Prior Year's Spending		
Other Property Related Services	Tree and Brush Clearing	\$1,500	Increased for tree clearing near Water Treatment Plant	\$1,500	
Professional & Technical Services	Seminars and Training	\$2,000	Increased need for training to get licenses for succession planning	\$18,900	
	Cross Connection Backflow Software	\$11,000	One-time cost for purchase of backflow testing software, currently using multiple spreadsheets and access databases		
	Water Quality Sampling	\$5,100	Increased sampling required due to UCMR4		
	Well/Pump Performance Testing	\$800	Increased cost of contract		
Gasoline & Diesel Fuel	Gasoline	(\$182)	Based on 3 year avg consumption	(\$93)	
	Diesel	\$89	Based on 3 year avg consumption		

Department Information				
DSR1				
Department		Water Enterprise		
Line Item	Description	Change from FY 19	Comments	Net Change
Public Works Supplies	Water Meters- Various Sizes	\$4,777	No contract in place for 2nd half of FY 21, assumed increase of 3.5%	\$40,182
	Treatment Process Chemicals: Sodium Hydroxide	\$9,957	No contract for FY 21, assumed 3.5% increase	
	Water Services: Brass Fittings - service connections	\$2,212	3.5% increase price based on current contract	
	Treatment Process Chemicals: Hydroflousilcic Acid	\$569	No contract for FY 21, assumed 3.5% increase	
	Treatment Process Chemicals: Phosphate	\$519	No contract for FY 21, assumed 3.5% increase	
	Water Mains: Hydrant Parts/Boxes	\$2,016	14% increase price based on current contract	
	Treatment Process Chemicals: Sodium Hypochlorite	\$986	No contract for FY 21, assumed 3.5% increase	
	Water Mains: Gate Valves	\$3,726	36% increase price based on current contract	
	Water Mains: Repair Sleeves	\$6,872	83% increase price based on current contract	
	Meter Couplings	\$3,821	71% increase price based current contract	
	Meter Parts - Various Sizes	\$1,957	38% increase price based on current contract	
	Water Services: Copper Tubing	\$1,366	44% increase price based on current contract	
	Water Services: Service Valves/Boxes	\$1,273	41% increase price based on current contract	
	Water Services: Repair Sleeves	\$131	42% increase price based on current contract	

**Department Information**  
DSR1

Department: Water Enterprise

Line Item	Description	Change from FY 19	Comments	Net Change
Other Supplies & Equipment	Safety Clothing/Vest, gloves and hard hats	\$1,200	Based on Prior Year's Spending	\$1,250
	Health and Safety Equip. Prescrip. Safety Glasses	\$50	Based on Prior Year's Spending	

**Operating Capital**

**Leaf Box** – Purchase metal leaf box to make it easier to pick up & dump leaves and brush at the Water Treatment Facility, St. Mary’s pump station and the two water storage tanks.

**Chemical Storage Tank** – Relocate and purchase larger sized bulk ortho-polyphosphate storage tank. This will eliminate the need for 10 smaller drums stored in the filter room. Tank will be located in the space previously occupied by the Potassium Permanganate.

**Accomplishments and Activities**

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

The Water Division produced & distributed 918 million gallons of water for consumption at the Charles River Water Treatment Facility. An additional 313 million gallons were supplied by the Mass Water Resource Authority. The Birds Hill & Dunster Water storage tanks were inspected and cleaned on the interior. Lead & Copper water quality sampling was conducted in schools. SCADA system both software and hardware was upgraded at the Water Treatment Plant.

From FY19 to date the Water Division has repaired 15 fire hydrants, replaced 7 fire hydrants, repaired 6 water services & repaired 8 water main breaks. We are currently finishing a water main and service replacement project at the dead-end section of Emerson Pl. A fire hydrant was replaced and a new one was added for this project. In FY19 we replaced 1,685 water meters, tested over 900 backflow devices & surveyed approximately 120 facilities for unprotected cross-connections.

Department Information DSR1			
Department		Water Enterprise	
Spending Request Recap			
Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Salary and Wages	1,360,541	0	1,360,541
b) Expenses	1,269,070	0	1,269,070
c) Capital	15,000	0	15,000
d) MWRA	1,412,709	0	1,412,709
e) Debt & Reserve Fund	1,325,000	0	1,325,000
f)	0	0	0
g) Total DSR2 & DSR4 Request (a through f)	5,382,320	0	5,382,320
			V2021

Department Expenditure Detail DSR2																	
Department				Water Enterprise													
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)								
	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								
						<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 checked="" 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							1,126,366									
b.	PRD1 Differentials (Conditions, Requirements, Shifts)																
c.	PRD1 Education																
d.	PRD1 Extra Holiday																
e.	PRD1 Longevity							19,298									
f.	PRD1 Snow Program							17,500									
g.	PRD1 Uniform																
h.	PRD1 Other Compensation							11,799									
i.	PRD1 Budget Adjustments							4,519									
							PRD1 Sub Total		1,179,482								
J	DSR3 Other Compensation							-96,708									
							Sub Total 1		1,082,774								
<b>2. Salary and Wage Seasonal &amp; Temporary Positions (Itemized Below)</b>																	
a.	Summer Help (2 people for 15 weeks)							17,184									
b.																	
c.																	
d.																	
e.	DSR3 Total																
							Sub Total 2		17,184								
<b>3. Salary and Wage Overtime (Itemized Below)</b>																	
a.	Scheduled Overtime (contractually obligated)							45,540									
b.	Training and Development																
c.																	
d.																	
e.	DSR3 Total							210,723									
							Sub Total 3		256,263								
<b>4. Other Salary and Wage Expenses - (Itemized Below)</b>																	
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								
<b>5. Total Salary and Wages (1+2+3+4)</b>									<b>1,360,541</b>								

Department Expenditure Detail DSR2		
Department	Water Enterprise	
DSR2B		
Object	Description	Amount
Energy (521x)	Electricity (393,241) Natural Gas (34,805)	428,046
Repairs & Maintenance Services (524x - 525x)	SCADA Maintenance & On-Call Services (12,500) Maintenance of Altitude/Actuator Valves (10,000) Fire/Security Monitoring, Generator Maintenance (5,115) Electrical, Mechanical On-Call Services (15,000) Well Redevelopment (35,000) Vehicle Repairs (5,000)	82,615
Rental & Leases (527X)		
Other Property Related Services (529x)	Tree and Brush Clearing (7,000)	7,000
Professional & Technical Services (530x - 531x)	Engineering Services (15,000) Leak Detection (30,100) Water Quality Sampling (15,100) Water Meter Testing Program (10,000) Tank Inspections at Dunster and Birds Hill (3,000) CRWTF Sewer Residuals - MWRA (7,000) Seminars & Training (10,000) Well/Pump Performance Testing (3,000) Filter Media Testing (500) Mandated Wetlands Delineation (500) Cross Connection Survey for Facilities (4,000) Cross Connection Backflow Software (16,000)	114,200
Communications (534x)	Water Conservation Program (15,600) Printing - CCR & Misc. (6,600) Postage - CCR & Misc. (5,000) Legal Notices (300) Landlines (9,500) Wireless Communications (9,740)	46,740
Recreational & Cultural Services (535x)		
Other Purchased Services (538x)	Trench Restoration (20,000) Police Details (13,680) Plumbing Services (1,000)	34,680
Office Supplies (542x)	Office Supplies (1,000)	1,000
Building & Equipment Supplies (543x)		
Custodial Supplies (545x)	Dedham Ave Pump Station (1,500) CRWTF (900) St. Mary's Pump Station (500)	2,900
Grounds Keeping Supplies (546x)	Grass Seed and Fertilizer (1,000)	1,000

Department Expenditure Detail DSR2		
Department	Water Enterprise	
Vehicular Supplies (548x)	Vehicle Supplies, Tires, Batteries, Etc. (10,000)	10,000
Gasoline and Diesel Fuel (5481)	Gasoline (22,361) Diesel (13,944)	36,305
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 (900) 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 (16,813) Treatment Process Chemicals: Phosphate (15,344) Treatment Process Chemicals: Sodium Hydroxide (149,757) Treatment Process Chemicals: Sodium Hypochlorite (14,834) Water Mains: Gate Valves (14,076) Water Mains: Hydrant Parts/Boxes (16,413) Water Mains: Repair Sleeves (15,152) Water Meters - Various Sizes (141,252) 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)	480,104
Other Supplies & Equipment (558x)	Work Clothing (3,380) Safety Clothing/Vest, Gloves, & Hard Hats (2,000) Health & Safety Equip., Prescip. Safety Glasses (500) Educational Supplies (200)	6,080
Governmental Charges (569x)	Other - DEP, SDWA (12,000) Certification & Licenses (1,600)	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)		

Department Expenditure Detail DSR2				
Department	Water Enterprise			
6. Total Expenses				1,269,070
DSR2C				
Capital Equipment Replacement (587X)	Leaf Box (8,000)			15,000
	Chemical Storage Tank Relocation (7,000)			
7. Total Operating Budget Capital				15,000
8. Total Base Request (Line 5 + Line 6 + Line 7)				2,645,547
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 FY2021 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 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"/>
V2021				



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	67,000			X		
3	Hydrant Dry Testing Program	14,656			X		
4	Unscheduled/Main Breaks, Leaks, Equipment Failures, Shutoffs, Resident Complaints, Etc.	43,620			X		
5	Water Conservation	10,469			X		
6	Portion of Water Enterprise Salaries that support Drains Operations	-96,708	X				
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
I	Total		114,015	<b>X</b>			
Sections							
	Amount Reported Under DSR2A Section 1	-96,708					
	Amount Reported Under DSR2A Section 2						
	Amount Reported Under DSR2A Section 3						
	Amount Reported Under DSR2A Section 4	210,723					
II	Total		114,015				

V2021

Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Water Enterprise</b>									
<b>Water Enterprise</b>									
Salary & Wage Regular	830,680.02	975,053.98	988,705.65	1,059,769	1,082,774		1,082,774	23,005	
Salary & Wage Temporary	41,445.23	46,717.52	31,420.57	16,384	17,184		17,184	800	
Salary & Wage Overtime	218,668.57	215,005.14	222,840.17	250,886	256,263		256,263	5,377	
Salary & Wage Other	11,770.36	13,082.46	15,174.63	4,320	4,320		4,320	-	
Salary and Wage Total	1,102,564.18	1,249,859.10	1,258,141.02	1,331,359	1,360,541		1,360,541	29,182	2.2%
Energy	362,120.62	349,259.02	373,238.56	436,817	428,046		428,046	(8,771)	
Non Energy Utilities								-	
Repairs and Maintenance	76,313.99	69,975.40	105,676.01	76,275	82,615		82,615	6,340	
Rental and Leases	472.26							-	
Other Property Related	61,405.40	6,790.00	7,637.38	5,500	7,000		7,000	1,500	
Professional & Technical	52,950.99	46,010.49	75,687.21	95,300	114,200		114,200	18,900	
Communications	33,832.33	24,502.65	20,273.71	46,740	46,740		46,740	-	
Recreation								-	
Other Purchased Services	9,300.06	9,964.50	54,101.50	34,680	34,680		34,680	-	
Energy Supplies								-	
Office Supplies	899.22		268.56	1,000	1,000		1,000	-	
Building & Equipment Repair Supplies	8,250.00	61.30						-	
Custodial Supplies	2,184.12	2,378.00	1,977.53	2,900	2,900		2,900	-	
Grounds Keeping Supplies	2,312.98	908.68	800.00	1,000	1,000		1,000	-	
Vehicular Supplies	21,044.47	22,534.06	34,672.60	46,398	46,305		46,305	(93)	
Food & Service Supplies								-	
Medical Supplies				300	300		300	-	
Educational Supplies								-	
Public Works Supplies	438,190.62	461,369.02	435,063.04	439,922	480,104		480,104	40,182	
Other Supplies & Equipment	5,628.29	5,074.61	8,355.48	4,830	6,080		6,080	1,250	
Governmental Charges	10,740.52	11,428.00	10,932.36	13,600	13,600		13,600	-	
Travel & Mileage	241.96	325.25		1,100	1,100		1,100	-	
Dues & Subscriptions	1,950.50	2,463.33	3,698.12	3,400	3,400		3,400	-	
Other		100.00	250.00					-	
Expense Total	1,087,838.33	1,013,144.31	1,132,632.06	1,209,762	1,269,070		1,269,070	59,308	4.9%
Capital Equipment	2,875.00	23,092.00	20,000.00	15,000	15,000		15,000	-	
Capital Equipment Total	2,875.00	23,092.00	20,000.00	15,000	15,000		15,000	-	
<b>TOTAL</b>	<b>2,193,277.51</b>	<b>2,286,095.41</b>	<b>2,410,773.08</b>	<b>2,556,121</b>	<b>2,644,611</b>		<b>2,644,611</b>	<b>88,490</b>	<b>3.5%</b>
MWRA	\$1,039,372.00	\$1,109,794.00	\$856,049.00	1,412,709	1,412,709		1,412,709		
Debt Service	\$1,549,049.11	\$1,404,397.81	\$1,384,916.70	1,250,000	1,250,000		1,250,000		
Reserve Fund	Transfers only	Transfers only	Transfers only	75,000	75,000		75,000		
<b>TOTAL</b>	<b>\$4,781,698.62</b>	<b>\$4,800,287.22</b>	<b>\$4,651,738.78</b>	<b>5,293,830</b>	<b>5,382,320</b>		<b>5,382,320</b>	<b>88,490</b>	<b>1.7%</b>

**Townwide Expense Budget**

Townwide Budget	Minuteman Assessment
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**Purpose of the Budget**

Minuteman School is a public regional vocational/technical high school. For FY2021, the District will include nine member towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, Lexington, Needham and Stow. The Town of Belmont has withdrawn effective July 1, 2020. 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

**Budget Activities**

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 2020. Historical full-time student enrollments are shown below:

Full-time HS Student Enrollment for FY2012 Assessment: (2010/2011 school year):	26
Full-time HS Student Enrollment for FY2013 Assessment: (2011/2012 school year):	34
Full-time HS Student Enrollment for FY2014 Assessment: (2012/2013 school year):	27
Full-time HS Student Enrollment for FY2015 Assessment: (2013/2014 school year):	34
Full-time HS Student Enrollment for FY2016 Assessment: (2014/2015 school year):	22
Full-time HS Student Enrollment for FY2017 Assessment: (2015/2016 school year):	24
Full-time HS Student Enrollment for FY2018 Assessment: (2016/2017 school year):	21
Full-time HS Student Enrollment for 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

The ten-year average enrollment is 25.3 and the five year average 22.

**Budget Changes**

The preliminary budget estimate is based on the following components: Minimum Required Contribution, Operating Assessment, Transportation, Debt & Capital Assessment, Building Project Debt, Post-Graduate Assessments.

The portion of the Assessment attributed to the new school project is \$282,201.

**Spending Request Recap**

Description	Base Request DSR2	Additional Request DSR4	Total (DSR2 + DSR4)
a) Assessment	\$1,205,034		\$1,205,034
b) Total DSR2 & DSR4 Request	\$1,205,034		\$1,205,034

V2021

## Fiscal Year 2021 Proposed Budget

Town of Needham Line Detail	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Budget 12/01/2019	FY2021 DSR2 Request	FY2021 DSR4 Request	FY2021 Department Request	FY2021 \$ Change	FY2021 % Change
<b>Minuteman</b>									
Minuteman Assessment	766,061.00	801,331.00	914,236.00	1,084,783	1,205,034		1,205,034	120,251	11.1%

School Department Budget under Separate Cover